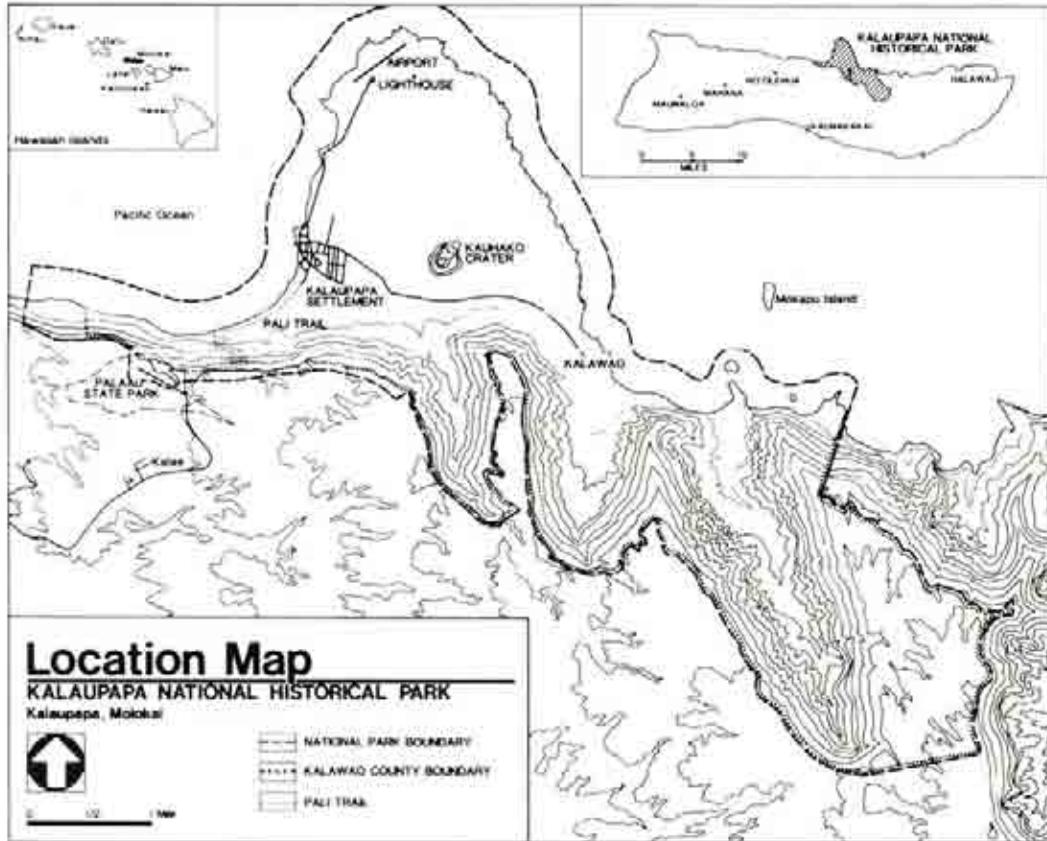National Park Service
U. S. Department of the Interior

Kalaupapa
National Historical Park

Museum Management Plan

Cultural Resources
Pacific West Region
July 2006

Location Map
KALAUPAPA NATIONAL HISTORICAL PARK
Kalaupapa, Molokai

NATIONAL PARK BOUNDARY
KALAWAO COUNTY BOUNDARY
PALI TRAIL

Kalaupapa National Historical Park

Museum Management Planning Team

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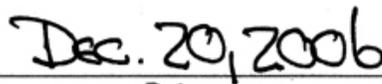Seattle, WA
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Kalaupapa National Historical Park

Museum Management Plan

Recommended by:

Kent Bush   Dec. 20, 2006

Kent Bush, Regional Curator   Date
Pacific West Region

Concurred by:

Tom Workman   01-19-2007
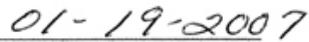
Tom Workman, Superintendent   Date
Kalaupapa National Historical Park

Approved by:

Jonathan Jarvis   1/26/2007
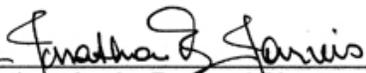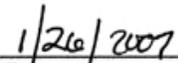
Jonathan Jarvis, Regional Director   Date
Pacific West Region

Executive Summary

The Kalaupapa National Historical Park Museum Management Plan identifies a series of collections management issues facing the park and presents corresponding actions to address them. The park is currently managing an archives estimated at 137,000 items; a library estimated at 800 titles; and museum collections estimated at 134,000 items, for an estimated total of about 271,000 items.

The collections have passed through a primary development phase that was outlined in the Collection Management Plan completed in 1983. Two seminal events, the addition of a journeyman-level curator to the staff and the construction of a collections facility, have completely changed the collections management and use dynamics at the park. However, the new program and facility lack status and definition within the park and the community as a whole. This should be corrected by an overall program identity, supported by internal protocols for collections development, preservation, and use, and followed by the necessary planning and programming for the projects, funds, and staff to move the program forward.

This Museum Management Plan offers recommendations for actions designed to take the park archives, library, and museum collections through the next developmental phase, leading to full program integration.

Key Recommendations

The key recommendations are listed here, while more detailed action recommendations follow each issue section of the plan.

- Establish a park-specific collections philosophy and protocols for role and function as well as for development; incorporate these into future park planning documents.

- Develop and implement protocols which direct collections growth to provide the information resources needed by park staff.

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

- Institute a proactive collections preservation and conservation program.

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List of Illustrations

Introduction

Within the Pacific West Region, the Museum Management Plan (MMP)
replaces the Collection Management Plan (CMP) referred to in National
Park Service publications such as the *Outline for Planning Requirements;
DO#28: Cultural Resource Management*; and the *NPS Museum
Handbook*. Whereas the CMP process generally concentrates on the
technical aspects of archival and museum operations, the MMP recognizes
that specific directions for these technical aspects already exist in the *NPS
Museum Handbook* series.

The MMP process therefore does not duplicate that information. Instead it
places archival and museum operations in a holistic context within park
operations by focusing on how collections may be used by park staff to
support specific park goals. This plan recognizes that there are many
different ways in which archives, libraries, and museum collections may
be organized, linked, and used within individual parks, and as a result
provides park-specific advice on how this may be accomplished within
this specific unit. Where necessary, material found in the *NPS Museum
Handbook* or *Conserve-O-Gram* series will be referenced in the text, and
where required, technical recommendations not covered will appear as
appendices to this plan.

Kalaupapa National Historical Park was authorized on December 20,
1980, "…to provide for the preservation of the unique nationally and
internationally significant cultural, historic, educational, and scenic
resources of he Kalaupapa settlement on the island of Molokai …". While
it was recognized almost immediately that this definition must include the
personal belongings and papers of both patients and care givers, it was not
until May 18, 1987 that the formal archival and museum collections were
established with accession #1.

For almost 20 years, the collections were inadequately managed under substandard conditions, and Kalaupapa residents felt that the Service was incapable of caring for these materials, so donations fell. These conditions have been reversed with the construction of a new facility and employment of professional staff over the past three years. This has allowed the park to become active in collections documentation, preservation and access, which in turn has stimulated both collections use and acquisition. The next decade promises to be very exciting for collections management at Kalaupapa.

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

Members of the MMP team were selected for their ability to address specific needs and concerns of the park. Primary information gathering and the initial draft were developed over a two-week period in June, 2006.

The team wishes to thank the staff of Kalaupapa National Historical Park for the courtesy, consideration, and cooperation extended during this planning effort, in particular Park Curator Susan Buchel and Cultural Resources Manager Jennifer Cerny. Their time, efforts, and involvement greatly facilitated the work, and is very much appreciated. These individuals obviously are dedicated and committed to the preservation of the park resources, and it is a pleasure to work with such professionals.

History of the
Museum Collection

Kalaupapa National Historical Park (KALA) came into existence in 1980. Three years passed before permanent staff was assigned to any part of park operations, so the first decade of the park's museum collection efforts were guided and facilitated with the dedication and attention of regional curators at the Western Regional Office and later the Pacific West Office.

In what could be considered the first museum collection efforts, Regional Curator Dave Forgang contracted in 1982 with Bruce Doneaux, a volunteer care-giver at Kalaupapa, to compile an initial inventory of potential museum objects found in those Hawai'i Department of Health buildings slated for transfer to NPS ownership. A curatorial study team, including Dave Forgang, Tom Mulhern (Chief, Park Historic Preservation, WRO), Diane Nicholson (Registrar, Golden Gate National Recreation Area), Diana Pardue (Curator, Curatorial Services, HFC), and Mark Tanaka-Sanders (Museum Technician, USS Arizona Memorial), visited Kalaupapa for a week in late 1982 to assess the potential for collection management at the site and prepare a Collection Preservation Guide. The guide included an interim Scope of Collection Statement, recommendations about potential cooperative agreements with potential partners, and general guidance in the storage and management of collections should the park begin to acquire items.

In 1985, Diane Nicholson, as Western Regional Curator, wrote an initial Scope of Collection Statement for KALA. Nicholson returned in 1987 with a curatorial team consisting of Yosemite Museum Technicians Norma Craig and Martha Lee, to begin processing the park's first accession. This large donation followed the 1982 Doneaux inventory. Full reconciliation was not possible, since five years had intervened between inventory and donation.

From the first accession in 1987, through 1997, collection management tasks continued to be coordinated by Regional Curators Diane Nicholson,

Jonathan Bayless, and Kent Bush, sending curators and technicians from other parks for short periods.

In 1989, a seven-month cataloging project was funded, bringing Yosemite staff Norma Craig, Mark Swetland, Fermin Salis, and Martha Lee, as well as Yosemite Curator Rosie Pepito. Pepito returned to the park on one-month projects for each of the next eight years. This initial push to gain accountability inspired additional donations and field collections from residents and park staff.

Collection storage presented a challenge from the start. The Settlement's Jail (LCS 22635) was given over to collections, though it presented the environmental problems associated with old and deteriorated structures. With regional assistance, a Bally 14'x14' modular building was installed in the Police Headquarters in 1989. Air conditioning was soon added to this insert, providing a more controlled environment for smaller objects, paper, photographs, and other media. The majority of the collection remained housed in the Jail cells, spaces that offered only minimal of shelter while allowing easy access for pests.

The park's first historian, Sharon Brown, arranged for the museum curator at USS Arizona Memorial, Deborah King, to serve as KALA's first curator-of-record, for .2 FTE annually. This arrangement continued from September 1997 until April 2001. During these years, the collection enjoyed more consistent care and progress. Brown, King, and Regional Curator Kent Bush finalized a Scope of Collection Statement in 1998.

Funding allowed for incremental improvements in storage equipment and storage environments. Brown and King cleaned out the back rooms of the Police Headquarters to provide additional collection storage space as the collection continued to grow, though again, this was a space lacking any environmental control. With project funding facilitated by Regional Curator Bush, the park acquired a refrigerated container to augment the inadequate storage spaces. Planning for renovation of the Jail into a more standard collection storage facility also began.

King and Brown cooperated with the International Association for Integration, Dignity, and Economic Advancement (IDEA) as that organization developed a large, multi-media traveling exhibit, "Quest for Dignity," that included objects from the KALA collection. "Quest" opened in 1998 at the United Nations lobby in New York, then traveled to Honolulu, Maui, and Beijing, China. The park also created a small exhibit for the bookstore located in the American Japanese Association (AJA) Hall in 1999. The exhibit attempts to show how patients have modified tools and equipment to enhance their daily life and some of the recreational activities enjoyed by patients. This exhibit, with few modifications, remains in place.

Two large accessions during this time period, the Kenso Seki household and the furnishings from Ed Kato's workshop, were acquired for their potential as sources for furnished structure exhibits and research into late 20th century patient daily life. These large collections required the assistance of several out-of-park curators to evaluate, inventory, and remove the household goods from their original locations to temporary storage.

The curator-of-record instituted the first scheduled housekeeping, environmental monitoring, and IPM procedures for the collection storage areas, and maintained records between 1998 and 2000.

The curator-of-record arrangement with USS Arizona Memorial ended when both the park historian and the USAR museum curator transferred from their respective parks. Christi Shaw served as the park's cultural resource manager from December 2000 to November 2001. She suspended most museum management functions of the park, but did facilitate a long-running contract with the Research Corporation of the University of Hawai`i (RCUH) to catalog archeological collections.

Jennifer Cerny has served as the cultural resource manager from October 2002 to the present. Museum management activities during this time included the Collection Condition Survey, the collections storage plan for the new facility, the purchase of large storage equipment, RCUH and VIP projects to continue cataloging archeological and slide collections,

initiation of Stations of the Cross reproduction, and safe storage of originals.

Also, after persistent lobbying with upper management, Cerny was finally able to get a full-time permanent curator position filled, which ultimately allowed the reinstatement of most museum management functions.

Plans drafted for rehabilitation of the Jail as museum storage showed that this structure could not be brought to museum standards. Design of an entirely new structure began in 2000. Consultation with the Hawai'i State Historic Preservation Office resulted in the decision to locate and design the new structure to fit within the footprint of the old Quonset hut known as "construction camp." Funding was obtained, and construction of the structure went to contract in 2002.

Regional Curator Kent Bush visited the site in 2002 to evaluate the facility's design. He also made recommendations for use of the storage spaces to facilitate the ordering of storage equipment and supplies needed to successfully move the collections. Conservators Gretchen Voeks and Brynn Bender conducted an initial collection condition survey in 2002 to provide preservation guidance and facilitate the safe move of the objects. During this period, at the request of the park, Voeks gave attention to some of the park's most significant objects—preparing survey reports, cleaning, and developing conservation treatment requests for objects from the St. Philomena Church and for the Fresnel Lens. The St. Philomena Church cross (KALA1411) was treated.

The park obtained base funding to hire a permanent GS-11 Museum Curator in 2003 and Susan Buchel came on duty July 2004 as the park's first permanent museum management staff. The curatorial operation and supplies were consolidated at Paschoal Hall for a year so work could continue while waiting for completion of the new structure. Buchel retired in July, 2006.

Construction delays and building design deficiencies challenged the museum program from 2003 to the present time. In November 2005, the staff was allowed beneficial use of the facility's south wing which

contained the compactor storage cabinets, and the move of the collection began. The facility was blessed and named Hale Malama by the community in December 2005, during commemoration of the park's 25th anniversary. Currently, about 90% of the cataloged collection has found a permanent home in Hale Malama.

Two long-standing deficiencies were corrected in early 2006: staff conducted a 100% inventory of the collection and updated records to reflect the current status of objects, and the park's Scope of Collection Statement was updated from the 1998 version by Buchel, with the assistance of Regional Curator Kent Bush and Golden Gate NRA Curator Diane Nicholson.

The natural resource Inventory and Monitoring Program for Hawai'i national parks resulted in increased collecting activity within park boundaries since 2002. Most collections have been retained at the Bernice P. Bishop Museum, the state's repository of choice, with no connection to park museum documentation. For some time, it was assumed that since the park is managing state lands, the collections had no connection to the park's museum program. Since the museum curator position has been filled in 2004, three collections have been retained at the park, including a reference collection of plant specimens, an invertebrate collection, and a small herpetology sample. Work has begun to reconcile past collection actions between the Bishop and KALA collectors so that the park's museum records reflect the work accomplished and provide intellectual access to all projects.

Backlog cataloging by Research Corporation, University of Hawai'i, employees continued in 2005-6, including several large archival collections, and historical materials from many small collections. Park Curator Susan Buchel's two years at KALA primarily focused on updating museum records, processing undocumented accessions, beginning to refine the collection through deaccessioning, and implementing the move of the collection to the new facility.

Figure 1 Downtown Kalaupapa, 2006

Figure 2 The Pali, 2006

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. It is not unusual for these resources—archives, collections, and libraries— also to be accessible to the 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 the 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 made to document the resources, but also by preserving the information about the individual items and the resource as a whole. This 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 through web sites and on-line databases.

How Collections Represent Park Resources

A park's museum, library, and archival collections provide different perspectives on its resources:

- The museum collections, which contain three-dimensional objects and specimens, represent the resources within the park boundaries. Examples of museum collections include: artifacts from archeological activities; specimens and resulting reports from resource management projects; paint samples and building fragments from restoration of historic structures.

- The park archives should contain files, manuscripts, personal papers, maps, building plans, and photos that document the history of park development and the management of park resources. Individual collections within the archives should 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.

- 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 archeological 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 they promote 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 lead 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, but related, 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 the 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. This distinction and ability can be called "professionalism," and it can be an illusive, difficult thing to define—probably because most practitioners of the curatorial craft possess varying degrees of facility with both the technological and the philosophical aspects of the work.

Professionalism does need to be practiced and exercised to develop properly. It is better fostered by mentoring, particularly in the early stages, for professionalism is difficult to develop in isolation. It takes fairly intimate association with a range of others working in the craft, so that the developing professional personality has a healthy range of philosophy,

opinion, and action to model. Professionalism also needs to be maintained in much the same manner.

The management of park archives was added to park curatorial portfolios in the mid 1980s, and increasingly, most park curators also manage the individual park library program. This accretion of complex duties has to some extent resulted from the overall loss of permanent positions service-wide, and particularly within the parks. These factors are not likely to improve in the foreseeable future, so park management must ensure that each position is filled with 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 is required by qualification standards, service, and regional policy to manage independently a museum program and administer museum program funds. Parks that do not have a GS-1015-11 position on staff need to provide this oversight through the use of an agreement for a curator-of-record. This is a Pacific West Region requirement.

The curator-of-record approach to providing professional services to all parks is a logical outgrowth of the network system, and the reductions in staffing and funding that all programs are currently facing. This approach matches the existing resources to park-defined needs, and it has the support of the regional directorate and the regional professional staff.

Park managers having a professional on staff providing required curator-of-record services for other parks need to be aware that this service constitutes an accretion of duties. The factor of just and adequate compensation for services needs to be discussed and resolved on a park-to-park, and park-to-professional staff basis. Park managers should also realize that curator-of-record duties may cause a reduction in services to the providing park that could be resolved by part-time technical help.

Recommendations

- Create a focus group of senior staff representing all park divisions and branches to define what the collections should contain, how they should be managed and accessed most efficiently, and what products should be produced 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 with a written position description and performance standards.

- Identify possible cooperative partnerships within the park network and in the community with individuals and groups that hold common interests regarding the preservation and management of park resources.

Figure 3 Kalaupapa patients' aloha shirts in general storage

Issue A—
Collections Development

Issue Statement

The Kalaupapa museum collection requires strategies and standards to guide the acquisition of collections and archives, and systematic efforts to build a first-rate collection.

Background

The growth of the current museum collection has been described in the first section of this plan under history of the collections. Since the park's establishment, the Kalaupapa museum collections have grown in response to the availability of materials from numerous sources, especially from Settlement patients and the State Health Department. Responsibilities for collections were assigned to park staff as collateral duties, with professional assistance from visiting regional and park curators over the years. Finally, by 2004, when a museum curator position was created, acquisition and documentation of collections became an on-site operation. During 2006, the new museum facility has come on-line and offers the first real opportunity to care for museum collections in a high-quality, protected environment. The current museum collection is summarized in Table 1 (on the next page) by discipline, and broken down into catalogd and un-cataloged portions.

The collection numbers in Table 1 can help in the understanding of strengths and weakness of the KALA collections, but they are also somewhat misleading. Archeological investigations result in large numbers of very small fragments and chips, with subsequent high counts. Archives counts each page of a report as an item, with an average of 1,600 pages in a one cubic foot box of documents.

	Discipline	Cataloged	Not Cataloged	Discipline Totals
CMR Data	Archeology	95,665	7,000	102,665
	Ethnology	72	0	72
	History	14,094	14,627	28,721
	Archives	31,039	105,906	136,945
	Biology	401	2,443	2,844
	Paleontology	0	0	0
	Geology	3	0	3
Totals		141,274	129,976	271,250

Table 1 KALA museum collection: numbers of objects by subject discipline divided into cataloged and un-cataloged collections, from 2005 data

Beyond the view of simple counts, by volume the collections are primarily historical, with archives and archeology well represented. These three disciplines are expected to remain the majority of collections well into the future. The biological collections, very important in their role as vouchers of the park's biota, will be a collection type with slow and steady growth.

Many of the historical items came to the collection with preservation problems, and most were stored in substandard, less-than-ideal environmental conditions, sometimes leading to further physical deterioration. In addition, often records of their origins were either not kept or became disassociated from the objects themselves. Nevertheless, many of the collections remain in good condition with clear records of their history and association, so vital to their interpretation as museum artifacts.

The new museum facility now provides the park with good quality museum storage and work space. It also has adequate capacity for new additions to the collection for the foreseeable future, unless numerous large assemblages of materials are added wholesale. Understanding the projected "time-to-capacity" for any museum facility is fundamental for planning and acquisition purposes. Any additional space needs should be dealt with in future years by constructing additional space, and recognizing the need in time to do the necessary advance planning, budget building, and construction.

Natural history collections (in this case, primarily biological collections) have since been developed. The majority is stored off-site at the Bishop Museum and the University of Hawai'i. Some of the Inventory and Monitoring specimens have been conveyed to the Bishop Museum for permanent retention, a step that meets the long-term interests of both parties. A small collection of on-site herbarium specimens and marine wet specimens have been developed for on-site reference.

Archeological collections located at the park and off-site appear to meet federal and NPS standards for their development under the auspices of archeological mitigation and investigation projects.

The following evaluation method, called "Collection Evaluation Protocols," was developed by Kent Bush, Brigid Sullivan, Deb King (Curator, USAR), and Rosie Pepito (Curator, LAME) during a 2002 site visit to KALA for evaluation of a large assembly of materials from two patients. During this visit, the team performed an initial assessment of the materials and made a preliminary selection of items the NPS would retain. While the overall approach of these protocols is sound, each question still requires a substantial amount of interpretation. Depending upon the narrow or broad approach of the evaluator, few or many materials may be accepted into the collection.

Collection Evaluation Protocols for Cultural Material at Kalaupapa National Historical Park

Considerations of the following questions is recommended when evaluating cultural material for retention in the archives and museum collections of the park:

- Is the item significant exclusive of context? [Examples are original works by known artists or memorabilia signed by notable persons.]

- Is the item significant due to the individual who made, collected, or used it?

- Is the item significant as part of an assemblage or organized collection? (An example is archeological material.)

- Is the item representative of life ways or specific cultural or belief systems of the owner?

- Does the park have a current or projected need for this item for use in an exhibit or furnished historic structure?

- Is the item duplicative? [Examples are boxes of empty food jars or stacks of paper cups.]

- Is the item a potential hazard to staff/visitor health and safety? [Examples are canned food, pressurized containers, paint, and oil.]

- Has the physical condition of the item deteriorated to the extent that the item is no longer useful for documentation or exhibit?

There is no set score for retention as opposed to disposal. In general, a 'yes' response to any of the first five statements would indicate the item is a candidate for retention, while a 'yes' response to the last three statements would indicate a candidate for disposal.   (kb revised 6/21/02)

The May 2006 SOCS shows that much thought and effort went into creating a useful, viable document that guides the park in its acquisition, especially for its history collections. It recognizes the need to evaluate the degree of representation of any given period, person, material type, or activity in the collection. The strengths and weaknesses within the collection are described, and the gaps identified. It also discusses the limitations of the ability to store and care for collections. At the end of the SOCS, Section 7 discusses an acquisition strategy for 2006 for the history collection. It sets forth specific criteria for evaluating whether potential collections should be acquired and ends with a table titled "History Object Acquisition Scale" that characterizes the five criteria from high to low values for acquisition, and gives some examples and definitions.

Given the progress visible with the revised SOCS, additional tools can be developed to guide the development and growth of the KALA museum program. This issue attempts to create a plan that will establish a sound professional approach for the program.

Discussion

Kalaupapa NHP is a special environment that embodies a unique history and a wonderful sense of community, culture, and place. A living community of Hansen's disease patients to the present day has meant that historic buildings continue to be used, and everyday artifacts, photographs, commemorative objects, and documents continue to be acquired, used, and enjoyed. In short, a rich material culture is still present. This poses a challenge to the park to develop guidelines to avoid over-collecting, if an approach is used that views everything on-site as suitable for inclusion in the museum collection. The past tendency to 'collect it all' needs to be reassessed, as the limited ability to store, preserve, and document museum objects may have allowed harm to occur as lower-value items also claim precious resources.

The park's newly drafted Scope of Collection Statement (SOCS) defines the intent of the park collections and attempts to direct and limit the growth of collections, a great improvement to the lack of specific guidance in the previous SOCS. It also discusses how the new criteria can be applied for culling materials from the existing collection and removing inappropriately accessioned materials. Some of those materials are in untreatable, unstable, and corroded or fragmentary condition; they lack documentation; or they are redundant, commonly available late 20th century everyday items. The MMP team whole-heartedly supports this need, and would go even further in the attempt to purge the collection of materials that detract from the quality and significance of the park's collection.

The development of the collections for the disciplines of biology and archeology appear to be fitting and modest in the anticipated volume of future growth. The archival collection and library holdings are discussed under Issue C.

Existing History Collections

The collection protocols given on the previous page and the current SOCS help refine guidance on evaluating new and existing collections. The first logical step is a re-evaluation of existing collections, including those in storage at all locations, applying stricter criteria than those used in the past. While the SOCS and collection protocols suggest a possible filter for decision-making, this MMP recommends as explicit an approach as possible be developed. For the purposes of culling the current collections, materials that should be considered highly suitable for deaccessioning can be defined as:

- **Items with no documentary record of source of accession or original ownership**, whether located on the artifact (tag, label, inscription) or documented as oral information in a report or record. Examples include baseball bats, suitcases, tools, etc. Most of these items cannot even be shown to have originated from Kalaupapa (even though for most it is highly likely, the uncertainty is still a very negative factor).

- **Items in very poor condition,** especially those items that are useful primarily for future exhibit use. In many instances, one would not want to exhibit items in deteriorated condition as they would never had been originally used. Examples include highly soiled and torn hospital gowns, rusted operating equipment, heavily termite-damaged wood household items.

- **Items that are mass-produced and common** throughout the industrial world, and add nothing to the Kalaupapa story. Examples include razor blades, matches, tools, kitchenware, clothing.

- **Items represented in large numbers of identical units.** It is understood that some duplication in small numbers for smaller objects is desirable to allow for exhibit rotation and loans. Examples include hospital cups, razor blades, gummed file labels.

Once items are identified as suitable for culling, it is essential that the items be inventoried and documented before any further disposition. The inventory must be checked against any possible records already in ANCS+ (if unprocessed, or disassociated from its accession and/or catalog number). Such documentation should include the following information:

Kalaupapa National Historical Park Museum Management Plan

- Description and dimensions

- Accession/catalog number, if applicable

- Manufacturer names, models, or serial numbers

- Photograph (optional depending upon object)

- Basis for culling

Culled materials that have been documented must be disposed of through appropriate means and methods to ensure that professional and management ethics and requirements are met at the highest level. If any difficult or questionable decisions are encountered, the park can seek assistance from the regional curator and other expert museum professionals.

Future Acquisitions

The attention and investment necessary to build high quality museum, archive, and library collections should not be underestimated. Perhaps no other area of museum programs is as vital to the long-term success of meeting the park's mission for preserving and interpreting the material culture and documentary record. The park has completed the construction of Hale Malama, and it represents a significant investment in providing quality space for the museum collections. The program will benefit from an investment in strategic planning on the purpose, role, and function of the Center (as discussed in Issue D on Planning and Program Development).

In instances where the park has evaluated potential collections and decides against acquisition and retention, the recordation of these materials using the same methods discussed here for culling collections will create a permanent record of the recent modern material culture remaining on site.

The evaluation process for new acquisitions should follow the revised SOCS, and use best management practices of professional museum disciplines to make assessments of acquisitions. When materials are ready to be accessioned, the following actions should be undertaken:

- Accession documentation should include a description of the evaluation process and, in particular, what values and significance justified the acquisition. Values can range from general purposes (exhibit, research, historic value, or institutional identity) to very specific values (one-of-a-kind, a series complement, relating to a specific person, building, or event). Documenting what values are considered important should be done on the Accession Receiving Report and in ANCS+ using the significance field.

- Notes on specific items, if unique from the assemblage of materials, should immediately be recorded. Often, cataloging occurs months or years after materials are acquired. If information is not recorded about specific objects and the rationale behind their acquisition and significance, it risks being lost.

- Acquisitions that constitute a systematic effort should be described. Examples include working with another institution, group or family over time leading to a series of accessions, or a series of purchases targeting specific materials.

- As observations, evaluations, location, and identity of outside collections are discovered, and overall lessons are learned, they can be recorded in a folder or journal that will provide useful information for future SOCS revisions and collections managers in general.

Proactive Acquisitions

The park will continue to be offered historical objects and archives from a variety of sources, and will need to exercise judgment and tact in its appraisal of such offers. The creation of a museum curator position has allowed the program to proactively seek out important acquisitions. At the same time, as the work on Hale Malama is completed, and the correction of past acquisition problems is addressed, the park can expand its proactive search for collections and archives that enhance its museum collections.

Efforts to locate high quality materials should use a variety of strategies, including discussions with patients, their families, current and former employees, church employees, and others. Institutions such as the Damien Museum, the Bishop Museum, state and federal archives, and historical societies can be sought out for their information and artifact holdings

linked to Kalaupapa's natural and cultural history. Most of these institutions have already had extensive interactions with the park and its staff, and these relationships need to be continued and strengthened. By sharing finding aids, new information, and research, institutional bonds are developed and maintained, developing partnerships and a sense of community.

As Hale Malama is completed and becomes fully operational, the program and park would greatly benefit by holding workshops on its mission, vision, goals, and functions. Participants could include appropriate park staff, outside museum partners, community representatives, regional and other park museum professionals. The complexity of technical and public issues involved should be recognized; both separate and combined meetings for museum staff and public participants would allow for targeted issues of concern to be addressed by the suitable mix of participants. As an alternative for formal workshops, informal discussions can be used to develop draft statements that can be shared and reviewed to seek feedback and concurrence. But given the crush of day-to-day activities, workshops best allow vital discussions and concurrence to take place that are hard, if not impossible, to duplicate otherwise.

Kalaupapa NHP and Hale Malama represent the commitment of the nation to preserve, honor, and interpret the rich land and culture contained within Kalaupapa. Hale Malama can be developed into a sterling museum facility that serves as a focal point for bringing together people, knowledge, and collections. With good planning, acquisitions, and partnerships, it could reflect the very best of National Park Service and Hawaiian tradition and innovation.

Recommendations

- Continue coordination and planning with archeology and biology programs, managing collections both on- and off-site.

- Re-evaluate existing history collections using strict criteria to ensure that materials have high significance, applicability, and good condition suitable for retention in the collection.

- Cull materials rejected on the basis of inappropriate inclusion in the collection.

- Document culled materials to provide a record of what has been removed from the collection.

- Develop acquisition criteria that refine the selection process.

- Document accession evaluations and significance of any specific objects as a component of all accessions.

- Develop a system to document acquisition sources, strategies, evaluations, collection gaps, and other useful information.

- Hold workshops and strategic planning sessions to explore the vision for Hale Malama. Incorporate results into its scope and its collections.

Issue B—
Collections Preservation

Issue Statement

A strong museum preservation program is essential to ensure the integrity and survival of collections and archives for future use.

Background

Construction of the Hale Malama museum storage facility marks a watershed moment for collections preservation at Kalaupapa National Historic Park. Although the north side of the structure is not yet complete, most of the museum collections that had been stored in significantly substandard locations throughout the park were moved to the completed climate-controlled south wing of Hale Malama by May, 2006, along with the curator's office, curatorial workroom, and park library.

The north wing offers a mirror-image footprint for additional storage of collections. It also includes a separate room to serve as a receiving area for inspection of in-coming collections, freezing infested collections, and washing and processing archeological material and other collections as needed before moving them into the clean storage areas. The park hopes to complete the north wing in 2007-2008, and a fee-demo proposal is under review.

Gathering park collections in one purpose-built location presents an unprecedented opportunity to evaluate and refine the entire collection for the first time since collecting material culture of the Kalaupapa Settlement began in 1987. In the past, the park has deaccessioned superfluous lab and hospital equipment and seriously deteriorated objects during reconfiguration of previous storage in the Bally Building. The Seki and Kato collections received a preliminary cull when they were organized and packed for storage in the refrigerated container. However, centralization of

museum storage makes it possible to systematically inspect all the objects in the collection. They can be evaluated not only in the context of the Scope of Collection Statement, but also with reference to redundancy within the collection, integrity, and to present condition and survivability, thus creating a coherent and purposeful permanent museum collection.

In anticipation of the long-planned move to the new centralized storage facility, a Collections Condition Survey was prepared by WACC Conservators Gretchen Voeks and Brynn Bender in 2002, which included an assessment of the overall condition of the collections by material type and recommendations to improve storage conditions in the future. Brynn Bender returned to KALA in 2005 to direct and instruct staff in packing techniques and in curatorial-level cleaning techniques to prepare the collections for the move.

The primary conservation focus of the park continues to be on preventive conservation concerns such as pest control issues, environmental tracking, and routine maintenance of museum areas. A draft Museum Housekeeping Plan has been prepared that addresses housekeeping, IPM, and environmental monitoring programs. It also includes additional facility concerns that are normally outside of the scope of curatorial museum maintenance activities such as security, fire suppression and detection, and maintenance of building utilities. Remedial conservation of museum objects has been confined to the on-site conservation treatment of the original iron cross from Saint Philomena Church in Kalawao by WACC conservator Gretchen Voeks in 2002 and the removal and cleaning of the original 1890s-era "Stations of the Cross" chromolithographs from the interior of St. Philomena's.

Discussion

With the new curatorial building and creation of a full-time curator position, the museum program is poised to emerge as a strong player in cultural resource management at Kalaupapa National Historical Park.

Current Status of Storage

The Carrier HVAC system in the south wing is equipped with reheat capability to regulate relative humidity. Conditions within the storage room generally range between 68 to 72°F and 50-60% relative humidity (RH) which is entirely appropriate for the sturdy vernacular furnishings, personal possessions, and household objects that constitute the bulk of the KALA collections. The 2002 Collection Condition Survey documented the general condition of collections by all material types present, and the major causes of deterioration were nearly always traceable to high relative humidity. This promotes a high rate of insect and mold activity destructive to organic and synthetic materials, and a high rate of corrosion of metals accelerated by the salt-laden atmosphere of Kalaupapa, which promotes the electrolytic corrosion process.

Long-term exposure to conditions of high relative humidity can hydrate mold spores to the point where they can actually fruit in conditions below the generally accepted mold threshold of 65-70% RH. However, signs of mold activity in the Hale Malama storage room were primarily limited to evidence of past infection in the form of staining of paper and textiles.

Objects originally stored in the Bally building were subject to constantly high RH and rampant mold growth in the 80 and 90% range for several years before air-conditioning was installed in 1990. Installation of a dehumidifier in 1995 lowered conditions far below the mold threshold to 25% RH. Although this low level was unacceptable for organic material that had equilibrated to a high moisture content over the years, the low RH had a positive effect on reducing mold and insect activity as well as lowering the rate of metal corrosion. Before moving collections into the south wing, all objects were superficially cleaned and frozen for pest-eradication to maintain a secure environment for long-term storage. Even with the past condition history of the objects, a wide-scale mold infection

is unlikely to occur in the new storage room and future outbreaks should be detectable with routine examination.

However, the enormously significant collection of photographs, film, and magnetic and digital media documenting life in the Kalaupapa Settlement requires colder and drier conditions for long-term preservation than the moderate climate maintained in the storage room. Ideally, these materials now present in several museum storage units should be consolidated into a microclimate vault and maintained at RH between 30 and 40%.

Re-use of the Bally building was originally considered to store the unstable metal collection which would profit from the low RH% and at the time of the site visit, briefly for possible storage of the photograph and media collection. The north wing is equipped with electrical hook-ups for installation of this or similar self-contained air-conditioned storage units.

However, it is probable that the 20-year old Bally building has outlived its useful life. More than likely, the foundation of the metal-clad structure has corroded to the point that moving it may cause further damage and compromise the structure to the extent that maintenance of a micro-climate is no longer possible. Twenty years is about the life-span of these structures, and the park should consider building a permanent storage vault within Hale Malama to accommodate the photo and media collection. A dedicated climate control system should also be installed in the vault to maintain the specialized stable environment required for the long-term preservation of these complex materials.

Although the vault may be constructed in either storage wing, location in the south wing against the front wall entrance of the room now occupied by empty specimen cabinets and two large map cases has advantages. Placement of the microclimate vault against an inner wall in the climate controlled wing is more energy-efficient, and although the park is planning to scan archival materials to make copies for researchers and staff to use, placement of the vault in the south wing is more convenient to the adjacent curator's office, workroom, and library.

As the Hale Malama facility continues to develop, the park plans to move collections that remain in the following locations to the completed north wing:

- **Refrigerated container** (boxed Kenso Seki and Ed Kato household collections)
- **Bally building** (miscellaneous materials moved from the Jail in May 2006)
- **Jail** (furnishings and items too large for the Bally Building)
- **Paschoal Hall** (boxed contents from the Seki and Kato garages)

Although most of these collections have been through a preliminary evaluation which eliminated the retention of hazardous materials (for example, paint cans, fuel, pressurized aerosol cans, medicine, insecticides, and objects in an advanced degree of deterioration having significant material loss), the collection should be further evaluated with stricter selection criteria before placement in the permanent museum collection as discussed in Issue A. When the collections to be included in the museum collection have been identified, storage space needs can be estimated for the north wing.

The north wing has been designed to accommodate a large footprint for compactor shelf and pallet storage for which tracks have already been laid. Depending on the amount of material that passes through the Scope of Collection filter, the north wing may prove to have more space than is needed to house the collection, especially considering that the south wing storage room is only about half full at this time.

In the ten-to-twenty year forecast, the major collections growth area will be primarily archives rather than objects, furnishings or natural history, and will be at a rate of about three boxes a year. Acquisition of additional large complete household collections from residents is not anticipated, although pending acquisition of a disassembled 2nd order Fresnel lens now stored in a shed at the Coast Guard lighthouse may create a need for storage of this large item. But there is ample room for this as well as for Saint Philomena objects such as the Queen Liliuokalani organ and the conserved iron cross in its large customized microclimate storage case.

At this point, the curator has the opportunity to evaluate all space use issues in terms of both storage and related museum activity needs before the collections are completely moved into the Hale Malama north wing. These issues include but are not limited to:

- Design of a microclimate vault for photo/film/media collections.

- Placement of natural history collections with reference to their access, use, and maintenance.

- Configuration of the room in the north wing designated for mixed-use compatible functions such receiving, examining, and processing (basic cleaning) in-coming collections, pest-control freezing treatments, and processing archeological collections from the field prior to moving collections into the secure storage rooms.

- Additional computer-equipped office areas needed to augment NPS presence in the building and to accommodate related cultural preservation activities and research needs such as List of Classified Structures (LCS) activities.

- Provision of a separate enclosed clean space for curatorial and archival storage supplies and equipment.

- Best use of library with reference to needs of park staff and visitor users.

Suggested actions to address these issues include:

- Building a microclimate storage vault in the south wing as discussed above (funded for FY 07 and FY 08, MCPP).

- Placing natural history wet specimens and the herbarium cabinet in the curatorial workroom so staff can access the collections without entering the museum storage room. Actually, it is not necessary to store wet specimens in a flammable cabinet. Wet specimens are often stored on open shelves, but because the room is also used for curatorial activities, a standard GSA supply cabinet can be used to enclose them in the workroom.

- Possibly reinstating the deleted wall on the library side of the central office area to help define and separate functions. The wall can be fitted with windows for visual access to the entrance area, and, as per the original design, can be fitted with ductwork to support air-conditioning.

- Framing a room between the receiving room and the storage area for clean dedicated storage of curatorial supplies.

- Creating one to three office areas for cultural resource management activities along the exterior wall in the north wing adjacent to the kitchen / restroom area leaving the double door access route open from the receiving room to the storage area beyond.

Preventive Maintenance Activities

Environmental Monitoring

At the time of the site visit, environmental monitoring was well-established with HOBO™ data loggers set at 24 minute intervals and placed in the following locations:

- Hale Malama south wing (HMS)

- Hale Malama office areas (HMO)

- Bally building

- Refrigerated container (CONT)

- American Japanese Association (AJA) (two exhibit cases)

- Lighthouse garage (Fresnel lens)

Data is downloaded monthly and records of external climate-related events are maintained. Comparative records are kept of outside conditions via a data logger sensor placed outside Hale Malama.

Monitoring environmental conditions in museum areas is established as a central part of a comprehensive preventive maintenance plan. Monitoring records inform the curator about the success of maintaining a climate appropriate to preservation of the museum collection. Monitoring is a crucial activity for areas served by a climate control system, chiefly because of the need to track the system's performance and evaluate its ability to perform within the conservation standards for preservation of the collection. It will also detect drift from set points, mechanical malfunctions, and extrinsic structural problems detectable through analysis of the charted data.

If an area has no passive or mechanical climate control systems, it is sufficient to gather a climate profile of one year to establish general conditions in that particular area to inform curatorial decisions toward disposition of museum objects. If climate control is introduced, then continuous monitoring should be started. Given these guidelines, after obtaining a year's data, it is really not necessary to monitor conditions continuously in the AJA, lighthouse garage, or the office area of Hale Malama. The diagnostic utility of strategic monitoring lies in the ability to see cause (mechanical) and effect (climate) through continuous monitoring in real time. If monitoring records from the climate-controlled areas of Hale Malama indicate divergence from set point conditions, the recording intervals should be changed to 5 minute intervals. This would more closely approximate real time and produce more accurate diagnosis of mechanical malfunctions and extrinsic events which could destabilize the storage environment.

Both the Housekeeping Plan (or Museum Preventive Maintenance Plan) and the Integrated Pest Management Plan should be stand-alone documents, although routine and scheduled procedures such as trap setting and inspection should be included in the housekeeping schedule for museum areas to ensure their completion.

Integrated Pest Management

Along with the tropical environment of Kalaupapa comes an army of insects and rodents destructive to the museum collections. The 2002 Collection Condition Survey provides a brief history of sporadic past IPM actions taken by the former USAR curator-of-record as early as 1998; funding of a formal plan was discussed with the lead curator but was not completed. The present curator has now developed a substantial IPM section in the draft Housekeeping Plan that provides a more detailed history of past IPM actions including the fumigation history of Vikane™ (sulfuryl fluoride) treatment to structures in the park by professional contractors. The draft documents current IPM actions such as pest eradication of collections by freezing and by heating prior to moving collections into Hale Malama.

Application of lethal heat treatments for pest eradication is a complicated issue and much has been written about its effectiveness and appropriate use in various situations. To be effective, treatments must be designed in reference to the biology of the insect and the tolerance of specific materials to temperature and relative humidity manipulation. Without that input, heat treatments as applied to collections at Kalaupapa to date may not have been effective, and might actually have endangered collections by exposing them to condensation within the enclosed blanketed and plastic wrapped pile. Diurnal conditions of heating and cooling would certainly serve to enhance the condensation cycle effect. The heat and moisture dynamics within the plastic covered pile may serve more as an incubation chamber more destructive to the object material rather than to the pests.

Objects too large to be treated in the park's chest freezer could be treated in a large walk-in freezer unit which may be available at no cost from the government military excess property unit in Honolulu.

Careful attention has been paid to preparation of objects before moving them into the collection storage room, but wide gaps around doors to the outside could be given temporary door sweeps as simple as flaps made out of blue painter's tape. If the door is not routinely used, the gaps can be covered with tape until the poorly set doors can be reset.

Like any other physical treatment to objects, it is imperative that any applied pest control treatment, whether freezing, heating, or fumigation be noted in the museum object's record.

The procedural steps and concerns outlined in the draft IPM section indicate that the KALA IPM Plan is well on its way.

Conservation Treatment Needs

As mentioned in the Background section of this issue, remedial conservation treatments have been limited to the Saint Philomena or Stations of the Cross chromolithograph series (surface cleaning and facsimile reproduction). Following treatment completed in 2002, the Father Damien cross was wrapped in Marvelseal™ and packed in a

specially made box equipped with Art-Sorb™ silica gel reservoir drawer where it has been recently moved from the Paschoal Hall to the Hale Malama north wing. It has not been opened since it was packed, and the silica gel has not been renewed. However, the WACC conservator is scheduled to return to KALA in August 2006, at which time the cross should be inspected and photographed.

Conservation treatment records are crucial documentation for long-range preservation of objects. That includes any curatorial-level conservation treatments as suggested in the Standard Operating Procedures developed by WACC, particularly the washing of iron artifacts. Washing metal is generally more complicated in its implications than the SOP indicates, so perhaps the park should reconsider including it in the curatorial-level "toolbox" of appropriate treatments.

After all the permanent museum collections have been identified and housed in Hale Malama, a Collection Conservation Survey should be done to identify conservation needs including any specialized survey needs such as photograph and film archival collections.

Digital and magnetic media

A few obsolescent and/or deteriorating media formats in the park will need to be migrated so they may be preserved and made accessible. Park staff should consult Conserve O Gram 19/8 "Preservation of Magnetic Media."

Items such as videocassettes, audiocassettes, compact discs, and digital images should be evaluated by an archivist as discussed in Issue C to determine their value. Items with appropriate evidential or informational value should be migrated, and items without appropriate value should be discarded once inactive. Visual media should be transferred to DVD, and audio media should be transferred to CD.

The advising archivist should assist the park in developing a migration plan standard operating procedure (SOP). It should explicitly state when the CDs/DVDs are to be migrated in the future, what software the current files are in, and what hardware is needed to use these digital files. The

SOP should identify and procure the needed software and hardware to use these digital files. The plan also needs to incorporate park digital images.

Bronze Memorial Plaques

The bronze memorial plaques fall between the cracks in traditional designation of maintenance authority. It is crucial to the preservation of these significant historical objects that they be cleaned and coated on a scheduled basis to protect them from continued deterioration by air-borne salts and water, which promote rapid corrosion and material loss. The bronze memorial plaques should be initially treated by a conservator, and then maintained by park staff on a set schedule recommended and demonstrated by the conservator.

Recommendations

- Prepare a PMIS Project Statement for a Collections Condition Survey to serve as a foundation for a priority-based conservation program for the next five to eight years. (MCPP)

- Prepare a PMIS Project statement for a specialized survey of the photographic/film collections. (MCPP)

- Prepare a PMIS Project Statement for an archivist review of recorded magnetic and digital media for identification of viable data which must be catalogd. (BACCAT)

- Prepare a PMIS Project Statement Plan for design and construction of a microclimate vault for long-term preservation of the photo, film, and media collection in the south wing of Hale Malama. (MCPP)

- Remove the SOPs on heat treatments and washing metal from the Museum Maintenance or Housekeeping Plan.

- Improve strategic placement of data loggers in the Environmental Monitoring Plan, and consider purchasing at least one multi-channel data logger to simultaneously record conditions inside the south wing of Hale Malama and conditions outside the building with a remote lead.

- Acquire a walk-in freezer unit for use in treating large objects for pest control. Freezer units may be available at no cost from the government military excess property in Honolulu.

- When available, incorporate WACC grave marker survey data in the LCS record.

- Arrange for conservation treatment of the bronze memorial plaques by a conservator with specialization in outdoor metal sculpture. Laura Gorman, a Professional Associate of the American Institute for Conservation of Artistic and Historic Works, is based in Hawaii and has experience treating outdoor sculpture. The park may wish to contact her at 45-302 Mealele Street, Kaneohe, HI 96744, (808) 234-3118 for on-site examination and treatment proposal. Treatment proposals can be reviewed by the regional curator.

Issue C—
Archives and Library Management

Issue Statement:

Preserving and providing access to information in the park archives and library will facilitate management of all park resources and provide research opportunities.

Background

This chapter identifies critical and long term preservation needs of the archival collections, park records, library, and information resources held in the curatorial complex at Kalaupapa National Historical Park. Additionally, it addresses the importance of securing permanent or temporary staff that is qualified to apply professional standards to archival resources. Within the National Park Service, these information resources comprise a framework of unique institutional memory, document park resource management, and serve as a repository for the history of the Peninsula and Kalaupapa Settlement. Preservation requires safeguarding the physical integrity of the material through repair, restoration, maintenance, and protection of archival collections. Management of archival collections, as distinct from individual objects, warrants specialized training and adherence to professional practices that protect the collection's relational integrity and create access to its content.

Archival collections are defined here as primary source materials that include historic documents, manuscripts, maps, plans, drawings, art, scrapbooks, albums, rare books, park administrative history and resource management records and reports, oral histories, photographs, film, and other audio-visual resources. Published materials such as library books, journals, reprints, reports, CD-ROMS, and clippings comprise the park's

library collections, which will be discussed in more detail in a later section.

Preservation

Six federal laws provide the basic legal mandates for managing museum collections, including archives, in the NPS. Legislation began with the Act for the Preservation of American Antiquities of 1906, and continued with the Organic Act of 1916, the Historic Sites Act of 1935, the Museum Properties Management Act of 1955, the National Historic Preservation Act of 1966 and the Archeological Resources Protection Act of 1979. Together these mandates laid the foundation for the protection and preservation of historic resources, including sites, buildings, objects, associated records and reference materials. National Park Service policies and guidelines implementing the above mandates and other regulations are contained within *DO#28: Cultural Resources Management Guidelines, DO#24 NPS Museum Collections Management,* and the *NPS Museum Handbook,* Vol. I-III.

A major improvement to the preservation of collections occurred during the past year with the move of archival collections to the new Hale Malama collection storage room. For up to 15 years previous to that time, and in many cases longer, the archival collections and library materials have been stored in conditions where they suffered from prolonged exposure to numerous agents of deterioration. Ever-present high humidity, generally high temperatures, light, mold, exposure to damaging insects and pests (silverfish, termites, and cockroaches), and chloride present in the sea air have previously threatened and damaged these resources. These conditions and effects on paper and other archival materials were detailed in the report, Kalaupapa National Historical Park, Collection Condition Survey Site Visit, conducted by Gretchen L. Voeks and J. Brynn Bender in 2002.

Similar effects of environment deterioration were noted in a trip report sent to the park superintendent by Archivist Carola DeRooy in August 2005, after the park administrative history and resource management records were accessioned into the collection. Original records were

extracted from numerous rust-eaten office file cabinets containing corroding and crumbling metal file fasteners and rusted paper clips adhering to the materials, along with insects and frass. Records printed on thermal fax paper were faded and unreadable. Photographic materials found at that time were also compromised and damaged by pests and improper storage.

These extreme environmental conditions present some of the most difficult challenges that can be faced in the preservation of archival materials. Not all park units must battle against such forces. The completion of the climate controlled Hale Malama curatorial facility should be hailed as a major achievement towards preservation of this unique collection. The archival collections document the park's rich natural biodiversity, cultural history, the land's successive inhabitants, and the changes brought about by the establishment of the Settlement for Hansen's Disease that brought Kalaupapa to the world's attention.

Status of Archives

The NPS recognizes the important tasks of treating and managing archival materials in accordance with professional archival principles and best practices.

Archival methodologies provide guidance in the appraisal process, in which the collection's relevancy is weighed against the Scope of Collection Statement. It is also judged for inherent and/or secondary value and collections are documented to assume legal custody. These are followed by decisions on collection arrangement, cataloging, and describing collections, all processes in which professional archivists have received specialized theoretical and practical training. The basic steps of this process are outlined in "Five Phases of Managing Archival Collections" (Appendix E, page 120) from the *NPS Museum Handbook.* Notably, archival collections require stages of processing and description to preserve or create an arrangement of the materials which either protects or establishes the creator's relational values. This process protects their order and integrity, and makes them fully accessible for later research.

Since collections were first documented at KALA in an inventory list in 1982, hands-on curation of archival collections has been sporadic. Between 1987 and 2004, teams of visiting regional and park curators, museum technicians, historians, resource managers, archeologists, and VIPs worked in small increments to document, store, organize, catalog, and monitor the archival collections to the best of their ability. Susan Buchel began work in 2004 as the first FTE park curator. In just two years, she has succeeded in both documenting the work preceding her arrival and prioritizing archival collections management tasks to be done. In 2005 she attended a training course at the Western Archives Institute in California, increasing her understanding of archival collection management.

As recorded in the museum program's 2005 *Collections Management Report*, the number of cataloged park archival holdings is 31,039. However, 12,002 archival items or about 38%, including documents, photographs, maps, and plans accessioned into the collection remain uncataloged. These figures do not represent additions to the collections made in FY2006. Neither do they represent the time and expertise required in the preparation of finding aids, as distinct from cataloging, necessary to create intellectual access to the collections.

Currently, the curator receives the most requests for use of maps, plans, drawings, and photographic material. A priority of the collection management plan is to enhance the existing catalog records and create finding aids or databases that make the collections searchable. Methods of achieving this level of control are addressed in the following discussion section.

The curator has increased the number of archives collections cataloged to 33 of 64 as of summer 2006, with the assistance of several archivists and temporary staff working under her direction. She has realized that the larger more complex archival collection projects require an advanced level of professional archival skills. So in February and August, 2005, Archivist Carola DeRooy, from Point Reyes National Seashore, worked for a total of five weeks in the park on two details. She assisted the curator with planning and then returned to appraise, catalog, and create a finding aid to the first accession of administrative history records from all the Kalaupapa

park offices and programs (accession KALA-177). In addition, the museum hired Project Archivist Caroline Larson for 2005-2006 through a cooperative agreement with the University of Hawai'i (.25 FTE). She processed and created finding aids to several large collections during her term.

The curator also employed two museum technicians for a year in 2005 who assisted her in re-housing and treating archival material to prepare for the move. Concerned about properly transferring archival materials to the new facility, the staff systematically re-housed in acid-free storage boxes and treated by freezing all the archival collection material, including oversize maps and drawings. All were then moved into the Hale Malama collections room, proceeding carefully to avoid contaminating the clean storage area.

The park intends to refill the GS-11 journeyman curator position that will be left vacant by the retirement of the present curator in August of 2006. The park may be able to employ a curator who also has extensive knowledge of archival science. If not, the park may want to consider continuing archival work in the short term by relying on details to the park by archivists from other park units, or by contracts and cooperative agreements.

For archival work to progress, the staff should consider consulting with a professional journeyman level archivist to continue the identification of projects, and prepare scopes of work and budgets for project statements. The archivist could assist the curator with overall planning for complex projects, create specific work plans, and identify the level of skill necessary for carrying out the various tasks in the plan.

In the absence of any base increases to Cultural Resources at the park, a long-term strategy the park might consider is locating an archivist-of-record from within the NPS and formulating an agreement to fund a number of pay periods each year for the service. This relationship would provide continuity and a deeper understanding of ongoing issues, and would allow the two professional collections experts to coordinate work plans and long term goals.

Collection Access

NPS guidelines and KALA park planning documents (see Bibliography) provide collection goals in three major categories: The People, The Place, and The Disease (Hansen's Disease). In addition to collecting activities, the park's goals are to use the collections to support education and interpretation activities, and to make the collections accessible for staff, academic, and public research.

Until recently, the majority of the archival collection material has been physically and intellectually inaccessible. Research has relied on the personal knowledge of the collections by the curator to recommend or locate items they could use. The improved access to the content of collections along with the construction of the curatorial facility is bound to usher in a new era of potential collection users. "Build it and they will come," even to a place as remote as Kalaupapa, is an adage proven true time and again. The issue for the park now is obtaining a skilled staff which can facilitate continuing archives work, collection access, and research requests by the staff, the community, and academic researchers.

The creation of access to the archival materials is accomplished by providing a physical space where they can be securely studied, and by creating intellectual access through finding aids, inventories, guides, databases, and indexes to their content. Archives require policies and protocols for collection handling and use because of their complexity, relational nature, and multiple formats. Since the archives had been inaccessible until the recent past, the curator has not yet created a standardized system for registering staff and researcher's requests and tracking collections use. A helpful guide to creating forms and procedures for these processes can be found in Appendix A, Collection Access Policies.

The sensitive nature of patient privacy creates a concern whether collection material that should be restricted will be identified clearly by the staff in advance of use. Restrictions may exist on access and/or use of some of the intellectual property in the collections. Of particular note are the oral history interviews with patients without releases, and protecting

the rights of patients who are depicted in photographs documenting Hansen's Disease. An effort should be made to identify more clearly such materials. Special labels or indicators should be used on boxes and folders containing these materials to alert staff when collections are requested. In addition, notes about the restrictions, whether they are for a period of time or whether access to the material requires a written request to the curator for permission, should be noted in accession files, catalog records, and in the finding aid.

Library

The park had no organized or cataloged library prior to 2004. In the fall of that year the curator, with the help of the NPS Regional Library staff in Seattle, added over 500 titles to the NPS Voyager web-based library catalog. The curator consolidated and organized the books and park reports on shelves and in cabinets in the Cultural Resources corner of the Bay View Office. That office is not climate controlled or locked, so the library materials have been subject to pest damage (primarily gecko excrement, silverfish, and cockroach damage), extreme humidity, and possible loss.

Magazine and journal articles with relevance to Kalaupapa were cataloged into the NPS supported Procite bibliographic database software. About thirty articles, primarily on cultural topics, were entered in 2005. The reprint articles were placed in a vertical file, but the curator has not had an opportunity to continue this process because of the museum move. The Natural Resources staff has indicated they have many articles they would like to add to the collection. The curator should also work with the staff to enter bibliographic information for appropriate resource articles in the NPS NatureBib web catalog. Also, digitized documents can be uploaded to the NatureBib site, providing full content access.

The library was moved to Hale Malama in June of 2006. Although this move greatly improves security and access to library materials, the lack of climate control and of procedures and operational guidelines needs to be addressed. Recommendations for protection of the library are discussed

below. Suggested library operating policy guidelines can be found in Appendix B.

Records Management

National Park Service records provide official documentation of the physical and cultural resources of the park as well as the history of the park's efforts to preserve and protect those resources. *NPS-19 Records Disposition Schedule* provides the park staff, the record creators, a means to classify and identify permanent records, and delineates which records an archivist should further review to determine their long-term value to the park. Park records require organization and protection by their creators until they are inactive and ready for transfer to the archive, at which time they require some documentation.

In the process of interviewing staff in 2005, when offices were surveyed for the first accession of park records, the visiting archivist noted the staff's lack of familiarity with *NPS-19* and absence of knowledge about the life-cycle of permanent records destined for the archives. Although numerous staff members have committed themselves to the retention of management and resource records, much confusion and lack of direction remain. The responsibilities of staff for identifying and submitting inactive records to the archives have not been established within the park.

One way for the small staff at KALA to address ongoing submissions of inactive or retired records is to communicate the museum's plan to acquire records at regular intervals, once every year or two years. Each program or office would be notified beforehand asking staff to consolidate their submissions. Appendix D, "Preparing Inactive Records for Transfer to Storage," provides guidance for both the park staff and the curator to accomplish a well-documented transfer of appropriate materials to the archive.

Records management training is available to NPS employees, on-line at www.mylearningmanager.com, through TEL classes, and in-person training inside and outside of the service. The NPS service-wide records officer can be contacted for more information about courses and reference material needed to perform records management activities.

In addition, the museum program is just beginning to discuss procedures with the KALA Inventorying and Monitoring Program and the research permit coordinator. In the chapter on Natural Resources there is more in-depth discussion of standardizing procedures of cooperative review and record keeping among the park staff, permit coordinator, and the curator.

Inventories and permits may generate collections and/or records of specimens, objects, and related field notes, maps, reports, and subsequent published materials necessary for a complete record of scientific research activities in the park archives and library. Appendix E, "Transfer of Resource Management Field Records to Museum Archives," outlines a more specific SOP for archeology and resource management field records. Within this SOP, the "Project Identification Sheet" (page 116) is useful for collecting the metadata about the records creators, the project, and it's related materials.

Discussion

A critical task in the new facility is vigilant preservation because of extreme environmental climate conditions at KALA, and past damage to objects and archives. The highest level of care should be undertaken during processing, housing, and storage of archival materials. All metal staples, clips, and folders or binders with metal fasteners should be removed. The use of mylar and plastics for encapsulating paper and photographic items should be kept to a minimum in this collection as they are quickly distorted by humidity and heat and interfere with the natural hygroscopic ability of paper to absorb and release moisture. All paper items should be stored in acid free boxes with lids or in drawers and cabinets, and examined routinely for pest infestations. Implementing vigorous environmental monitoring activities, maximizing climate regulation, and IPM monitoring will ensure that forces of deterioration are slowed or kept in check.

Protecting Collections

As they fully evaluate all of the potential risks to collections inherent in the new building, the museum staff should make every effort to complete and implement the draft Housekeeping Plan. Since the middle portion of

the building containing the offices, library, and reference area has only a screened open-window breezeway for air conditioning and it's doors will be frequently open, it is critical that good housekeeping be established in that area. This will improve the odds that records, photographs, and historic document collections brought out to be worked on or used are subject to minimal risk of re-introducing insects or other contaminants into the collection room.

It would be possible to extend the zone of climate control into the office and reference room area. Although all of the rare books have been relocated to the temperature-controlled South Wing, the park should make it a priority to provide air conditioning to the reference and office room to better protect the library, museum files, and computers holding museum data. The extreme amount of corrosive salt in the air is very hard on metal. At KALA, a standard file cabinet in a room lacking air conditioning will rust through in a matter of a few years. As the information repository for the park, the information held in the library and museum computers should receive the highest level of protection possible.

The South Wing collection storage area is equipped with an HVAC system that regulates temperature and humidity in that zone. The system has a back-up 200-gallon diesel generator that automatically starts within a minute of a power outage. The generator self-tests regularly and shuts down automatically when the power returns. Frequent power outages occur on the Peninsula and thus far the system has proven reliable, keeping the temperature in the collection room between 68-70 degrees and the relative humidity at an average of 55 per cent. As the staff acquire more monitoring data and become familiar with how the weather outside affects the temperature and Rh in the new building, they should strive for more ideal conditions in the collection room—less than 68 degrees and the humidity at 40-50%.

Preserving Magnetic and Electronic Media

Along with paper documents, various machine-readable records in the collections hold important archival data. These include magnetic media, analog video and audio cassettes, and reel-to-reel tape. Electronic media

hold digitally-formatted information: diskettes, CD-ROMS, DVDs, and digital audio and video. Their inherent vice and relatively short-term obsolescence puts these irreplaceable recordings among the most at-risk in the collections.

These media are particularly sensitive to degradation and failure. Dust, heat, and high relative humidity are the enemies of machine-readable records along with sodium chloride interacting with their metallic layers. Dust scratches tape surfaces, obscuring information and clogging the magnetic heads used to read them. Heat may cause the plastic film of the tape to distort, changing the recorded pattern and scrambling information. Heat can also deform plastic parts inside a cassette, preventing the tape from moving from one reel to the other. High relative humidity can degrade the binder that holds the magnetic information particles on the tape and encourage mold to grow. Ideal long-term storage conditions for these items would be very cool and dry (50° F and 20% RH). While such conditions may not be realistic, temperatures should not exceed 70° F, and if possible, the relative humidity kept below 40%. Every effort should be made to keep temperature and relative humidity levels constant.

Accessing the content of these media is another issue. Most tapes, unless transcripts are available, are minimally labeled as to the subject content of their recording. The curator has identified over 200 audio cassettes and reel-to-reel tapes cataloged into the collection, with none to minimal description of their content. She has estimated that roughly half the tapes *might* contain music, conversations, interviews, or recordings of events generated within the Settlement.

Backup copies are the best insurance for protecting valuable tapes. In the event of media aging or a natural disaster, a copy may be the only means available to retrieve information from a master that is no longer playable. To prevent the loss of information, a copy master should be created from the original tape. This copy master would be used only when making another use copy. A second set as back-up in the event of a local natural disaster should be sent off-site to PISO, the Oakland NPS Regional Office, or the Seattle NPS Library. Tapes in particular have a short-term obsolescence. An effort should be made to request funding and to recruit

interested volunteers to provide transcription services. This does not need to be done at the park, but could serve as an internship project or other community service.

The present condition of color film and other sensitive magnetic media should be evaluated by an archivist or conservator and considered for cold refrigerated storage to improve their longevity. This inspection of the media should determine their condition and whether they are still functional, to help prioritize preservation and reformatting options.

Another issue concerning the tapes is protecting the privacy rights of those people interviewed. If individuals on audio tapes or video can be identified, the material can be reviewed with them and release forms might be obtained, even if time-sensitive conditions of restriction must be put on their use to protect living persons for a specific period of time.

In 2005/2006, the archivist at the University of Hawai'i began dealing with Accession KALA-18, an example of the complexity of managing these material types. This collection is comprised of over 60 oral history interviews of patients conducted by Anwei Law in the 1980s, including tapes, bound volumes, and patients' releases. Several sets of the interviews exist in different formats and the archivist, after some considerable effort, was able to construct a run of the tapes that are considered "originals," although the set is incomplete. Currently, this media is being stored in the media safe and would be a primary candidate for the backup processes mentioned above.

Reformatting to digital is another option, but the digital copy should be created for ease of access, *not preservation*. Digital formats are highly unstable and have a short life span; however, they can be easily duplicated. Tape is more stable than digital formats and provides a voice or picture that cannot be transmitted by transcription. But at the present time, transcription of the content printed on acid free paper and stored in a favorable environment will far outlast the both tape and digital media available.

Access to Documents and Photographs

In the past, because of sporadic collection management and the absence of a qualified archivist, images and documents in the collections were cataloged into ANCS+ using individual catalog numbers for each document or image. Some 900 individual prints, 50 negatives and 2,700 slides have been cataloged in this manner along with over 3,000 documents. This practice fragments the collection into parts making it more difficult to understand the context of the collection as a whole. Cataloged by various individuals, the descriptive content of each item varies in the record, and is not practicably searchable in the ANCS+ database.

Finding aids, which can be generated from the ANCS+ archives module or other Word document templates provide such context with the inclusion of administrative and descriptive information about the collections origin, history, and the specifics of the material. They describe, in more detail, the collection as a whole at the collection, series, folder, or item level. The creation of finding aids for collections already cataloged individually, including several patients' papers, the Kalaupapa Stamp Club, and the American Japanese Association would greatly improve intellectual access to their content and relate them to other objects and collections. The creation of these guides is critical to providing access to collection content for the purposes of research by staff and others.

The Procite database software is another access tool available for searching collections by subject or keyword terms across many records. Descriptive cataloging, describing what an image is and what it is about, provides the most useful indexing and keyword searching for retrieval of content. For example, "This is a picture of James and Mary Smith in Holland. It is about the trip they took in the riverboat, *Fair Lady*, seen behind them, during their escape from the Nazis during WWII." But it is also about the ship and buildings in the background, which no longer exist and the entire scene on the dock, including German soldiers in uniforms, which the photo also captures. Often secondary research values in photographs are the most helpful. Researchers can derive information, particularly if the photo date is reliable, of such as things as the existence

of certain plant life, buildings, and other background aspects of photos which were originally created for an entirely different purpose.

Several empty databases were created in Procite with appropriate fields for the purpose of describing individual photos or groups of images. The curator intends to populate this database for searching the content of photographs and another for descriptive information on oversize maps, plans, and drawings. Once this is begun, a guide to field entry should be created, using the Procite manual as a guide to standardize data entry among catalogers, creating rich and consistent records.

Another method that other parks have used to provide browsing of historical photo collections is done by making good xerox copies of print images and arranging them by subjects in binders. These copies can be available in the library for general reference. Organizing the copies of images by subject brings together all the images on a specific topic where the originals are physically scattered in many smaller groups throughout the collections. This provides an opportunity to recognize where the collections are rich and in which areas they are lacking.

Possible ways to organize the copies are by geography, places, structures, people, events, organizations, families, or other themes. Subcategories are also useful, arranged by date or other logical groupings. A catalog number can be penciled on the image verso to facilitate retrieving the original or accessing the record for more information. Volunteers and technicians can work at this duplication process over time, and new images can be added as part of the cataloging process.

Potential Users

There are several audiences of potential users of KALA archives. It has been difficult in the past for outside researchers to come to Kalaupapa, given the complex logistics of sponsorship, transportation, housing, and meal accommodations. Yet, the persistent have come despite those barriers. The archival collections contain many primary resources suitable for thesis/dissertation level research. The curator has reported that in just the past year, a half-dozen academic and private researchers have been excited to hear of the new facility and the potential for increased access to

collections. Word spreads through academic communities. When they feel prepared, the museum staff should be supported by management to plan outreach activities informing the various user audiences about the resources and encourage their use.

Two other user groups need not travel to gain access to the archives. The first, park staff, may soon wonder how they got along without the park archive and library. Books, articles, administrative and resource management reports and records, personal papers, clippings, photographs, and reference materials are centralized and becoming more accessible through databases and finding aids. Staff and visiting partners/contractors and researchers in biology, geology, historic structures, archeology, anthropology, and so on will be able to take full advantage of the information resources available if the staff is able to accommodate them.

The Settlement's patient-residents, their friends and family are the second audience which has shown great interest in the steps the park is taking to make the collections accessible. Understanding the standards of care to which the museum operations are dedicated always stimulates people to donate their items as well. The park benefits, as well as the patient-residents themselves, by having a centralized place in Hale Malama where their stories and memories can be shared and be protected yet accessible in perpetuity for others to discover.

Information Management

The varied resources consolidated in the Hale Malama curatorial facility—objects, specimens, documents, maps, resource and historic records, and library materials—are a rich storehouse of information. Cataloging and creating finding aids is a step in making them accessible. However, the museum staff is the contact point for entry to the portals of information. When a facility exists, staff and community will wander over to take a look. The staff might consider setting hours for reference, so they have blocks of time to work uninterrupted on other tasks.

Reference requests can require a considerable amount of staff time. This includes working with outside researchers as well as other staff to understand their requests and point them toward the best resources,

according to their need. Requests vary from a staff member trying to find an old report referenced in another document, to filmmakers looking for historic still shots, to the dissertation student searching for new un-mined primary sources. Assistance in fulfilling these requests is the work of the museum staff, along with documenting the requests, registering the researchers, retrieving and putting away materials requested, and recording the various items used.

In addition, when key information is located, there is often a request for duplication through photocopying or scanning. In setting up a reference room, the staff will also need to address whether they can provide such services. The *NPS Museum Handbook* (Vol. III, Chapter 4) provides guidance on establishing duplication services, setting up cost recovery accounts, providing schedules of charges and accepting payments. The staff time for duplication, researching copyright, correspondence, and other steps are factored into charges and assist the museum with recovering costs incurred for providing these services.

As more documents and images are digitized, the museum staff should create a systematic method of storing and retrieving these digital assets. They must also be managed as parallel collections. They should be stored where they are backed up on a server regularly or on an external hard drive, CD-ROM, or DVD. File naming conventions should be established and a record kept of which print images have been digitized. NPS standards for scanning can be found on the NPS Focus website (www.nps.focus.gov). Large numbers of high resolution scans also require computer space and their storage should be discussed with IT managers to determine where in the system they are best stored and protected with room to expand. An external hard drive connected to a museum computer is another option.

Use the NPS Identity graphics brochure template to create a handout describing the resources available to researchers, as well as hours and terms under which research can be conducted. Post the same information on the park website.

Recommendations

- Secure project funds to provide professional archival planning and oversight to archival projects.

- Locate professional and graduate student archivists to prepare collection indexes, inventories, finding aids, and enhanced catalog records that will provide intellectual access to staff and other collection users.

- Design and inform resources managers and administration of a systematic approach for reviewing and submitting permanent records and reference materials into the archives and library on a regular schedule.

- Prioritize the reformatting of multi-media materials for preservation and access.

- Establish an environmental monitoring program, regular housekeeping, and an IPM program to mitigate conditions in collections storage and maintain the best possible preservation standards for archival materials.

- Develop standardized forms and procedures for recording research requests and providing duplication services.

- Explore the possibility of providing housing for a library internship or VIP to assist in keeping the library work updated and entering data into Procite and NatureBib.

- Make available archival training courses and records management courses for curatorial staff.

- Request funding for transcription and duplication of oral history interviews.

Figure 4   General storage in the south wing of Hale Kalama

Figure 5   Hale Kalama, curatorial facility

Issue Statement

A recognizable identity and strong programming will facilitate successful resource preservation and protection while stimulating enlightened use.

Background

While Kalaupapa National Historical Park was authorized by Congress in 1980, formal museum and archival collections were started only in 1987. For almost twenty years material was gathered and warehoused in the former community jail building, with curatorial services being comprised mostly of infrequent visits by the western regional curator and park curators from the mainland. Some collection items and related information was lost over the years because of the hostile natural environment and poor documentation. So a general perception arose among Kalaupapa patients that the National Park Service was unable to adequately care for the collections, and donations tapered off. In 1998, a Memorandum of Understanding was put into effect with the USS Arizona Memorial for curator-of-record services, which dramatically improved the storage conditions and documentation for the collections. A professional level (GS-1015/11) museum curator was hired in 2004, and a newly constructed curatorial facility was dedicated in 2005.

After languishing with relatively little care and attention for twenty years, the combination of a new curatorial facility and a professional level position in charge of the combined archives, museum collections, and library located in the park has abruptly reversed the dynamics associated with these resources. The collections have been moved into this new facility, and the processes of documentation and preservation are well under way. This provides the opportunity for the staff and the collections

to change from a reactive to a proactive mode and to begin to provide the services expected of professionally documented and maintained resources.

Discussion

The processes for this transition involve establishing a recognizable identity; programming the necessary activities, plans, and staffing required to initiate and maintain desired services; and the development and maintenance of outreach programs.

Program Identity

The first step in establishing a recognizable identity came during the dedication of the curatorial facility structure in December, 2005. During the ceremony, the Hawaiian phrase "hale malama" (the first word means "house" and the second word means "taking care" or "preserving") was used. Since that time the phrase has come into general use among the park staff and community alike, so the structure is generally known as "Hale Malama" rather than "the curatorial facility."

Use of the designation Hale Malama should be encouraged as a way of connecting the present day activities of the facility to the traditional Hawaiian concepts of care and preservation, and as a method of developing a unique identity for both the building and the program it houses. The staff should then enlarge upon that initial concept by the addition of a few descriptive words that would serve to identify the function of the facility to non-residents. Some examples might be "Hale Malama Reference Center" or "Hale Malama Resource Center" or "Hale Malama Heritage Center". Whatever name is selected, the building should be signed with that identity as part of the scheduled site clean-up, restoration, and landscaping.

An intellectual framework for Hale Malama should also be developed and documented to identify and codify the basic operational concepts and methodologies to be used. These may include:

Mission Statement – succinctly stating the overarching reasons and purposes for creating the center.

Program Goals – defining the products, outcomes, and benefits that are expected to result for operations.

Functions – outlining what work tasks, jobs, and activities will be required for each program goal to be successful.

Identification and Roles of Primary Partners – defining how joint needs will be identified, and how joint decisions will be made, and any legal responsibilities, restrictions, and liabilities.

Service to Clients – identifying the expected clientele and the expected needs of each, and any limitations on the number or type of clients, and what constitutes good service to each.

Standard Operating Procedures – defining the methods and processes that will be used to accomplish the necessary tasks and work, including opening and closing procedures; security; emergency operations; preventative maintenance; how any tours are to be conducted and services rendered; how incoming materials are to be processed; and so on.

Programming

This basic documentation will outline the ideological parameters of Hale Malama, and provide the internal structure necessary for its acceptance and recognition, as well as the internal structure necessary for effective operations. Using this basic documentation, the park staff will be able to further identify operational components that would be necessary for Hale Malama to become functional at different performance levels. These levels will generally be limited by available space, available staff, available funding, or some combination of these factors.

Since the availability of resources in terms of space, staff, and funding will limit the performance level of the facility at any given point in time, these factors become the basis for the planning documents and funding requests necessary to increase those resources. This documentation may include:

Strategic Plan – defining current performance limitations and providing a methodology for bringing Hale Malama to the next desired level.

Assessment of Needs with Partner Organizations – providing avenues for sharing the vision with other organizations that may be able to help with staff, expertise, joint funding, or by providing actual resources to accomplish joint objectives.

Operations Formulation System (OFS) Request – identifying the park staffing needs and increased base funding needs.

Project Management Information System (PMIS) Requests – necessary for identifying both short-term and continuing-project needs.

Figure 6   Processing area, south wing of Hale Kalama

Specific Project Planning

At the time this plan was developed, the park was listing thirteen Project Management Information System (PMIS) statements relative to the overall Museum Management Program at the park. About half of these project statements document a continuing approach to reducing the catalog backlog at the park. No substantive changes are suggested here, but just a reminder that the annual request for Backlog Catalog funds needs to agree with the Collection Management Report for the same year.

The remaining half of the PMIS statements document the work required to complete and furnish the new curatorial facility, along with a few statements specific to necessary planning needs. These are pointed toward the second Museum Management Program specific funding source, the Museum Collection Protection & Preservation Program (MCPPP). To a certain extent, these PMIS statements lack overall program direction, and are functioning mostly as place-savers in the park and regional multi-year program. Rather than create a laundry list of suggested program request titles, the park is referred to the existing list in the Automated Checklist on the Automated National Catalog System, and/or the list of projects in the *NPS Museum Handbook.*

It is unfortunate that the funding sources within the NPS that are available for museum collections are so few in number. The two museum programs mentioned above (MCPPP and BAC-CAT) are tightly defined, and parks are limited to a single request per year in each funding source. The Cultural Resource Preservation Program (CRPP) is open to all requests dealing with cultural resources; however, parks are also limited to one funded request per year from this source. Each park is also allowed one multi-park project in addition to park-specific projects, so such cooperative joint projects might be a way to pull extra projects into the network.

Each of the specific cultural resource disciplines has funding components in the combined NPS multi-year call for projects. Each discipline should be considered a funding source for Hale Malama project needs. Knowing the responsible program managers in the regional office on a first name basis can be useful; ask for advice concerning funding possibilities.

Other options are also available. For additional staffing, one NPS option is the intake program, which seeks to diversify the service employee base by providing professional training and work experience. The funds for this program come from a separate non-park based account during the term of the training plan. The program brings on staff at the GS-5 level, and at the end of two years training program they are expected to be qualified for vacant positions at the GS-9 level in the series for which they have been trained. Both the GS-1015 (curator) and GS-1016 (technician) series

would be good for this program since the park has a full journeyman level professional to mentor the training.

In addition, a number of graduate programs may provide interns to do professional-level museum project work under the direction of on-site professionals. These include the University of Hawai'i and the University of Washington (museum study programs), Western Washington University in Bellingham (specific to archives), the John F. Kennedy University in San Francisco, and library programs at San Jose State University and the University of Washington. The University of Nevada at Las Vegas has a public history program which is developing internships that might also provide students. The NPS has a cooperative agreement in effect with the National Council for Professional Education. There are also two distance and/or on-line museum masters programs available through George Washington University and the University of Oklahoma. In addition, the American Institute for Conservation maintains a current list of conservation training programs that could also be a source for intern project work.

The park may wish to explore some non-traditional sources of funding for the museum programs. The Save American's Treasures program (see www.cr.nps.gov/hps/treasures) provides grants "…for preservation and/or conservation work on nationally significant intellectual and cultural artifacts, and nationally significant historic structures, and sites. Intellectual and cultural artifacts include artifacts, collections, documents, sculpture, and works of art." This program requires matching grants for all projects, which may be in cash or donated services at the start of the grant. A good partner for grants of this type would be the Arizona Memorial Museum Association (AMMA).

The National Endowment for the Humanities (www.neh.fed.us), the National Endowment for the Arts (www.nea.fed.us), the Institute for Museum and Library Services (www.imls.gov), as well as other granting agencies (such as the Getty Foundation) might also be interested in providing funding for various cultural projects, particularly considering the location, theme, and history of the park. While the park might not be able to receive grants directly from some of these agencies, these grants

open the possibilities of partnerships with various non-governmental organizations.

Development of Outreach Programs:

In formulating a successful strategy for the identification, codification, and development of Hale Malama, the staff should be aware that a holistic view of current and future needs, coupled with a consolidation of resources in logical ways, is required to present the unified approach that is required in these times of limited resources.

The concept of outreach programs to Hale Malama may be either internal (within the park, within the region, within NPS) or external (includes all other agencies and individuals). In either case, these cooperative programs are necessary to the realization of Hale Malama objectives, and these programs must be presented to the prospective partner as avenues to accomplish both separate and joint objectives. Several scenarios have been discussed with the current staff, and the following are presented as examples:

Shared staff with other park divisions – ONPS/program/project funds are often insufficient for the employment of term and permanent staff for specific duties. The inventive park staff should be alert to the possibility of hiring for joint duties, and be willing to describe and fund joint positions. One example would be the employment of a biological technician with the skills to also catalog herbarium specimens and/or see to the identification and maintenance of spirit-preserved marine collections. A second example might be the employment of a maintenance technician for grounds work who could also do cleaning and basic preservation of historic furniture.

Preservation Loans – This method of providing security and preservation for important informational collections is already in use at the park. It involves the acceptance of such collections to protect them from accidental or environmental destruction. One of the possible trade-offs that should be discussed with a potential lender might be permission to copy historic photographs and documents for immediate or future inclusion in the Hale Malama collections.

Resource Sharing – An example of this might be the inclusion of the park library catalog and listing of archival holdings (finding aids) with the county and/or state library system. This will increase the recognition of park collections as research adjuncts to these other collections. With enough interest in these materials, joint funding for micro or electronic duplication could be found.

Professional Associations – The KALA curator is one of the few NPS professional positions in this series in the Pacific Islands. The corresponding non-NPS professional community is also fairly small, but the basic professional organizations and support groups are in place. There is a role in these associations for NPS professionals in the promotion of common support and funding requests commonly not available to NPS operations.

Training and Work Study – Educational programs through the State of Hawai'i higher education system that relate to anthropology, history, museum management, and the biological sciences have potential for cooperative programs with Hale Malama. These might include practicum work with the object collections and archives; archeological survey; interview and recording of patient and other resident recollections of Kalaupapa life ways; or the location and research of deceased patient manuscript and photo collections in private hands or other collections within the islands.

Recommendations

- Establish a program identity through selection of a facility name and development of the intellectual framework for the Hale Malama concept as an integral part of park operations.

- Establish a Strategic Plan for the Hale Malama concept to provide guidance for the development of programs over the next five years.

- Tie the programs in the Strategic Plan to specific needs for staff, equipment, planning, and project needs, and document these on the proper OFS or PMIS format for funding consideration.

- Identify other funding and/or staffing sources (such as Save America's Treasures, and the Intake Program) to assist in filling funding and staffing shortfalls.

- Develop outreach programs within the park, the region and the NPS, and also with outside partners.

- Do more with those efforts that work, and stop working on those efforts that produce no results.

Figure 7   Archival boxes in general storage

Appendix A—
Suggested Collections
Access Policies

National Park Service policy dictates that park-specific cultural and natural collections be available for educational and scholarly purposes. The NPS is also charged to manage these resources for optimum preservation. To minimize the potential impact on the archives and museum collections and to ensure basic security and preservation conditions, access must be documented, restricted, and monitored. The guidelines in this appendix are followed at [name of park] in order to provide supervised management of park-specific resources.

Levels of Access to the Archives and Museum Collections

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

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

Conditions for Access

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

- Level of access will be determined by the chief of natural and cultural resource management and/or the collections manager(s). Prior to allowing direct access to the archives and collections, alternatives such as access to exhibits, publications, photographs, and catalog data will be considered.

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

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

- The "Guidelines for the Use of Archival and Museum Collections" will be followed by all individuals with access to the collections.

- While no user fee will be required for access to the archives or museum collections, the chief of natural and cultural resource management and the curatorial staff will determine what services may be reasonably offered and what charges may be required for services such as staff overtime, photography of specimens, or reproduction of documents.

- All photography of specimens and duplication of documents will take place on-site using the "Guidelines for Photography of Museum Collections and Duplication of Historic Documents."

- A limited amount of space is available for researcher use of archives and museum collections. Researchers are required to check in all collections and remove all personal possessions each evening.

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

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

Access Policy Administration

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

Superintendent

[Name of park]

[Address of park]

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

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

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

Research Application for Museum Collections and Historic Documents

[Name of Park]

Name _____ Telephone Number (_____)_____

Institution/Organization _____

Address _____

Date you wish to visit _____

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

Have you previously conducted research in the park's museum collection?   Yes___ No_____

Research topic and materials you wish to see

_____

Indicate which activities you wish to do

☐ Consult catalog cards   ☐ Consult archeological records

☐ View objects in storage   ☐ Study objects in storage

☐ Draw objects   ☐ Consult historic documents

☐ Other _____

Purpose of your research

☐ Book   ☐ Article

☐ Lecture/conference paper   ☐ Term paper

☐ Thesis   ☐ Dissertation

☐ Exhibit   ☐ Project

☐ Identify/compare with other material

☐ Other commercial use or distribution _____

☐ Other _____

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

Signature _____

Date _____

Please return to: Curator, [Name of park], National Park Service, [Address of park]

(reverse side: Research Application)

National Park Service Use Only

Identification (provide at least one)
Institutional ID _____
Driver's License Number _____

Research Topic
_____
_____

Location of Research (check one)
☐ Curatorial Office

☐ Storage

☐ Exhibit Area

☐ Others _____

Museum Objects Reviewed by the Researcher

[Name of Park]

Park	Catalog	Object Name	Location	Accession	Acronym	Number

Approved by:

Name _____

Title _____

Date _____

Guidelines for the Use of Archival and Museum Collections

[Name of Park]

The guidelines provided here are followed at [name of park]regarding use of the park's museum collections and archives. It should be noted that these resources are separate from the park's library, which is managed by [insert name].

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

Copies of the research application and the full text of the "Guidelines for the Use of Archival and Museum Collections" are available to the public, upon request from:

Superintendent,

[Name of park]

[Address of park]

Availability

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

Non-staff users must complete a research application (included in this appendix) prior to accessing information or materials to ensure that assistance is available upon arrival. Access will not normally be granted on weekends. All materials must stay within the study areas provided within the collection management facility. The size and location of these areas may vary according to the time of year, requests from other

researchers, and staff available. The researcher may bring only those materials needed for research into the assigned study area.

Registration

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

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

Use of Archival Records and Manuscripts

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

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

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

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

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

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

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

Duplication

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

Copyrights and Citations

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

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

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

Restrictions on Use

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

Responding to Off-Site Reference Inquiries

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

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

Guidelines for Handling Museum Collections

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

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

- Use caution in handling collections, and wear gloves when requested to do so.

- Curatorial personnel will retrieve and replace material for anyone using the collections. Direct access to material may be restricted if the object is very fragile.

- Do not remove materials from storage packaging without the permission and assistance of the curatorial staff. The packaging is necessary to prevent damage and deterioration of the specimen, and to protect the researcher from potential injury.

- Always handle objects with clean hands. Use white cotton gloves when handling metal, photographs, paper, and leather objects; washed white duck gardener's gloves may be required for heavy objects.

- Do **not** use white cotton gloves when handling glass or other objects with slippery surfaces, very heavy objects, or items with friable or brittle surfaces.

- Do not pick up anything before you have a place to put it down and your path to this place is clear.

- Look over an artifact before lifting it to see how it is stored and to observe any peculiarities of its construction, fragility, etc. If an object is made in separable sections, take it apart before moving it. Do not attempt to carry heavy or awkward objects alone. Never carry more than one object at a time, and be particularly careful with long objects.

- Except for small items, always grasp an object with two hands, and grasp the largest part or body of the object. Slide one hand under fragile items as you lift them.

- If an artifact has a weak or damaged area, place or store it with that area visible.

Special Objects

- Mounted herbarium specimens should be laid on a flat surface and the folder cover and specimens handled gently, taking care not to bend the sheets or touch the actual specimen.

- Pinned insect specimens should be handled as little as possible, and then handled by the pin. Avoid bumping and strong drafts when handling these specimens.

- Skulls and skeletons should be kept in their jars or containers while examining.

- Ceramics and baskets should be supported from the bottom, never lifted by the rim or handles.

- Photographs, transparencies and negatives should be handled by the edges, and should remain in protective mylar sleeves whenever possible. White gloves should always be used when handling photographs.

- Unrolled textiles should be broadly supported from underneath rather than by holding from the edge.

Reporting Damage

Please report any damage you observe or cause to specimens.

Behavior

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

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

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

I have read and understand the above policy.

Name _____Date_____

Guidelines for Photography of Collections and Duplication of Historic Documents

[NAME OF PARK]

This policy documents appropriate procedures for providing photographs of [name of park] National Park museum collections, and for duplicating original historic photographs and documents. The policy is intended to prevent damage or loss through mishandling or exposure to detrimental environmental conditions.

Duplicate Photographs of Museum Collections

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

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

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

- Requests for photographs of items in the museum collections will be submitted to the park curator, who will establish any necessary priority for the work. Requests should be made on copies of the attached form.

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

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

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

Duplication of Historic Photographs and Documents

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

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

Increased requests for access to and copies of historic photographs and documents will require the following procedures to establish priorities for the duplication work:

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

- Requested items that do not presently have copy negatives will be duplicated based on these priorities. The originals must be accessioned and cataloged into the park collection. A cost recovery charge for duplication may be requested.

- Duplication will be done at the park, or under park control, to preclude possibilities of loss or damage of the originals.

- Once the photographs have been duplicated, copy prints and modern negatives of the originals will be maintained and used for intellectual access and for further duplication. Microfiche copies of historic documents will also be maintained and will be available for use. A cost recovery charge may be required for copy prints.

The park will provide the sufficient quality duplication necessary to fulfill all the normal requirements for suitable reproduction. Outside individuals or organizations that request use of the images will be required to use only those copies provided by the park; and they will be obligated to acknowledge NPS credit if the photographs are published or exhibited to the public. By law, users must also credit the photographer, if known.

Request for Photographs of Items from the Museum Collections

[Name of Park]

Catalog #	Object Name	B&W/Color	Size	Finish

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

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

Signature _____

Date   _____

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 _____

Figure 8   Oversize archives, general storage

Appendix C—
NPS Records Management

The underpinning philosophy and paradigm of records management within the National Park Service is being rethought in light of NPS best practices and continuing technological impacts on communications. The Department of the Interior (DOI) and NPS have identified the need for continuing management of park cultural and natural resources in two concepts: "Mission Critical Records," as presented in *Director's Order 19 (DO#19)* and "Resource Management Records," as presented in the DOI and National Park Service museum management policies.

DO#19 specifically identifies mission critical records as having the highest priority in records management activities. Mission critical records are all records documenting natural and cultural resources and their previous management. These records contain information crucial for the future management of the resources and include "general management plans and other major planning documents that record basic management and philosophies and policies, or that direct park management and activities for long periods of time." Other examples of mission critical records include records that directly support the specific mission of a park unit and the overall mission of the National Park Service. These records are permanent records that will eventually become archival records. Therefore, *DO#19* dictates that these records should receive archival care as soon as practical in their life cycle.

Similar to that of mission critical records is the concept of "resource management records." The DOI manual's definition says that resource management records are "made or acquired by the federal government to record information on cultural and natural resources." As described in the *Cultural Resource Management Guideline (NPS-28)*, resource management records document park resources and serve as key information for their continuing management. Accordingly, they are classified as "library and museum materials made or acquired and

preserved solely for reference or exhibition purposes." Therefore, these materials are excluded from the National Archives' definition of records.

However, in the last few years, the definition of resource management records has broadened beyond reference or exhibition materials. Many official records have also been designated as important for the long-term management of park cultural and natural resources. In the past, official records could not be added to a park's museum or library collection. But records generated by the planning process and compliance review actions of resource management are important official records that never reach an inactive status.

The past system of records management and disposition as promulgated in *NPS-19* focused on "official records" and "unofficial records." Official records were original documents created or received by a park in the course of performing the daily business of the NPS. Unofficial records encompassed duplicate copies of official records and documents generated in association with a resource management project (e.g., archeological field notes). Non-official records were materials not created by a government agency, and included donated manuscripts (e.g., letters written by an eminent figure associated with the creation of a park), collections of personal papers, organizational records of non-governmental entities such as businesses or civic groups, and collections accrued by private individuals.

Only unofficial and non-official records could be placed in a park's museum collection, after evaluation against the park's Scope of Collection Statement (SOCS) for retention, if appropriate. By law NARA has been responsible for the official records of the federal government, once the records are no longer actively needed and have reached their disposition date. Non-official records, such as manuscript collections, were not governed by the NPS Records Disposition Schedule and NARA and included in a park's museum collection based upon its SOCS.

Under the new methodology, instead of a record's importance being primarily dictated by its form (a signed original or a copy), a record's primary importance is to be determined by the actual information it

carries. This philosophy divides records into "permanent" and "temporary;" copies are to be considered just copies and so are not addressed. Permanent records have continuing value to resource management. Temporary records have a limited use life in the operations of a park (or support office). There is also discussion of the notion of "permanently active" records, those materials needed for the long-term, ongoing management of park resources for the NPS to fulfill its agency mandate. The criteria for permanent and temporary also take into account the office of creation—a permanent record for one office, such as a regional office, may be temporary for a park because it is a distributed copy for general reference only. Temporary records are to be retained as long as indicated by the revised Records Retention Schedule. After their allotted retention time, temporary records may be disposed of by parks or retained longer if still needed.

Many of the disposition time frames outlined in *NPS-19* have been retained in the new *DO#19* retention schedule. This applies in particular to fiscal, routine administrative, law enforcement, forms covered under NARA General Records Schedule 20, and other daily operational materials. Permanent records may also be retained as long as actively needed for use and reference. Under the new *DO#19*, permanent records are to include land acquisition records, park planning documents, documents pertaining to cultural and resource management decisions and projects, and documents pertaining to the history of the administration and interpretation of a park.

The concept of resource management records has been broadened in *DO#19* from definitions in *NPS-19* that classified only associated project records as permanent, such as archeological field notes and natural history project data. Currently, the National Park Service Records Advisory Council (RAC) has suspended disposition of certain official records that may be important for parks to retain on-site. The new, broadened concept classifies as permanent a wide array of documents previously considered temporary (such as construction reports) because the subject of the document is a park resource or substantially impacts a park resource. Thus, for example, previously all contracts were considered temporary,

whereas the broadened definition of resource management records considers contracts on cultural resources (e.g., a historic building on the National Register of Historic Places) permanent.

Under the new NARA protocol, parks will have three avenues to choose among to provide accessibility to their inactive (no longer actively needed or in use) records before the records are permanently destroyed or retired to the National Archives. Under the new proposal, parks may still send inactive records to a NARA Federal Records Center for public access and storage following the current procedure, but now a fee will be charged by the Office of Management and Budget ($3.28 per cubic foot as of Oct. 2000). This charge is currently being paid by WASO for all parks.

Parks can now arrange for storage at an off-site commercial repository, or to retain their own records on site. In both cases, professional archival parameters of preservation and access set by NARA must be met. These archival parameters include security, fire protection, appropriate storage techniques, climate controlled environment, and widely disseminated collection finding aids. Once the inactive records have reached their disposition date, records are to be destroyed or transferred to the National Archives for permanent storage. These new changes in records definitions and storage procedures will not be reflected in *DO#28 Cultural Resources Management Guideline* and the *NPS Museum Handbook,* Part II, Appendix D, "Museum Archives and Manuscript Collections," until these documents are revised.

Records managers recommend parks establish comprehensive, stand-alone project files for resource management, major special events, park infrastructure and research projects, and that these project files not be assigned NPS file codes. These files should contain copies of finalized contract documents including substantive change orders and specifications, DI-1's, "as-builts" for finished construction projects, related project planning documents, and all documents illustrating all decisions made and why.

For research projects, project files should also include copies of all researcher field notes, laboratory notes and results, a copy of the final

report and report drafts, and any other materials generated by the project in question. Thus, staff are assured that a full set of documents covering an entire project are gathered, in order of creation and project evolution, in one place. It also averts problems when some fiscal records are filed separately from other project materials, thus potentially loosing critical data from a project's life history. These project files, upon completion of the project, should then be retired to the park's museum archives for long-term reference. The separation of routine administrative records from project records is recommended practice in the General Records Schedules as well. NARA expects that routine administrative records are temporary with short retention spans before destruction. Project records, on the other hand, are expected to have long retention periods, be permanent, and have potential (if not anticipated) archival value.

The *Museum Handbook,* Part II, Appendix D, "Museum Archives and Manuscript Collections," governing the creation and management of park archives and manuscript collections, does not reflect this paradigm shift. It reflects the guidelines of *NPS-19*, and states that non-official records, or only "associated project records," are eligible to be retained by a park for its museum collection archives. The new paradigm is also not reflected in *DO#28*, *Cultural Resources Management Guideline.* Both Appendix D and *DO#28* will be revised to reflect the changes in NARA policy and NPS records management upon their finalization.

Figure 9   Unfinished storage area in north wing of Hale Malama

Appendix D— Preparing Inactive Records for Transfer to Storage

The records management program is able to assist park divisions, branches, and offices to professionally and legally manage the records created and received in the course of performing the park's business. This program can provide legal and technical advice regarding the management of records in offices as well as in park retention storage locations housing inactive records. Retention periods for National Park Service records are specified either in the General Records Schedule (GRS), the Federal Government's guideline on retention/disposition of records common to all government agencies, and *NPS-19*, *Records Management Guideline*, Appendix B, Records Retention Schedule.

It is the responsibility of each park office wishing to retire inactive records to fully prepare them to the specifications that follow before they may be transferred to the park museum collection. Once this is done, the park curator or his/her representative will visit the office to verify the preparation and physically transfer the records to the museum collection. Of course, park museum staff will be happy to provide assistance in the interpretation of these instructions at any time during the preparation of records for transfer.

- No records are to be dropped off at the curator's office without full prior preparation and approval of the Curator.

- Records received unannounced or unprepared will be returned to the owning office.

ALL files pertaining to agency business are government property, not the property of the individual employee.

Preparing Records for Transfer

- Use only approved GSA Records Storage Boxes, NSN 8115-00-117-8249, or approved archival boxes. These boxes can be ordered through

GSA for large quantities of records, or the park museum may be able to provide boxes if only a few are required.

- Remove all files from hanging folders and three-ring binders. Place in appropriately sized (legal or letter) folders that fully contain the records without folding. Any file exceeding one inch in thickness, such as thick files contained in binders, must be split between multiple folders (place in two or more folders). This rule does not apply to Contracting Project files, which are self-contained packages and may be thicker. Number multiple folders "F1/2, F2/2", etc.

- Make certain EVERY folder has a clear label, typed or neatly handwritten, indicating a clear, descriptive title of the contents, the date or date range of the file and, preferably, a file code and retention period. NPS file codes are not mandatory, but they make records review and disposition actions must faster and simpler and provide a common scheme for filing of related documents. File codes are not necessarily appropriate for project files as they may contain a large variety of materials that do not fit within a file code.

- Remove all personal materials and multiple copies of documents (keep no more than two). Remove all blank forms.

- Remove all office supplies and computer materials such as desk supplies, computer manuals, miscellaneous diskettes, etc.

- Consult with Records Management staff for assistance with odd-size and unusual format materials such as engineering drawings, photographs, audio and videotapes, etc. Do not combine these materials in boxes with standard-sized records in folders, unless they are an integral part of a particular file. NEVER fold oversize materials to fit into record storage boxes.

Electronic Records

Many word-processed and other types of documents are now received in electronic format and are used that way in park offices. The preservation of records in electronic format is a very problematic issue, one which much larger agencies are having difficulty grappling with. The park curator advises all park departments that preserving records in electronic format is not possible at this time, as neither the hardware nor software capability to do so is available.

Make sure to print hard copy of critical and important records and interfile them with the related paper records. Hard copy records have a proven history of preservation capability. The curator will be happy to discuss the management of databases in electronic form for long-term storage and preservation. All electronic mail and word processing documents that must be retained for either temporary legal purposes or are permanently valuable as archival materials MUST be printed and transferred to records storage in hard copy format.

Records Series and Records Disposition

In archives and records management terminology, records are dealt with in groupings called "series." A series is a group of records which may be defined either by format or conditions of creation or use. A more formal definition may be "file units or documents arranged according to a filing system or kept together because they relate to a particular subject or function, result from the same activity, document a specific kind of transaction, take a particular physical form, or have some other relationship arising out of their creation, receipt, or use, such as restrictions on access and use." A records series is generally handled as a unit for disposition purposes.[1]

Examples of series in National Park Service records include: contract project files; time and attendance records; alphabetical subject files; purchase orders; and press releases. Records are handled in series because these categories may be designated within the National Park Service Records Disposition Schedule for authorized legal periods of retention. Some series (such as budget, human resources, and contracting) records may be destroyed after keeping for a certain period for legal purposes. Other types of records, generally all records dealing with management of resources and administrative decision process, etc., have permanent value and are retained as archives collections. For this reason, the museum staff asks that records be managed and retired in identifiable series to increase the ease of handling

[1] Definitions provided in this paragraph are taken from Appendix D: Glossary, Disposition of Federal Records: A Records Management Handbook, Washington, DC: National Archives and Records Administration, 1992.

when assigning retention periods and, later, in destroying or transferring records to appropriate locations.

"Disposition" in records management is defined as "the actions taken regarding records no longer needed for current government business." These actions can include transfer to storage facilities, destruction, or transfer to archives. In this instance, "disposition" does not automatically mean destruction.

Packing Records for Transfer

Try to place only one record series with one disposition date in a box. Records will later be disposed of by box, not by removing individual files from boxes. *Example:* Place all retiring DI-1s in a group of boxes. This is one 'series' of records, all one document type with all the same destruction date. If a single series doesn't fill a box, different series may be combined in a box for space economy, as long as they are clearly labeled.

Pack the files in the same sequence in the cartons as they are arranged in the file drawer, using the same filing system as that used in the office. Place folders with labels facing the front of the box (label area), or facing to the right of front if the folders are legal sized.

Do not over pack boxes. One must be able to slip a hand easily between folders and get into the hand-holds. If this is not possible, the box is too full.

Label each box as it is filled. Label only in PENCIL! Labeling should consist of the following: the owning office symbol plus fiscal year in the upper left hand corner label area and the sequential number in the upper right hand corner. Number sequentially, e.g., 1/12, 2/12, etc. If it is unknown how many boxes there will be, just enter the sequence number, then add the whole number to all boxes after completion of the packing job, e.g., 1/ , 2/ , 3/ , 4/, then go back and add in the total box count at the end: 1/4, 2/4, 3/4, 4/4. The office may contact the museum staff for assigning a unique accession number prior to ascertaining boxes are fully identifiable, especially if multiple groupings of records, or series, will be retired at the same time. Each series group will be assigned a unique number by the museum staff for

control purposes and to facilitate later destruction or other action. A fully labeled box may resemble this example:

<div align="center">

ACP-99-2   BPA Records   Box ½

</div>

This example identifies the second group of records (the "2" is assigned by the Records Center) retired from the Contracting & Procurement Office in Fiscal Year 99, which consists of BPA Records and is the first of two boxes in this grouping to be prepared and retired to the Records Center.

For security, as well as neatness, do not identify the contents of the box on the outside, beyond the simple title shown in the example above. The detailed contents will be outlined in the inventory document.

When packing records, do not stack boxes over four high, any higher tends to begin crushing the boxes. A stack of four boxes can easily be loaded on a hand truck for transport without additional handling.

Preparing Records Inventory or Transfer List

Prepare a records transfer document consisting of a general list of the contents and boxes. A detailed listing of folders is not needed because this information will be entered into the master database at the park museum. If everything is well labeled, this database input can occur very quickly at the museum, and a printed copy of the inventory will be returned to the office for incorporation into the Department's Inactive Records Binder. This is a good chance to double-check to ensure that adequate and consistent labeling has been applied to ALL folders in the box. The general listing may provide the name of the records series, the date range of the records, the number of boxes in the group to be retired, and disposition information if known, also any information that may assist the museum staff in preparing or managing the files during their retirement period.

Where there are multiple folders of a single records title and date range, they will be listed in the database inventory as a group as shown below rather than individually for space and time efficiency. Please ensure that related groupings are appropriately marked with sequential folder numbers, e.g. 1/3, 2/3, 3/3. The inventory listing will appear as:

"BPA File - Ace Hardware - 3 folders

Some types of documents have their own unique number sequences, such as contract files, purchase order files, and time and attendance files by pay period. These types of documents may continue to be in folders as they were in the department (e.g., accordion folders containing all time sheets for a single pay period, etc.). The complete number range of such documents should be correctly listed on the folders, so when the folder headings are used to create the inventory, the information is complete and correct. When preparing the inventory, list the documents in their normal numbering sequence. Consult with records management staff for assistance.

Transferring Prepared Records to the Park Museum

After all above steps have been completed, contact the curator to request physical transfer of the records. The curator or a member of the records staff will come to review the preparations and physically transfer the records to the park museum.

The records always should be physically transferred by museum staff, to protect against damage or loss to the records or personal injury during moving.

An appointment will be scheduled to complete the physical transfer to the park museum. Depending on the current demand, pick-ups may be delayed because of other records intake actions in progress which may be occupying the limited workspace. Records will be picked up as quickly as possible. PLEASE do not move the records to a dangerous storage environment while waiting for pick-up! This includes any basement or unheated building in the park.

After-Transfer Actions

Museum staff will review records boxes and transfer documentation, and make any necessary corrections. Museum staff will perform database entry of the individual file folders in the records accession. Finalized copies of the inventories and transfer forms will be placed on file in the park museum with a tickler system for later action on the records. The staff will send a printout

of the completed inventory back to the office, along with a revised Table of Contents for the Department Inactive Records Binder including the newly accessioned and processed material. Please follow the instructions with the inventory and in the Records Binder to incorporate this new material into your department's binder.

Records that are retired by park offices to the park museum remain the property of the office. They will not be available for research to anyone except that office's personnel without the express written permission of the office head.

Records that need to be recalled by the office should be referred to by the accession number, the box number, and the folder title as listed on the records inventory in your department's Inactive Records Binder.

Office staff may request the return of records for a period of 30 days, renewable, or a photocopy of the records. This is to ensure that retrieved records do not become lost and unavailable for further review as needed. One office employee must sign for the records to ensure accountability during the time they are removed from storage.

As scheduled review dates for the records come up, the museum staff will communicate with the owning office regarding the ongoing value of the records for government business. Reviews should occur approximately every two years. These reviews form the basis for further records actions which are normal in the life cycle of records. Many financial and human resources records may be destroyed within a certain period of years. The Records Action Form will initiate further actions, such as a decision to retain records in the park museum for additional time, for destruction, or for transfer of permanently valuable records to the park's archives.

Appendix E—
Transfer of Resource
Management Field Records
to Museum Archives

Suggested Standard Operating Procedure

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

The [name of park's] Museum Management Plan documents the need for guidelines on the management of archival material. Recommendations include retention of reports of archeological, historical, architectural, and other scientific research conducted within and for the park.

The parks' archives include many unique information resources that need professional organization and arrangement to promote their most efficient use. Park resource management staffs generate records on a daily basis that should be considered for inclusion in the park archives. Staff is creating data sets, photographs, maps, and field notebooks that future generations will need to access to research the history of cultural and natural resource projects at the parks.

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

Archeological Records

Government-wide regulations for the curation and care of federal archeological collections required by the National Historic Preservation Act (NHPA), the Reservoir Salvage Act, and the Archeological Resources Protection Act (ARPA) were issued in 1990 as "Curation of Federally Owned and Administered Archeological Collections" (36 CFR 79). These regulations establish procedures and guidelines to manage and preserve collections. They also include terms and conditions for federal agencies to include in contracts and cooperative agreements with non-federal repositories. This document covers excavations done under the authority or in connection with federal agencies, laws, and permits (Antiquities Act, Reservoir Salvage Act, Section 110 of NHPA, ARPA). It also applies to the collections and the generated data, or associated records and is applicable to both new and preexisting collections

Associated records are defined as "Original records (or copies thereof) that are prepared, assembled and document efforts to locate, evaluate, record, study, preserve or recover a prehistoric or historic resource. Some records such as field notes, artifact inventories, and oral histories may be originals that are prepared as a result of the fieldwork, analysis and report preparation. Other records such as deeds, survey plats, historical maps, and diaries may be copies of original public or archival documents that are assembled and studied as a result of historical research (36 CFR Part 79.4.a.2)."

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

Staff cooperation in carrying out this SOP will greatly accelerate the rate at which materials are processed. Subject matter specialists involved in the creation of these materials carry the greater knowledge about these collections. The quality of the final product will depend upon the quality of staff involvement in the process of identifying the exact nature of archival materials.

Checklist for Preparing Field Documentation

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

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

3) Materials must be arranged by material type such as field notes, reports, maps, correspondence, photographs, etc. Each group of materials should be stored in individual folders or acceptable archival enclosures.

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

5) When the archival documentation is transferred to the park museum, the form below should be provided. This form includes the project title, principal investigator, date of project and a history of the project. The name of the individual who obtained the accession number should also be listed. The type and quantity of documentation would be included as well, such as maps (13), field notes (4 notebooks), Correspondence (3 files).

Project Identification Sheet (Use one sheet for each project)

Accession No: _____(Assigned only by Curator)

Your name, title, office: _____

Project Title_____

Principle Investigator and position during project. Please list staff who might have aided in the project implementation.

_____

Researcher's office location and extension, or current address, occupation, and employer or contact number.

_____

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

_____

Scope of Project:

Is this collection part of an ongoing project to be updated annually?   Yes ____ No____
Research goals or project purpose and published or in-house reports to which collection relates

_____

_____

Abstract of collection content. Keywords referring to geographical locations, processes, data types, associated projects. Indicate whether specimens/objects were collected. Attach additional paper if necessary.

_____

_____

_____

Planning for the Curation of Resource Management Records

Records in the Field

Anticipate the kinds of documents that will be needed in the field to record data and use archival materials to produce them (e.g., field excavation forms, field notes, photographic logs, transit data, maps, level records, and videotape). Use archival quality materials in the field. This can reduce the cost of copying information onto archival quality media later. Remember that documentation on electronic media alone is not sufficient because of the lack of long-term stability of these media and their contents.

The records created in the field, as well as in the lab, are vulnerable to insects, vermin, mold, humidity, light, temperature changes, and mishandling. They are also vulnerable to a variety of environmental threats, such as roof leaks, flooding, fire, and asbestos problems, and to theft or other malicious action. The following are a number of general recommendations to follow in the field and lab in order to promote the long-term preservation and viability of the great variety of records created:

- Use appropriate long-lived media for all record types.

- Use permanent and archival stock in paper, ink, lead pencil, folders, and boxes.

- Inspect and redo damaged or inadequate records.

- Label everything, or their containers.

- Use appropriate storage for all media in the field in order to protect them from poor environmental conditions and threat of fire or theft.

- Carefully consider existing guidelines and equipment for digital and audiovisual media, make sure backup copies and hard copy printouts exist, and migrate data to updated software on a regular schedule.

- Ensure that project information and data is captured by appropriately knowledgeable staff.

- Paper records

A number of conservation principles should also be considered for each of the primary types of media used for associated records.

- Use high alpha cellulose, lignin free, acid-free paper, especially for field notebooks, and standardized forms.

- Record information using archival (permanent carbon) inks or #4 (HH) pencils.

- Protect paper from water and humidity, and minimize its exposure to light.

- Try not to fold or roll paper.

- Store papers in archival folders in polyethylene boxes.

Photographs

- Protect all photographic materials (e.g., film, prints, slides, negatives, and transparencies) from heat, rain, and wind. Store them in archival folders in polyethylene boxes.

- Maintain a log of all photographic images.

- Only handle photos along their edges. Do not touch the image with bare fingers.

- Do not use paper or plastic clips, rubber bands, pressure sensitive tape, adhesive or pressure sensitive labels, or Post-it® notes directly on photographs.

- Do not put photographic materials, except unused film, in cold storage without reformatting them for access and duplication.

Magnetic Records

- Protect all magnetic materials (e.g., audio tapes, video tapes) from heat, dust, and dirt.

- Consider the equipment required to play the audiovisual material and the longevity of that equipment.

- Label all records in a permanent, carbon-based ink.

- Store the records in their cases in polyethylene boxes.

Cartographic and Oversized Records

- Oversized records should be stored flat in folders, preferably in map cases. Do not roll or fold.

- Protect paper from water and minimize its exposure to light.

- During storage and use, protect oversized records from tears and rips. Do not use tape to repair tears.

- Label the oversized folders in permanent, carbon-based ink.

Digital Records and Data

- Produce your master records in uncompressed TIF format, if possible. Avoid using proprietary file formats or lossy compression.

- Protect all digital records from heat, dust, dirt, and ultraviolet radiation.

- Choose a storage medium that is considered a standard and research its longevity.

- Keep digital records away from magnetic or electric fields that are created by old telephones, static, and field and lab equipment such as magnetometers and 12-volt transformers. Computer diskettes can be partially or completely erased by such exposure.

- Label the records in permanent, carbon-based ink.

Attachment A: Five Phases of Managing Archival Collections

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

Phase 1: Gain Preliminary Control over the Park Records

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

Phase 2: Preserve the Park Collections

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

Phase 3: Arrange and Describe the Park Collections

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

Phase 4: Refine the Archival Processing

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

Phase 5: Provide Access to Park Collections

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

Attachment B: Sample Archival and Manuscript Collections Survey Form

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

COLLECTION TITLE (Creator / Format / Alternate Names/Accession/Catalog #s): Asa Thomas Papers DRTO-00008

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

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

PHYSICAL DESCRIPTION (Linear feet / Item count / Processes / Formats / Genres):45 linear feet of papers including 15 diaries (1850-1925), 63 albums and scrapbooks, 10 lf of correspondence, and 2,000 blueprints.

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

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

RESTRICTIONS (Check and Describe) Donor _____
Privacy/Publicity _____ Copyright __X__ Libel _____ No Release Forms
_____ Archeological, Cave, or Well Site _____ Endangered Species Site
_____ Sensitive _____ Classified _____

Fragile _____ Health Hazard _____ Other _____ The donor, A. Thomas's
son Marvin, did not donate all copyrights. The papers are unpublished.
Some inventions are patented.

LOCATIONS Building(s), Room(s), Walls(s), Shelf Unit(s), Position(s),
Box(es): B6 R5 W2 S1-3, B1-40

EVALUATION (Check and Describe Status) Official Records _____
Non-Official Records _____ Fits Park SOCS _____ Outside SOCS _____
(Rate Collection Value: 1=Low; 3=Average; 6=High) Informational
__6__ Artifactual __6__ Associational __6__ Evidential __3__
Administrative __3__ Monetary __1__

CONDITION (Check and Describe) Excellent _____ Good __X__
Fair _____ Poor _____ Mold _____ Rodents _____ Insects _____ Nitrate _____
Asbestos _____ Water Damage __X_ Other

OTHER (Please Describe)

_____

_____

Appendix F—
Suggested Workload Analysis

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

Core Work Elements	Current (Hours)	Current (FTE)	Needed (Hours)	Needed (FTE)	Non-Pers. $
Acquisition of Collections					
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					
Subtotal					
Documentation of collections					
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					
Subtotal					
Total					