Lake Mead National Recreation Area Museum Management Planning Team

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Lake Mead National Recreation Area
Museum Management Plan

April 2005

Recommended by:

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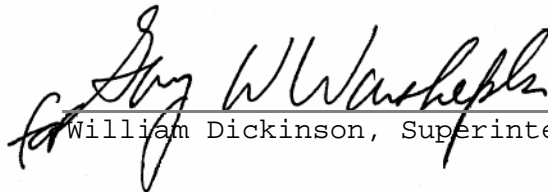   dat
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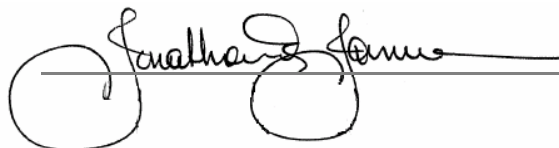William Dickinson, Superintendent

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Lake Mead National Recreation Area

Approved by:

_____   4/13/2005

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Executive Summary

The *Lake Mead National Recreation Area Museum Management Plan* outlines a series of issues concerning the development, management, and use of the park archives, library, and museum collections, and recommends corresponding actions to address these issues. The park has never had a dedicated, journeyman-level Archivist, Librarian, or Museum Curator on staff.

The park collections (heretoafter including park archives, library, and museum collections) remain in a developmental phase despite the age and maturity of the park. These park-specific resources lack status and definition, and are thus not efficiently contributing to park operations. This could be corrected by well-worked role and function statements, development of internal protocols for collections development, Scope of Collection Statements covering each collections type, and active management by journeyman level professional staff.

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

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

Key Recommendations

The following are key programmatic recommendations. More detailed action recommendations follow each Issue Section of the MMP.

- Develop a park-specific philosophy and incorporate this in a role and function statement, and create collection protocols necessary for the orderly growth and management of the park collections.

- Improve informational management tools and access procedures that promote access to the resources in the park collections.

- Develop partnerships with park staff, park network and other organizations to promote the documentation, preservation management, and use of the collections.

- Develop necessary work, storage, and study areas for park collections at points of use within the park.

- Create and fill a professional journeyman-level position to manage these resources (Archivist, GS-1420-11, is suggested).

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Introduction

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

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

The MMP places museum operations in a holistic context within park operations by focusing on how park staff can use various collections to support the goals of this particular park unit. The plan takes into account the various ways in which archives, libraries, and museum collections may be organized, linked and used within individual parks, and seeks to provide park-specific advice regarding parks' collections goals. Technical recommendations not covered in the *NPS Museum Handbook* are in the appendices.

Evaluation and Planning Processes

Prior to the site visit by the museum management planning team (MMP Team), park personnel were surveyed to collect baseline data concerning park collections and related services needed by the staff. With this information, the MMP Team made a quick evaluation of related issues. The survey results also provided insights into how a well-designed museum management program might address the park staff's needs. Survey results are in Appendix A.

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

Members of the MMP Team were selected for their ability to address the specific needs and concerns of the park. Primary information gathering was done and the initial draft was developed over a two-week period in June 2004. The various supporting elements were developed at the same time.

The team wishes to thank the staff of Lake Mead National Recreation Area for the courtesy, consideration, and cooperation extended during this planning effort, in particular Mike Boyles, Marc Burt, Steve Daron, Leslie Paige, Rosie Pepito, Libby Powell, Stacy Provencal, Ricardo Portillo, Kay Rohde, Mark Sappington, Laureen Perry (USBR), and Kristina Heister (Desert Network Inventory & Modeling Program).

Their time, effort and involvement have been very much appreciated, and served to make the team's job much easier. It is apparent that these individuals are dedicated and committed to the preservation of the park resources, and it is a pleasure to work with such professionals.

History of Collection Management

The dream of harnessing the Colorado River to bring water to the arid southwest became a reality through the Boulder Canyon dam project. Federal lands were withdrawn along the Colorado, Virgin, and Muddy rivers in the 1920s by the United States Bureau of Reclamation (USBR) to build the then named Boulder Dam. These lands were to be inundated with water once the dam was completed. A push to do natural history studies, archeological surveys, and excavations on these lands before they were submerged generated large numbers of specimens and artifacts which became the basis for the museum collections at Lake Mead National Recreation Area (LAME).

Figure 1. CCC Excavation Pebble Beach 1936

The first accession, recorded in 1938, was a collection of bird study skins collected by Russell Grater, the NPS

Naturalist assigned to monitor the effects of the inundation of Lake Mead on the wildlife of the area. Subsequent biological, paleontological, and geological collections were added.

Archeologist Mark Harrington conducted surveys and
excavations from 1928 to 1935 with the Civilian
Conservation Corp (CCC). Artifacts from these surveys
were dispersed to the Southwest Museum in Los Angeles,
the State of Nevada, the Heye Foundation (Museum of the
American Indian), and the NPS. A partnership between the
Federal Government and the State of Nevada resulted in
the creation of the Lost City Museum, a place to showcase
artifacts from the Harrington/CCC surveys and excavations
of Pueblo Grande de Nevada (Lost City) archeological
site. The NPS natural history and archeological
collections were housed and exhibited in the Boulder Dam
National Recreation Area Museum located in the basement
of the Bureau of Reclamation (USBR) building in Boulder
City.
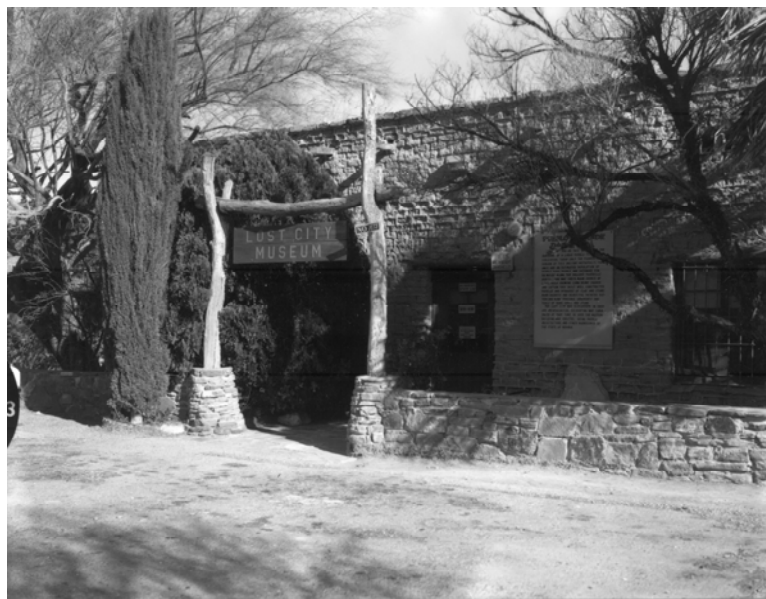
Figure 2. Lost City Museum 1977

It is unclear as to when the pre-1939 archeological
materials excavated by the CCC were sent to the Southwest
Archeological Center (SWAC) in Globe, Arizona. Records
indicate that their first accession from LAME occurred in
1960. SWAC maintained LAME collections from old CCC
projects as well as NPS projects in the 1940s, 1950s, and
1960s. It is probable, although still uncertain, that the

artifacts removed from the Lost City Museum in 1953 and transferred to the NPS went to this facility.

SWAC was moved in 1970 to Tucson, Arizona and was renamed the Western Archeological Center. During this time, the center conducted numerous archeological surveys that generated collections. Those collections were organized, cataloged, and stored in their repository. Later, that facility incorporated the museum conservation needs of the NPS and was again renamed to the Western Archeological and Conservation Center (WACC).

Originally LAME's Division of Interpretation had the responsibility of maintaining the park's museum collections. Finding it difficult to curate collections to museum standards, additional transfers of museum artifacts to WACC occurred in 1983 and 1988. These included materials from the Lost City and later excavations. Natural History collections were placed on loan to the University of Nevada, Las Vegas (UNLV) for curation. A small representative research collection was retained in the park.

Figure 3. Lost City Excavation 1937

The remaining collections were housed in a small room in the basement of the Alan Bible Visitor Center in Boulder City. The park hired an archeologist (Peterson) in 1990

whose collateral duty was to manage the remaining park collections. Peterson organized the collections, upgraded the storage cabinets, and completed the NAGPRA inventory, summary, and affiliation study for the park. After Peterson left the park, cultural resource responsibilities, including the museum collections, were transferred from Interpretation to the Division of Resources Management.

The Branch of Cultural Resources was created as a result of the reorganization. An archeologist, working under a cooperative agreement with UNLV, was handling the 106 compliance needs for the park. In 1997, a Cultural Resource Manager (Museum Curator) was hired and a cultural resource program was established. The archeologist was converted to a full time permanent NPS employee and the cooperative agreement expanded to include archeological and a part-time museum staff.

The museum collection space in the Alan Bible Visitor Center was sorely inadequate for the park collections. Archeological surveys and ARPA cases generating more collections and a growing archive prompted the need for a bigger and more environmentally controlled facility. At the same time, the US Bureau of Reclamation's (USBR's) Lower Colorado Regional Office was also in the need of finding a repository that met 36 CFR Part 79 requirements for the preservation of archeological materials. LAME and Reclamation signed an Inter-Agency agreement to build a facility to house their collections.

A 600 square foot facility was constructed at the LAME Resources Complex in late 2002. The LAME collections along with Reclamation's were moved in the fall of 2003 and the winter and spring of 2004. The new facility is equipped with a compressed storage system and the collections are currently being organized.

Funding proposals have been submitted through the Southern Nevada Public Lands Management Act (SNPLMA) Conservation Initiatives to maintain the NPS/Reclamation

facility and provide part-time staff for the facility. The SNPLMA Round 5 proposal was successful and a Round 6 proposal to address the conservation and preservation of the growing collections is currently in review.

Issue A — Archives and Information Management

Issue Statement

Consolidating, preserving, and providing access to information resources in the park library, archives, and museum records will facilitate management of all park resources.

This chapter explores the need at Lake Mead National Recreation Area to create access to information in library (see Issue C), archival, and collection materials while maintaining professional standards for their management. Within units of the National Park Service, these resources provide the framework for unique institutional memory and corporate knowledge:

- Park libraries contain published materials relating to local resources.

- Collections of cultural artifacts and natural history specimens provide three-dimensional records and baseline data for understanding and monitoring park resources.

- Archives reflect details about these collections and represent the corporate body of original or unique documents relating to park resource management activities and park history.

Background

The Museum Management Survey (see Appendix A) completed by forty-four staff members from Lake Mead National

Recreation Area revealed that they overwhelmingly valued collections but knew very little about them. The survey also indicated that the staff wants the various collections inventoried and needs help in locating them to facilitate access and enhance the research potential of the park's documentary materials.

The archival collections belonging to the park have not grown substantially over the past several years. There are currently 7,454 historic documents, photographs, and resource management materials cataloged into the park archival collection. In past years, the park has underestimated the size of its collections in its Collection Management Report (CMR). There is a potential for an additional 250,000 archival items at the park, plus additional archival materials located at regional offices, the Western Archeological and Conservation Center in Tucson, Arizona, and at other institutions such as the University of Nevada, Las Vegas (UNLV). The park's CMR will need to be amended to reflect this additional material.

The backlog cataloging estimates on the CMR also do not include items from the central files and resource management, interpretation, visitor protection, concessions and maintenance files, or the park libraries. Resource management records and associated field records have numerous materials and type formats including site forms, field notes, drawings, maps, photographic slides, prints and negatives, oral histories, artifact inventories, tapes and diskettes, manuscripts, and reports. Lake Mead tentatively identified an estimated 165 linear feet—or 250,000 items—for inclusion in the museum collection. The Discussion section contains further information about the archival collections as well as information about records management.
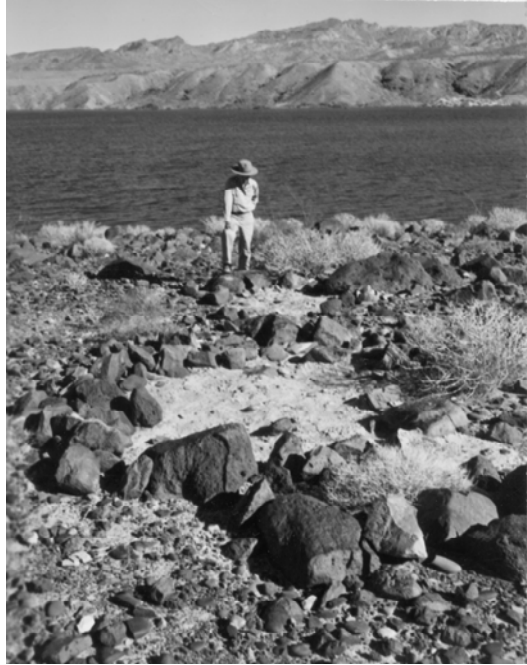
Figure 4. Prehistoric Camp Site Rings 1950

Discussion

In order to cultivate and expand the use of the park's archival collection, including historic documents, photographs, and resource management records, completion of a park-wide archival assessment is necessary. Professional archival assessments facilitate records management and care of archival collections for parks with limited experience in these tasks. A professional archival assessment is the initial step for a park to establish control over its records, benefiting the park in many ways:

- An assessment is an important management tool that can help the park secure funding and implement much-needed policies and guidelines.

- It can help the park appraise collections and review them in the context of the park's Scope of Collection Statement before they are accessioned into the museum collection.

- It can gather information about the actual quantity of existing materials and provide significant data that

facilitates planning for both staffing and funding needs.

Currently, the park lacks substantive management policies and/or guidelines for archival collections (resource management records, associated field records, and historic collections), library resources, and a records management program that actively works with the museum program to systematically identify and transfer permanent records to the park archives. The lack of these procedures has contributed to the loss of critical park information, as well as a fragmented organization and disbursement of paper and electronic records throughout the park.

The Need for Records Management

The lack of a formal records management program is the most significant factor contributing to the breakdown in information management. In discussions with staff, it seems to be understood that if staff wanted information, it was the responsibility of those individuals to manage those information resources.

Currently, various programs and divisions are managing information differently, none in accordance with Director's Order 19, a program requiring that records be evaluated for inclusion in the park archives. The park is not using the most recent version of NPS-19, which has changed substantially since the 1986 version. As a result, proper decisions are not being made about these records and inappropriate record destruction may be occurring. For example, during the review, staff from the Ranger Division shipped five boxes of records to the National Archives and Records Administration at Laguna Niguel. These records had not been assessed for proper disposal or retention.

Records containing sensitive information (e.g., endangered species data) and data subject to Privacy Act provisions (e.g., social security numbers, autopsy reports, court cases) were found in the Safety First

Building with no accessibility restrictions. The library
holdings contain binders of Native American burial
photographs that should also be restricted. Accessibility
problems occur in other facilities as well. Many staff
may not be aware of their responsibilities for
safeguarding this type of information, which further
illustrates the breakdown of the records management
program at the park.

Current Collection Status

Because records and archival collections are widely
dispersed throughout the park, the overview of
collections in this section is presented by collections'
current locations among offices, storage areas,
libraries, etc.

In the visitor center library are a number of manuscript-
type materials that should be transferred to the park
archives because of their fragile condition and the fact
that they are probably the only existing copy. For
example, there is a copy of a report *Summary Report of
Information Derived from Sixth Period Studies of Wild
Life in the Vicinity of Boulder Dam and Lake Mead* by
Dwight C. Smiley, which was prepared by the State Park
Division of the NPS in 1936.

There are numerous binders containing copies of historic
photographs. Research should be conducted to see which
institutions might own the originals as copyright
restrictions may apply. Also, many of the photographs
contain sensitive information such as burial excavations,
which should be removed from public access.

A review of the archival materials located in the
Collection Storage area was also completed. A twenty-
drawer map cabinet contains materials that officially
belong to the Bureau of Reclamation (USBR). This is a
significant collection of oversize topographical maps
that were produced by Hydrographic Branch of the United
States Geological Survey. The earliest maps were produced

in 1903. Because park staff frequently accesses this
historic resource the park should consider scanning this
material. There is no inventory for this collection, so
easy access is limited and requires individuals to
actually sort through the items. The park needs to
complete a formal loan with the USBR.

Figure 5. BDNRA Relief Map 1940

The photographic collection consists of index cards with
mounted images and negatives; there are not any envelopes
containing prints. The presence of nitrate and unstable
diacetate negatives is a serious issue with the negative
collection. A number of diacetate negatives have
deteriorated to the point that duplication is not
possible. Nitrate negatives might also be a fire hazard.
The park has planned to obtain the services of the Museum
Specialist who is directly responsible for the service-
wide nitrate preservation initiative. Another problem
with the collection is that during a previous duplication
project, the information from the original envelope was
not transcribed so there is no way to determine what the
actual image is.

A large quantity of project-related photographs should be
accessioned and cataloged separately, and should be

linked to any existing field documentation that may be located within the park where possible.

A review of the accession files needs to be completed as many contain original records. For example, the folder for LAME-147 contains important historic correspondence relating to the discovery of the ground sloth in Rampart Cave in 1936 by Willis Evans. The correspondence dates from the 1940s through the 1960s and is between the NPS, the Smithsonian Institution, Southwest Museum, and the Grand Canyon University. The file also contains original field notebooks. This material should be considered to be a part of the project archive.
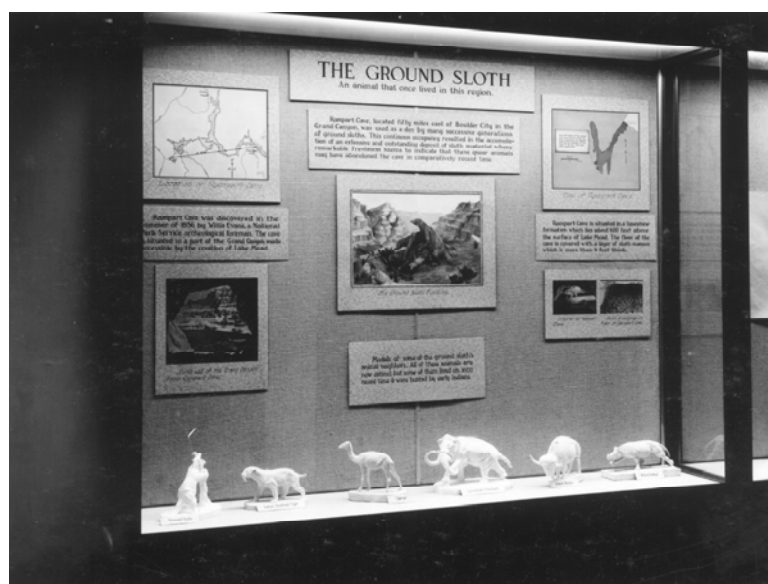
Figure 6. Ground Sloth Exhibit 1940

Many of the archival boxes contain random and/or isolated types of information that appears to be vertical file material, probably from the interpretative library. This material needs to be processed and culled, as it is not archival documentation. There are historic reports filed within boxes such as *Special Report: Wildlife in Boulder Dam Recreation Area* by W.B. McDougall in 1939. Box 19F contains a variety of materials such as photo albums, motion picture films, historic postcards, and old building files with images glued on. The entire archival collection needs to be correctly processed (in some

instances reprocessed) and organized before cataloging activities should begin.

The resource management staff has done a very good job of managing information and has prepared an excellent *Procedures and Information Manual* to structure their work. The park has contracted with the Harry Reid Center for Environmental Studies to prepare data and information management procedures. Interviews with staff members (GIS and Data Management) revealed that these individuals are essentially serving as park archivists by accepting collections assembled by others (e.g., files from the retired Botanist, Water Resource Specialist, and Range Ecologist). This information is being entered into ProCite and the files are being treated more as library material than archives. The Regional Librarian has encouraged the data manager to use Voyager for cataloging these collections rather than the Automated National Catalog System+ (ANCS+).

Accessioning the documentation by project into the museum collections and cataloging these records in ANCS+ is essential to meet requirements of Director's Order 24. Linking of photographs, field notes, and other documents in these collections will occur in the cataloging process. The resource management staff has indicated that as long as scanned copies exist, the originals can be relocated to park archives. An active scanning program is ongoing. Because of the digital photographs and databases being generated by this program, migration of the data to address technological change and media degradation is essential. A plan for accomplishing this work needs to be developed.

One of the largest concentrations of records is in the Safety First Building, which includes a wide variety of information, only some of which should be considered museum archives. Maintenance and planning records stored in this building are particularly significant. Most of the records are not organized and the archives assessment

in this area will be particularly complex and very time consuming.

Recommendations

- Complete a park-wide archival assessment. This assessment will be instrumental in identifying additional park records and documents, defining additional space considerations, and assisting in future planning and prioritizing for museum and archival projects.

- Develop and implement a records management program in accordance with Director's Order 19.

- Obtain records management training for Administrative, Resource Management, and other park staff who manage documents. Training is available on a regular basis from the National Archives and Records Administration (www.nara.gov) and from the Association of Records Managers and Administrators at various locations across the country.

- Amend the park's Collection Management Report (CMR) to reflect the additional 250,000 archival items. With the CMR updated and submitted to the Washington office, the park will be eligible to apply for backlog cataloging funds.

- Develop procedures for future processing and cataloging of archival collections. These guidelines should incorporate professional standards set forth in the Museum Handbook, Part II, Appendix D, and address the specialized needs of the park, including sensitive information, privacy, access, duplication, etc.

- Identify and accession resource management documentation into the park archives.

- Plan for the addition of future archival materials.

- Prepare container lists and finding aids for the collections that will assist in providing information access to staff and researchers.

- Plan and develop a program to duplicate information—such as scanning or microfilming—that will provide access to park information.

Issue B — Museum Collections

Issue Statement

Identifying, organizing, and proactively managing park museum collections that document park resources and activities will strengthen research, promote use and appreciation, and support park management.

Background

The museum collections associated with the lands and waters within the boundaries of Lake Mead National Recreation Area (LAME) represent a significant group of artifacts and specimens which document the cultural and natural history of the lower Colorado River and Las Vegas Valley. The collections include artifacts associated with important archeological surveys which occurred before and after Hoover Dam was constructed, unique paleontological specimens, and an herbarium collection that is historically important and represents almost 73 percent of the known flora for Lake Mead NRA. These collections have never been fully inventoried or located (unsurveyed); however they represent the cumulative efforts of decades of collecting on the part of a number of federal agencies, programs, and partners who were tasked with documenting, protecting, and managing the area.

Lake Mead NRA currently manages some of these collections. Table B.1 illustrates the collection types.

Figure 7. Boulder City Visitor's Bureau 1956

	Disciplines	Cataloged	Not Cataloged	Discipline Totals
2003 CMR Data	Archeology	55,565	13,245	68,810
	Ethnography	0	0	0
	History	33	0	33
	Archives	7,454	16,478	23,932
	Biology	2,741	1,287	4,028
	Paleontology	472	0	472
	Geology	627	1,651	2,278
Totals		**66,892**	**32,661**	**99,553**

Table B1. Lake Mead NRA 2003 Collections Management Report (CMR)

The collections located at Lake Mead NRA are stored in a newly constructed 600 square foot building at the Resource Management Complex, which includes two museum cabinets of entomology specimens, three cabinets of mammal study skins, and two cabinets of geologic samples and paleontology specimens. Larger taxidermy mounts and geological specimens are located on open shelves. Archives are also stored here. A few pieces of artwork are on exhibit at the Allen Bible Visitor Center and at

Park Headquarters. The park herbarium is located next to the Botanist's office at the Resource Management Complex.

LAME collections are also located outside the park: 73,936 artifacts, specimens, and archives are on loan to the Western Archeological and Conservation Center in Tucson, AZ for storage, and 2,092 natural history specimens are on loan to the University of Nevada, Las Vegas (UNLV) and Northern Arizona University (NAU).

The LAME collections are documented for the most part by both accession and catalog records. The park maintains these records in the museum storage building at the Resource Management complex and in the Automated National Catalog System museum database (ANCS+). Since LAME was established in 1936, the unit has created 358 accessions that document over 99,500 museum objects and specimens. These accessions have been generated through field collections and some gifts. For collections stored at LAME, staff has generated over 11,587 catalog records into ANCS+.

Despite the above efforts, there are major gaps in the LAME collections' documentation: Outgoing loans to borrowing institutions are incomplete, collection locations are unknown or undocumented, ownership issues are unresolved, and collections that were split-up or "deaccessioned" are unaccounted for. Professional management of such a diverse and dispersed museum collection really only began in 1997 when the park hired a Cultural Resources Specialist (Museum Curator). Great progress has been made since then, but the collections continue to reflect a lack of organization and planning and require systematic documentation and proactive management.

Because the collections are dispersed and poorly documented or accounted for, it has been difficult for park staff to manage, access, or use the collections. This has lead to the creation of "comparative" or reference botany and archeological collections which may

duplicate previous collection efforts; an inability for the park to comply with NAGPRA; and lost opportunities to increase public knowledge of and support for the collections in using the museum collections for research, public programs, and exhibits.

Figure 8. Archeology Exhibit NPS Museum 1939

In 2000, Lake Mead NRA began managing the Grand Canyon-Parashant National Monument (PARA) museum collections. Some of the PARA collections are stored at LAME and include collections from lands once managed by LAME but now managed by PARA, and newly obtained collections and records as a result of natural resource inventory and monitoring projects. There are additional collections, specifically an herbarium, that are in the possession of the Bureau of Land Management (BLM). The PARA collections are at risk because they have not been completely located, surveyed, or documented, their ownership status is unknown, and, there is no plan for managing the museum collections. A *General Management Plan* is currently being drafted.

Discussion

Museum collections record the resources that LAME is required to protect. They offer essential information for management decisions, serve as a unique resource for

scientific investigators studying the natural and cultural processes that created LAME, and assist educational staff in relating information to visitors. Documenting museum collections is essential to allow both physical and intellectual access to museum collections for management, education, research, and loans. Museum documentation should meet NPS museum standards, which include accession records and catalog records. The accession records describe the movement of items to and from the collection and document their legal status, and the catalog records provide descriptive and location information for museum objects and specimens. These records provide valuable information that identifies the unique and irreplaceable resources associated with LAME. Without accurate documentation, this information will be lost. Documentation is a major part of the accountability process for museum collection management.

LAME should be considered the repository for collections and collections information resulting from research conducted within and related to the park. The collections, whether stored on-site at LAME or in outside repositories through loan agreements, are especially useful in disciplines where fieldwork or research is anticipated to be ongoing, such as monitoring and compliance programs. The collections and collections documentation should serve as a local (and perhaps legal) reference for park staff, researchers, and other interested parties.

The park should be gathering information concerning museum collections acquired from the LAME area that exist in other repositories, especially collections that are at WACC, UNLV, NAU, USBR, and BLM. The museum database ANCS+ should be used to track these collections.

Park subject matter specialists (Botanist, Wildlife Biologists, Physical Scientists, etc.) should assist in collections management. An orientation to museum guidelines, including accountability, preservation, and storage, would enhance access and legitimize the branch

collections that currently exist (i.e., herbarium). In addition, local institutions, especially UNLV, and their associated staff should be considered as potential partners and sources of expertise to assist with the development and management of park collections. The park may wish to defer to specialty collections that may already exist, such as the herbarium at UNLV or the paleontology collection at NAU.
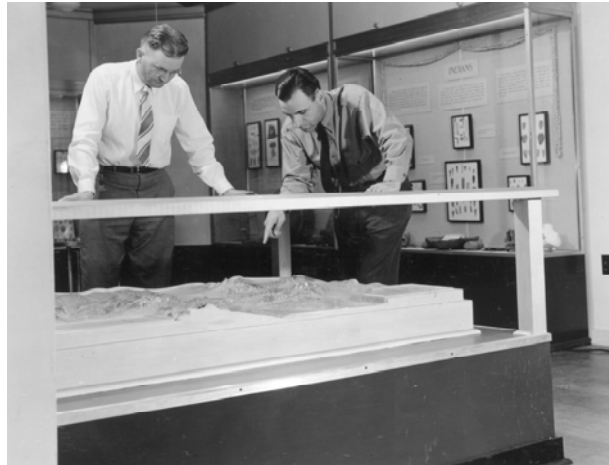
Figure 9. Boulder Dam NRA Museum 1940

Collections access is an important component in research, resource management and education. An integral part of access is the immediate need for subject-matter specialists to survey the collections, become familiar with collections, and be knowledgeable of the NPS museum management program. This would be accomplished by standardizing current access practices to allow resource program managers access to the collections, and law enforcement ranger access to the evidence storage section in the collections facility.

Collection maintenance and upgrading needs to be continuous. New material and significant changes in the collection should be shared with park staff, partner repositories, and other interested parties. Ways to enhance access and use of the collections should be considered, especially when proposing projects for funding under I&M, SNPLMA, and MSHCP. The LAME museum

program should be considered part of the scientific community and be available as such to outside scientists. The park's museum program would benefit from a document that describes the park collections, states their purpose, and outlines ways that the public and park staff can access collections and use the information it contains. The briefing statement would provide users with a concise explanation of the nature and operation of the park's museum collection. The park's Web site would be an effective pointer for researchers using the World Wide Web.

The PARA collections must be organized and documented and a management strategy must be determined.

Recommendations

- Locate, inventory, document, and standardize the management of museum collections located at LAME; if necessary, consolidate in the museum storage building and designated branch collections.

- Locate, inventory, and document LAME (owned and associative) museum collections located at WACC, UNLV, NAU, USBR, and BLM.

- Consolidate collections if necessary into the LAME museum storage building and branch collections, and consolidate all collections documentation at LAME into ANCS+ and other finding aids.

- Reconcile all collections documentation to determine legal ownership issues.

- Re-evaluate NAGPRA collections if necessary and finish repatriation efforts in consultation with affiliated Indian Tribes.

- Consider using storage agreements for collections that are repatriated to Tribes but remain in storage at LAME, until Tribes determine final disposition of their collections.

- Develop formal partnerships for museum storage and collections management with appropriate repositories such as UNLV and NAU.

- In consultation with park staff, define how the collections should be used and enjoyed by the public in all formats (exhibits, web sites, etc).

- Introduce the collections to park staff by exhibiting collections or collections information and images at park facilities and park headquarters, then expand to the local community and schools; encourage park staff to reference collections in their presentations and talks in the form of posters, web sites, and visitor contacts.

- Locate, inventory, document, and standardize the management of artwork property; exhibit artwork when and if appropriate while ensuring preservation.

- Locate, inventory, and document PARA museum collections located at LAME, BLM and elsewhere.

- Consolidate collections as necessary into the LAME museum storage building and branch collections, and consolidate all collections documentation at LAME and/or PARA into ANCS+ and other finding aids.

- Seek funding for and write a *Museum Management Plan* for PARA museum collections.

Issue C — Library Management

Issue Statement

Reliable access to available information sources will enhance research and support park programs.

Background

The staff at Lake Mead National Recreation Area requires an organized and dependable information base to fulfill the mission of the park and the National Park Service. Much of this information is created, gathered, and disseminated as each employee fulfills his or her duties. Employees share what is needed to get the work done, but there is often a need for information that park employees can't supply or that is no longer in current filing systems. The Library, museum collections, and archives then serve a critical function in the preservation, organization, and storage of information.

At one time there was a consolidated, functioning library at Lake Mead National Recreation Area. This asset was dismantled and dispersed at some point prior to 1997. The exact reasons for doing this were not well recorded, but the action was probably taken as part of the general "reorganization" that was taking place about that time within the NPS as a whole.

The library assets were reorganized into three distinct collections managed by three different administrative units within the park. As a result, the Branch of

Interpretation manages the Interpretive Library, the Branch of Cultural Resources manages the Cultural Library, and the Branch of Natural Resources manages the Technical Library.

The intellectual basis for dividing the library assets is not known, as the Technical Library contains items that appear to relate better to the Cultural Library, and the Interpretive Library contains materials that would appear to be better related to both the other collections. It appears that decisions regarding division of assets were made based on prioritization of projects under way at the time, or personal interest of the individuals doing the dispersal, rather than strictly by subject matter.

The park library had been cataloged and managed under the Dewey Decimal System prior to the dispersal. After dispersal in 2003, the Park Archives Technician entered the contents of the three libraries into ProCite, a commercial bibliographic recording program. Each of the three libraries has its own database, and there is no single program for park assets as a whole.

The Interpretive and Cultural databases do not appear to have been maintained by the addition of recent material entering those collections. The Technical library and database is currently maintained by a UNLV contract employee as a collateral duty. This individual also adds new material as it comes into the Natural Resources Branch if the material is specifically sent to the Technical Library. Currently, the Interpretation Library has 2,200 items listed on ProCite, the Technical Library has 1,214 items, and the Cultural Resources Library has 471 items. The three libraries probably have at least 100 items that need to be added to the ProCite listing.

An organized library system for the park as a whole must be created to address the following problems:

- There is no organized system to acquire and catalog books and periodicals purchased using park funds.

- There is no single point in the park that serves to document whether a publication is owned by the park, and if so, where it is located.
- There is no system that serves to document the location of these park assets, and no system for periodic inventory and maintenance of these assets.

Discussion

Library services can play important roles in the management of park resources. These services tend to become more important in direct correlation to the size and complexity of the resources being managed. In the case of Lake Mead National Recreation Area, the size and complexities of the resources being documented and managed, coupled with the dispersed staff responsible for multiple tasks, create the need for a well developed and active information management system. A well-developed library can play a key role in making that system function.

The results of the survey done in advance of the team visit for this Plan corroborate the need for an information management system. 48% of the respondents said they each use current library assets an average of 18 times a year. These same respondents said they each used off-site library services (such as UNLV) an average of 10 times a year. Not surprisingly, most on-site use was reported by respondents from Interpretation and Resources Management, both of which exercise "ownership" of their own library resources. These two park divisions also recorded the most use of non-park collections.

23% of survey respondents support combining the park collections under single point of management, and 50% support development of centralized finding aids for these collections. An additional 34% indicated the need for online or remote access to this material. 50% of the written comments specifically mentioned the need for a centralized library system. It is obvious from these responses that the park staff wants both an active

library system and the benefits that such a system is capable of delivering.

Complex systems such as those required to manage archives, libraries, and museum collections do not function well as de-centralized units. They need centralized, tightly controlled programs to provide the documentation and organization required for physical and (particularly) intellectual access to the information. Because of their complexity, these programs require a professional, journeyman-level staff whose primary responsibility is the design, implementation, and management of the necessary systems.

In order to function properly, the park library requires a Scope of Collection Statement and an operating policy. These are essentially the "role and function statement" for the program, and define what sorts of material the library will take and the systems that will be used to manage those resources. It is not very efficient for a single person operating in isolation to create the statement and policy. They would be better designed by surveying potential users, or creating a "library committee" to determine what types of things the library should contain, and how it should operate. A sample "generic" library policy statement has been appended to this Plan to assist in this process.

The library Scope of Collection Statement helps branch libraries carefully cull inappropriate materials and material that would be more appropriate to the park archives. A condition assessment of the library collections should be undertaken to ensure that the books are in good physical condition, and to ensure that there is a plan to repair or discard damaged material. A plan for preventative conservation should also be prepared so that the material remains in good condition. PMIS statements should be prepared to begin the process of obtaining funding for these projects.

The park needs a catalog system for documentation and inventory control of park resources in the library, and for access use. The previous Dewey Decimal System fell out of use at the time the park library was dissolved in 1997, and replaced with ProCite. Although ProCite is a good bibliographic reference tool, it does not replace a catalog system.

It is suggested that the park use the union listing of park libraries in the Region that is supported by the Seattle office, and ask that staff to assist with the initial documentation of the park resources. This listing has the advantage of including the park holdings in *Voyager*, the online combined catalog of NPS Libraries. This catalog is available through the Internet at www.library.nps.gov. System settings may be used to restrict any search to the park, network, region or service levels, making the program a valid reference tool.

Books in office and divisional collections that were purchased with government funds should also be cataloged. There needs to be a formal process for identifying, cataloging, and tracking this material. The books should be cataloged whether or not they stay in the various offices as permanent loans or are housed in the libraries.

The NRBIB collection is a vital group of material that is specific to Lake Mead. The collection was developed when a service-wide initiative required data capture of reports, documents, articles, and manuscripts pertaining to each individual park. Currently, there is a backlog of material that needs to be entered in to the database and filed properly if this specific bibliography is expected to remain valid. It is also uncertain at this time whether or not all the relevant documents have been located.

It would be ideal to physically have a copy of everything in the database but there is a trade-off of time and

money and actual usage of the items to consider. This is especially true of older material. There should be a process in place to ensure that all new park data, publications, or reports concerning park resources are sent to the library for inclusion in NRBIB.

Locating and providing access to information and materials outside the park library is a vital part of a library system. No library, no matter how large, can contain all the information needed by its users. However, LAME has no way to conduct literature searches or create subject bibliographies unless specific materials are contained in the park libraries.

It appears that the Resource Management Staff is finding ways to fill their information needs that are not now being met by the library. Some use local libraries, institutions, or universities. Others depend on researchers and colleagues in their field of research to provide pertinent articles. Can the library do more to provide better information access? Is there a need for park-wide database subscriptions? Is there one database that covers the majority of their subject needs? What other information is needed within the park? A survey of user needs and open discussion among users is suggested to provide the necessary answers.

Recommendations

The library system at Lake Mead National Recreation Area is currently un-documented and de-centralized. The Museum, Archives, and Library Survey, conducted with park staff prior to the arrival of the MMP team and staff interviews by the MMP team, indicate that park staff need an organized library system for information storage and data retrieval to support research and management programs. This issue explores how reliable access to available information sources will enhance research and support park programs. The following actions will help to increase access to information and in turn help the park staff accomplish their goals:

- Request that the Regional Librarian survey park library holdings and provide an action plan to serve as an addendum to this Museum Management Plan.

- Develop a Library Scope of Collection Statement to guide organization of existing resources, and to identify short- and long-term reference needs.

- Develop and implement a park Library Operating Policy.

- Identify and catalog books in office and divisional collections that have been purchased with government funds, and incorporate these into the park database.

- Evaluate library holdings for preservation/conservation needs, and document these needs in a library maintenance plan.

- Enter backlog of NRBIB material in to the NRBIB database. Develop protocols to ensure that all new park data, publications, or reports are sent to the library for inclusion in NRBIB.

- Investigate the possibility of partnership management of day-to-day library operations through institutions such as the Clark County Library or the University of Nevada, Las Vegas (UNLV).

Issue D — Park Planning, Programming, and Budget

Issue Statement

An imaginative and aggressive approach to planning and programming through partnerships is required to create a museum program to support the park's needs

Background

The Lake Mead National Recreation Area (LAME) currently has a museum and archival collection of over 173,489 items (2003 CMR), a little less than half of which are currently at the Western Archeological and Conservation Center (WACC) in Tucson, Arizona. This is a significant collection; however, the numbers may not reflect all of the objects or specimens, particularly archival materials, which should be part of the park collection. Early archeological and natural resource materials might also be located at a number of institutions throughout the country. The park has constructed a dedicated museum collections management facility which currently houses the museum collections as well as some archival collections. In addition, the space houses evidentiary materials from legal or law enforcement cases with which the park is involved that require additional environmental controls.

Before 1997, the cultural resources program (including management of the museum collections) was under the direction of the Division of Interpretation. In that year, the park reorganized and created a Branch of

Cultural Resources under a GS-1015-11 Museum Curator, Rosie Pepito, in the Division of Resources Management. In 1999, the position was upgraded to a GS-12 using the NPS Benchmark Position Description for a Cultural Resource Program Manager, Interdisciplinary. These generic position descriptions have an important role in establishing programs, but it is advisable to write a position description that explicitly identifies the current specific duties, especially those relating to agreements and contacts.

The total base funding for cultural resources in FY 2004 is $198,000, including the $3,000 base increase for ANCS+ support and cataloging (8366-0004-CZY). These funds cover the chief's and park archeologist's salaries as well as funds transferred to the University of Nevada, Las Vegas (UNLV) under a cooperative agreement (CA8031-2-9003). In addition, funds from previous years' projects are still being expended through the UNLV cooperative agreement and, in FY 2004, a total of $162,077 of other project funds were obligated under that agreement. Some of the projects will include the creation of collections and those funds will cover all curation costs. Additional funds received from the Bureau of Reclamation (USBR) under an interagency agreement (1443-IA-8360-02-004) for "Coordinated Efforts Related to Long-term Storage and Curation of Museum Collections at the Lake Mead National Recreation Area" total $40,000 over a three- year period (2002 - 2004). Finally, In FY 2004, the park received additional project funds to support museum collections. These include:

		Funds Received
CCM – Manage Museum Collections (PMIS 21950) 8360-0401-CMC	Cultural Cyclic Maintenance	$45,000
Write Museum Management Plan (PMIS 18417)	Museum Collections Preservation and Protection Program (MCPPP)	$25,000

8360-0401-UCC		

Beginning in the fall of 2004, the park will receive $36,000 per year for three years (with a modest increase in years 2 and 3) from Round 5 of the Southern Nevada Public Lands Management Act (SNPLMA) grant program for managing park archival and museum collections.

These funds provide for individual projects to be completed. However, they do not allow the park to expand the Museum Management Program to adequately address the needs of both the park staff and the public for access or for the on-going preservation and protection of the museum and archival collections. While the Chief of Cultural Resources is classified as a museum curator (GS-1015), her duties and park projects preclude spending much time on the museum collection. Approximately half time of one of the archeologists hired under the UNLV cooperative agreement is spent on museum collections management at the present time.

In the last five years, the park has received base increases of 12.4% over their 1999 base. For FY 2004, the increase is only 1.3% of the FY 1999 base in constant dollars. This does not allow for much expansion of programs such as the Museum Management Program.

In addition to the LAME program, there are additional responsibilities relating to Grand Canyon-Parashant National Monument (PARA) for which the Branch of Cultural Resources is responsible, including museum collections transferred from LAME, and new collections currently being created during the survey and inventory.

Discussion

The museum program crosses many disciplines and subject areas. Lake Mead National Recreation Area must continue to take an aggressive approach to long-range planning for the effective development of the Museum Management Program's budget, and for funding the staff necessary to preserve its resources and complete its missions. Taking

a proactive approach toward necessary planning and
programming will allow the staff to complete work that
will help preserve park resources and educate the public.

When planning resource preservation, it is important to
maintain perspective regarding how resource management
activities support the overall missions and goals of the
park. The resources that make up the park records, museum
collections, archival materials, and library constitute
documentary evidence of park resource management
activities and the administrative decisions affecting
them. Park museum collections *are* primary resources and
comprise the park's institutional memory. From the
perspective of this planning team, the Museum Management
Program should serve four distinct functions within the
park: Documentation, Preservation, Research, and
Education and Public Programs.

Staff members who are assigned responsibility for
collections management have the primary responsibility
for producing the planning, programming, and reporting
documents necessary to ensure that the program's primary
functions are adequately staffed, funded, and performed.
To achieve this goal, the staff must understand the
interrelationships of the various reporting and planning
documents such as the Collections Management Report
(CMR), the Checklist for the Preservation and Protection
of Museum Collections (Checklist), the Resource
Management Plan (RMP), the Project Management Information
System (PMIS), Operations Formulation Systems (OFS), and
various program-specific documents. By understanding
these relationships, the staff can produce effective
programming documents that will help them secure funding
from available sources. Although the *Museum Handbook*,
Parts I, II, and III, provide overall guidance for the
NPS museum program, the museum staff's professional
expertise is required to address the needs of museum
collections.

Documenting time and costs of the Museum Management
Program's primary functions is an essential element of

planning and programming. Increasingly, park managers are asked to show "value received for value given" in their operations. The response "to comply with regulations" is often not sufficient justification for funding in today's climate of lean budgets and reduced staff. Sometimes it is difficult for the non-specialist reviewing budget requests to perceive exactly what the "value received" to the park actually is, so illustrations of "value" in planning documents, budget requests, and reports must be overt and proactive.

Museum collections management staff must do cost analysis for both the current and projected activities of the branch as a means to establish credibility for the management of park museum collections. Some very basic time and cost analysis questions might include:

- How many accessions have been processed over the past three years?

- Is the rate of new accessions entering the collections increasing or decreasing?

- Is the park keeping up with basic registration, or is a backlog being created?

- What is the average time/cost to process an accession?

- What is the average time/cost to catalog an object?

- What is the time/cost to provide Integrated Pest Management (IPM) and environmental monitoring per year?

- What is the time/cost to provide storage/inventory per cubic foot of storage per year?

- How many requests for research access to the collections are received each year from both staff and public, and what is the time/cost per request to provide that access?

- Have the requests for access increased or decreased over the past three years?

- Have collections and/or documentation been used for educational purposes?

After the staff collects, analyzes, and formats these types of data for preservation, park management will begin to recognize the direct costs associated with various facets of collections management and to determine whether essential work is being accomplished in a timely manner. With these data park staff will be able to develop effective, integrated programs to identify, program for, and meet park needs. The data will also document where project or temporary staff may be necessary to accomplish backlogged work or to make the overall program more efficient. Finally, this information will provide the foundation and documentation for establishing the appropriate number of staff positions and grade levels.

Funding Sources

The park should continue to seek additional curatorial project funding sources to provide cataloging and museum collections management assistance. The park is in a unique position with funding available for "Preserve America," a Southern Nevada Interagency Cultural Resource Discovery Program through the Southern Nevada Public Lands Management Act (SNPLMA) and Multi-Species Habitat Conservation Plan (MSHCP) for Clark County grant programs. The NPS administers two grant programs that the park might want to consider applying for: Save America's Treasures and Challenge Cost Share.

The park's cooperating association, Western National Park Association, and local foundation offices should be approached with specific project requests tailored to organizational interests. There are a number of graduate programs that may provide interns to do professional level museum project work under the direction of other museum professionals. The American Association of Museums has a list of such accredited programs.

The NPS has a cooperative agreement with the National Council for Preservation Education, which provides a clearinghouse for interns from appropriate college and university programs for parks. Finally, the American Institute for Conservation has a list of conservation programs. If free housing could be found, it might be possible to find free or nearly free interns with professional training to work on specific projects at the park. Stipends can be funded with project money or even through support from the Western National Park Association.

Finally, the park has very close ties with UNLV and is trying to expand the relationships between the university, museums, and the NPS (as discussed further below). The Pacific West Region museum management staff, the Museum Management Program in WASO, the Western Archeological and Conservation Center (WACC), and the Division of Conservation at Harpers Ferry Center may provide assistance, recommendations, and additional oversight, if needed.

Funding Priorities

LAME currently has a base increase request (OFS), "Protect Cultural Resources" (8770A), which includes $105,000 of additional funding for the "Preservation of Museum Objects," which is park priority 26 and Regional Priority 536. Although it seems unlikely that this request will be funded any time soon, the park needs to document all of its needs. Given the observations of the planning team, the park's archival and records management program is a larger need and the Operations Formulation System (OFS) request should be revised to reflect that need based on this plan. If the park were to receive an additional staff member for the museum and archival program, the consensus of the team was that an archivist (GS-1420-11) would be the highest priority. In addition to managing the archives and records management program, that position would be the manager for all collections.

It is important to document the needs for PARA as well in this request.

Partnerships

As an essential part of park operations, the Museum Management Program should have a separate ONPS budget in addition to project funds. However, once project(s) are completed to deal with the backlog (as documented throughout this plan), the program does not appear to need a full-time curator. Rather, it appears that LAME is in a unique position to partner with UNLV on a new program that is being developed between the university Public History Program and the Museum of the American West (formerly known as the Autry Museum of Western Heritage) to work with national parks and others on managing museum collections. The park already has an extensive relationship with UNLV, especially with regards to archeology and some of the natural resource areas such as botany. Since it is unlikely that the park will receive additional staff in the near future, partnering with the professionals managing collections at UNLV seems to be an extraordinary opportunity. Not only will the collections receive highly professional care, the park will benefit from the latest research regarding the use and identification of these materials. In addition, new generations of scientists and historians will benefit from using these collections and from training in museum management.

The park might also expand partnership opportunities with other federal agencies (Bureau of Land Management, Bureau of Reclamation), local, state, and regional agencies, or non-governmental agencies. As the management of public lands becomes more aligned with ecosystems rather than with artificial political boundaries, it becomes more efficient for all concerned to manage resources in a more holistic manner. This would also make it easier for outside researchers who could do "one-stop-shopping" rather than having to go to a number of different locations.

Status of Current Management Plans

Although the park has a number of management plans, including recent *General Management Plan* (1985) and *Business Plan* (1999), the Museum Management Program is not adequately addressed. The park has a 2003 preliminary draft Long Range Interpretive Plan (LRIP), but it does not provide a coherent museum collection exhibit program. During the development phase of the plan, the museum staff should be a part of the planning team in order to integrate the Museum Management Program into the interpretive program.

The 1994 *Resource Management Plan* (RMP) was last updated in 1995 and contains a number of project statements related to the museum program that are not reflected in the park's PMIS program. The RMP does not provide a roadmap for managing these important resources. Once new RMP guidance is received, the Museum Management Program should be an integral part of the narrative plan as well as the programming documents that support that plan. Because the Museum Management Program is within the Division of Resources Management, it is in a unique position to ensure consideration of natural resources collections during planning for the program's ongoing inventory and monitoring projects, and projects relating to park network programs. These issues are discussed in greater depth in Issue B.

Currently, the park has only a few statements for museum needs in PMIS and they are funded in FY 2004. There is not a coherent five-year program of needs identified. The MMP provides some guidance for such a program. Searching the PMIS database for similar projects from other parks can be very helpful in drafting new statements, particularly those that have been funded. The team identified a number of possible project statements based on their observations:

- Conduct a park-wide archival and records management survey.

- Locate museum collections from park lands.

- Recall collections from other institutions and update museum records.

- Complete processing and cataloging of backlog materials, including archives, natural specimens, and cultural objects.

- Conduct library survey and provide park operational protocols.

- Re-evaluate NAGPRA-related collections and complete repatriation of appropriate materials.

- Reorganize collections storage and purchase new equipment.

- Conduct a Collection Conservation Survey.

- Conduct fire and security surveys.

- Complete park Emergency Operations Plan for museum collections.

- Write Preventive Conservation Plan (formerly know as Housekeeping Plan).

- Design and construct appropriate cases for temporary museum exhibits.

Current Reporting Needs

There are two other critical reporting documents that provide data for managing the park's museum collections as well as identifying funding needs. The *Checklist for Preservation and Protection of Museum Collections* (Checklist) is an important document for several reasons:

- It establishes the standards under which park museum collections are maintained and against which the park evaluates itself.

- It documents the preservation of the park museum collections at a particular point in time.

- It determines the funding needed to bring a museum collection to standard.

The Checklist is divided by facility and type, e.g., a structure that holds both exhibit and storage would have two checklists. It is critical that the park complete and/or update this document on an annual basis. The Museum Collection Preservation and Protection Program (MCPPP) funding is based on the data received from park Checklists. Thus, the careful completion of the updated Checklists is critical to adequately estimate the needs of the park. The service-wide funding is divided by a formula based on total needs for each of the seven NPS regions. Every four years this funding is adjusted based on the most current data, so it is critical that the data be as accurately reflective of present needs.

LAME is currently reporting on one facility (Museum Collections Storage Facility). There is a historic painting on display in the Alan Bible Visitor Center and there are some paintings located in the park headquarters building. Because the former is a cataloged museum piece, that facility needs to be reported. This is especially critical as there are a number of deficiencies in that structure that may be addressed with MCPPP funding. Finally, if the park decides that the paintings now located in park headquarters are added to the museum collection, then that building needs to be reported as well. Note that with more than one facility there are a number of redundant questions that only need to be answered once and should only reflect one cost estimate.

The *Collection Management Report* (CMR) is a report that provides a statistical overview of the park's present collection. It provides park staff and management, as well as the region and the Service-wide programs, with information on size and type of collection, the growth of the collection over time, documentation of use, and identification of uncataloged backlog. The last is critical, as it relates to funding. The Service-wide Backlog Catalog Program fund distribution is based on this report, so it is important that it accurately reflects the total park collection, especially with regard to the uncataloged backlog. As noted for MCPPP,

reallocation and distribution of these funds is based on the backlog reported on the CMR.

Although LAME reports a backlog on their 2003 CMR, the MMP team noted a backlog of materials, especially archives, which are not accessioned and thus not reported in the backlog. Until these materials are accessioned, the park does not have an accurate record of its backlog and is unable to receive additional funds to process and catalog these materials. It is critical that all museum and archival materials that have been identified as belonging in the park's collection be accessioned by the end of this fiscal year (2004). Issues A and B provide more guidance on archiving records.

The creation of PARA has increased the workload for the park museum program. During the planning phase for this new area, it is critical that the needs of the museum, archival, and library collections are addressed in basic park plans. In addition, LAME should start documenting PARA's needs in PMIS:

- Write a Museum Management Plan.

- Conduct an archival and records management survey.

- Conduct a park wide archival and records management survey.

- Locate museum collections from park lands.

- Recall collections from other institutions and update museum records.

- Complete processing and cataloging of backlog materials, including archives, natural specimens, and cultural objects.

- Conduct library survey and provide park operational protocols.

- Conduct a Collection Conservation Survey.

- Design and construct temporary appropriate cases for museum exhibits.

Recommendations

- Develop a list of essential archival, museum, and library management activities, and begin a time/cost documentation and analysis for each activity. (See Appendix D for an example.)

- Revise OFS statement 8770A to identify an archivist and to provide funding for partnerships with UNLV and others housing LAME museum collections.

- Broaden the partnership with UNLV to manage museum collections currently in the park.

- Add new PMIS project statements that accurately define current park needs in archives and museum management. These project statements taken as a whole should define a five-year program for museum management.

- Revise the park Checklist based on the recommendations of this MMP.

- Accession all backlog collections to ensure that the park is eligible to receive Backlog Cataloging funds. The accessioning of archival materials should await the completion of a park-wide archival and records management survey.

- As opportunities arise, revise the Resource Management and Business Management plans and participate in interpretive planning to address the specific needs of the Museum Management Program.

- Participate in planning efforts for PARA and ensure that museum and archival collections are adequately addressed.

- Add PMIS projects statements for PARA that accurately define current park needs in archives and museum management.

Appendix A — Survey Results

Appendix A details the results of a survey relating to the archives and collections management program at Lake Mead National Recreation Area (LAME). The survey was conducted in advance of the Museum Management Plan in an effort to identify and quantify park staff needs relating to the existing park archives, museum collections, and library programs.

Survey Objectives

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

- Percentage of the staff using the park museum collections and library.

- Percentage of the staff using non-park information resources.

- Primary areas (categories) of information use, and the reasons for use of those specific collections.

- Primary reasons staff do not use park information resources, and what may be necessary to promote information resource availability and use.

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

Survey Methodology

The survey target was the temporary and permanent staff of LAME. The survey was disseminated in May 2004 to no more than 250 staff with a memorandum from the superintendent requesting that the survey be completed and returned to the Chief of Cultural Resources. A total of 44 responses were received, representing a 17.6% response rate. A response rate of 10% is required for this type of survey to be considered statistically valid, so the LAME response should be considered adequate. Responses were also fairly well distributed across park work units and by employment type, factors which add to the assumed validity of the results.

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

Respondents were also given limited opportunities to add written comments. Write-in responses are generally not used in surveys of this type because they often fail to elicit a statistically valid response, and the response that *is* generated is often difficult to quantify. This proved to be the case in this particular survey, in which most of the written responses were anecdotal in nature, and tended to reinforce information already recorded by the respondents in the checklist sections.

Because the response rate (17.6%) to the survey in general was more than sufficient to be considered statistically valid, the results will be considered representative to the survey population as a whole. Percentages have been rounded up to equal numbers when 0.5 or more, and rounded down when less than 0.5.

Demographics

Demographic information can assist with understanding motivation and needs of the respondents, in addition to documenting an adequate distribution of response across administrative division and employment status.

Respondents were asked for their length of service, administrative unit, and employment status.

Length of Service

	Total	Average
Years of service	669	15
Years at LAME	425	10
Years in current position	360	8

Distribution by Administrative Unit

Administration	14
Interpretation	5
Maintenance	7
Law Enforcement & Fee	6
Resource Management	12
Unknown	0

Employment Status

Temporary / Seasonal	4
Permanent	34
Non-NPS Employees	6

Survey Summaries

When reviewing survey results it is important to remember that a response rate of 12% is considered necessary for the survey results as a whole to be considered as valid. Within the survey, a 10% response to any given section or question is necessary for the response to be considered "significant." Naturally, this significance increases with the number of responses to the section or question. For these reasons, the following results represent percentages of the respondents to any given section or question.

Frequency of collections use by park staff (44 responses):

- 48% used the library an average of 18 times last year.

- 34% used the archives and museum collections an average of 15 times last year.

- 50% used non-service archives, library, or museum collections an average of 10 times last year.

The majority of the staff uses the library and a significant percentage of the staff uses the archival and museum collections in some aspects of their jobs. In addition, 50% of the staff is using archival, museum, and library resources located outside the park. It might be interesting to determine what services are *not* being

offered by the park that results in this number of the staff to use outside sources for information they need. This could be accomplished by a one-sheet survey to all employees requesting specific information for improving services (title/subject suggestions for books/periodicals, hours of operation, etc.).

A total of 14 respondents (34% of the total response universe) indicated they used the following top five types of archives and museum collections:

- 45% - Photographs and Images

- 36% - Natural records, maps, images, reports

- 30% - Park cultural resource records

- 18% - Historic archives and records

- 18% - Natural records, maps, images, reports

The same 15 respondents as above (the universe of those respondents reporting collections use) gave the following primary reasons for using the collections:

- 32% - Address internal NPS information needs

- 27% - Address non-NPS information needs

- 23% - Resource management research

- 23% - Personal learning

- 20% - Explore needs for new information

These results document that the primary resources used are the archival collections, and that the primary reasons for use are an interesting mixture of personal and professional.

Section II of the survey requested suggestions for improvement in the way resources are managed and made available for use. All 44 respondents' answers are included in the following results. Respondents were asked to comment as much as they wanted.

- 50% - Provide listing and finding aids to collections

- 34% - Provide remote computer access to collections

- 30% - Improve electronic access to museum collection data and object information

- 23% - Combine collections with supporting archives and/or library references

- 23% - Provide additional professional staff to assist collection users

- 23% - Other (including the development of a centralized library, central files, and central photo collection)

This section of the survey illustrates what the park staff considers to be the major faults of the current museum management operation, and gives their suggestions for improvements.

General Conclusions

The park libraries and museum collections receive a higher than normal incidence of use when compared to that of other parks, even considering the current state of disorganization. Park staff indicated a need for the resources and information provided by well-defined and administered collections.

Because of the staff's information needs, the park should be looking at ways to facilitate use finding aids, the joint housing of archives, collections and library resources, providing adequate specimen preparation and work areas at point-of-use, and providing several methods of intellectual access to the park-specific resources.

A general informational finding aid should be produced for distribution to the park staff at the earliest opportunity. Some of the specialized features of the ANCS+ program should help with this. This should be followed by subject-specific finding aids as they are produced.

The survey gave the park staff the opportunity to offer individual impressions of the archives, museum collections, and library program operations in a candid

manner, as well as a venue for change and improvement suggestions. The survey results provide park management with firm background data that should be useful in developing specific programs to manage these unique park resources.

Appendix B — Collections Access Policies

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

Levels of Access to the Archives and Museum Collections

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

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

Conditions for Access

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

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

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

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

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

- While no user fee will be required to access the archives or museum collections, the superintendent and curatorial staff will determine what services may be reasonably offered and what charges may be required for such services as staff overtime, specimen photography, or document reproduction.

- All specimen photography specimens and document reproduction must be done onsite per the *Guidelines for Photography of Museum Collections and Duplication of Historic Documents*.

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

- Lake Mead National Recreation Area reserves the right to request copies of notes made by researchers, and requires copies of research papers or publications resulting in whole or part from use of the collections.

- There may be legal considerations (such as the Native American Graves Protection and Repatriation Act, 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
> Lake Mead National Recreation Area
> 101 Katzenbach Drive
> Boulder City, NV 89005

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

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

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

collections will be required to ascertain object location
and condition.

SUGGESTED 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: Superintendent, [name of park], [address of park], [park city, state, zip code]

[reverse side: Research Application]

Park Service Use Only

Identification (provide at least one)

Institutional ID _____

Driver's License Number _____

Research Topic

_____

____

Location of Research (check one)

___ Curatorial Office

___ Storage

___ Exhibit Area

Other

_____

MUSEUM OBJECTS REVIEWED BY THE RESEARCHER (SUGGESTED FORM) — [NAME OF PARK]

Park	Catalog	Object Name	Location	Accession	Acronym	Number

Approvals

Name _____

Title _____

Date _____

SUGGESTED MUSEUM COLLECTIONS AND ARCHIVES REGISTER — [NAME OF PARK]

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

Suggested Guidelines for the Use of Archival and Museum Collections — [Name of Park]

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

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

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

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

Availability

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

Nonstaff users must complete a Research Application (included in this appendix) prior to accessing information or materials to ensure that assistance is

available upon arrival. Access will not normally be
granted on weekends.

All materials must stay within the study areas provided
within the collection management facility. The size and
location of these areas may vary according to the time of
year, requests from other researchers, and staff
available. The researcher may bring only those materials
needed for research into the assigned study area.

Registration

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

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

Use of Archival Records and Manuscripts

Many of the park administrative records, archeological
records, and other historic reference materials have been
copied onto microfiche, and a reader/printer is available
for limited research use by the public. Where microfiche
is available, it will be used for research requests. Only
in the most extraordinary circumstances will original
documents be used when microfiche is not available.

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

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

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

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

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

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

Duplication

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

Copyrights and Citations

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

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

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

Restrictions on Use

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

Responding to Off-Site Reference Inquiries

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

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

Guidelines for Handling Museum Collections

Handling museum collections may be hazardous. Follow these guidelines to ensure safe handling.

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

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

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

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

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

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

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

- Look over an artifact before lifting it to see how it is stored and to observe any peculiarities of its construction, fragility, etc. If an object is made in separable sections, take it apart before moving it. Do not attempt to carry heavy or awkward objects alone.

Never carry more than one object at a time, and be particularly careful with long objects.

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

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

Special Objects

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

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

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

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

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

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

Reporting Damage

Please report any damage you observe or cause to specimens.

Behavior

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

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

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

I have read and understand the above policy.

Name _____

Date _____

Suggested Guidelines for Photography of Collections and Duplication of Historic Documents — [Name of Park]

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

Duplicate Photographs of Museum Collections

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

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

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

- Requests for photographs of items in the museum collections will be submitted to the park curator, who will prioritize the work. Requests should be made on copies of [form name].

- Requested items that do not have copy negatives will be photographed based on these priorities. A cost

recovery charge for photography and processing might be required.

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

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

Duplication of Historic Photographs and Documents

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

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

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

- Requests for duplicate historic photographs and documents are submitted to the park collections manager who prioritizes copy work.

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

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

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

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

Request for Photographs of Items from the Museum Collections (Suggested Form) — [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, city, state]. Photograph courtesy of the National Park Service."

Signature _____

Date _____

Appendix C — Suggested Archiving Resource Management Field Records SOP

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

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

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

Park resource management staff generates records on a daily basis that should be considered for inclusion in the park archives. They create data sets, photographs, maps, and field notebooks that future generations will

need to access to research the history of cultural and natural resource projects at the park.

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

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

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

Archiving Resource Management Field Records

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

example of a park archival collection finding aid is also available upon request.

Checklist for Preparing Field Documentation

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

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

3. Materials must be arranged by material types, such as field notes, reports, maps, correspondence, 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 archivist upon completion of a project. In the interest of preserving institutional knowledge, leave collections in their original order. Original order means the organization system created by the original creator of a document collection. Resist the urge to take important documents from these collections. If you need something for future use, copy it or request that the curator make a copy. After copying, replace the document or photo where you found it. Much information about past projects has been lost because collections have been picked apart. Remember that these materials will always be available. That is the intent behind establishing archives.

5. When the archival documentation is transferred to the archivist, the Project Identification Sheet is provided. This form includes the project title, principal investigator, date of project, and a history of the project. The name of the individual who obtained the accession number should also be listed.

The type and quantity of documentation should be included as well, e.g., maps (13), field notes (four notebooks), correspondence (three files).

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

SUGGESTED PROJECT IDENTIFICATION SHEET

Archiving Resource Management Field Records

Accession Number: _____(assigned by Park Archivist *only*)

Your name _____

Project Title _____

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

_____
_____

_____
_____

Researcher's office location and extension or current address

_____
_____

Occupation_____

Employer or contact number_____

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

_____
_____

_____
_____

_____
_____

Scope of Project

Is this collection part of an ongoing project to be updated annually? Yes_____
No _____

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

_____
_____

_____
_____

_____
_____

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

Attachment A: Five Phases of Managing Archival Collections

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

Phase 1: Gain Preliminary Control over the Park Records

Survey and describe collections; identify official/non-official records; appraise collections and check them against the Scope of Collections 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 D — Suggested Library Operating Policy

Introduction

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

Objective

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

Responsibility

Implementation of this policy is the responsibility of the library manager. This person will be designated by the superintendent and will be responsible for compiling a list of desired acquisitions, promptly adding new library items to the collection, shelving materials,

ensuring that material is returned in proper condition, accounting for the collection, and maintaining catalog materials in computerized and physical form.

Scope of Collection

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

Materials in the library will pertain to the following:

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

Material Selection Guidelines and Procedures

The Interpretation and Resource Management Divisions will use the following criteria in selecting materials for the library:

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

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

Microfilm

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

Periodicals

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

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

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

Operating Guidelines

Loan Privileges

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

At the discretion of the park library manager or chief, library privileges may be extended to the following:

- NPS employees from other areas.

- Contractors conducting research in the park.

- Researchers with valid research needs at all levels.

- Other users who will benefit the park and not interfere with normal operations.

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

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

Damage and Loss Policy

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

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

Vertical File

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

Paperbacks

Paperbacks will be acquired for the following reasons:

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

Duplicates

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

Replacement

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

Gifts

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

- The park retains the right to keep, use, or dispose of them as deemed appropriate by the superintendent.

- The materials will be integrated into the regular collection.

- Park staff will give no appraisals for tax purposes. The park library manager may assist in the following ways:

- Suggest sources of such information, such as dealers' catalogs.

- Provide a receipt describing the donated items but not assigning a value to them.

Controlled Access Collection

A locked cabinet will be maintained in the library with rare and fragile materials. Items are considered for inclusion in the following circumstances:

- The items are virtually irreplaceable.

- Monetary value of the items is over $75.00.

- The items have particular historic interest to the park.

- The items have unusual attractiveness or interest.

- The items are in fragile or delicate condition.

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

Exhibited Materials

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

Interlibrary Loan

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

Vertical File Policy

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

Photocopying

Photocopying of materials is permitted except in the following situations:

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

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

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

Adding New Publications

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

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

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

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

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

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

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

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

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

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

Excluded Publications

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

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

- Other books regularly needed by employees to carry out their day-to-day duties, such as safety manuals, fire

codes, regulations, laws, museum manuals, public
health manuals, etc.

- Annual publications, such as almanacs, price books,
  catalogs, zip code guides, etc.

- Publications purchased as part of an approved training
  program.

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

Inventories

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

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

Binding

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

Weeding

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

- Information outside of the scope of collection

- Outdated information

- Inaccurate information

- Irreparably damaged or worn material

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

Weeding Procedure

- Items are removed from the collection per the weeding criteria.

- Selected material is included in a memo and circulated to park staff. Final approval of weeding is made by the _____ [name of position].

- A Report of Survey (DI-103) is prepared and circulated.

- Library records are updated.

- Cataloged items are offered to the following:
  a) [name of regional library or support office]
  b) [name of region] Region Units
  c) Harpers Ferry
  d) Department of the Interior Library
  e) Library of Congress

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

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

Approvals

Superintendent _____ Date _____

Team Leader _____ Date _____

Library Manager _____ Date _____

Appendix E — Suggested Workload Analysis

Appendix E provides an example of a system for analyzing the museum management program work elements for the park. Completing this chart documents the total staffing need.

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					
Appraise and evaluate proposed acquisitions					
Manage acquisition committee					
Manage park records					
Acquire rights and permission					
Subtotal					

Documentation of Collections					
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					

Core Work Elements	Current (Hours)	Current (FTE)	Needed (Hours)	Needed (FTE)	Non-Pers. $
Preservation and Protection of Collections					
Maintain facility					
Provide for physical and operational 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 Web site(s)					
Participate in NPS planning and compliance					
Conduct research					

Support appropriate reproduction of collections					
Subtotal					

Core Work Elements	Current (Hours)	Current (FTE)	Needed (Hours)	Needed (FTE)	Non-Pers. $
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					

Bibliography

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

This bibliography provides the references used in developing the Lake Mead National Recreation Area *Museum Management Plan*. The Park Reference List references park-specific documentation the team used to understand the resources' current status. The Suggested Reading List includes recommended readings that will give park staff a better understanding of the physical and intellectual nature of these unique resources, and will enable them to apply professionally accepted techniques and standards for preservation and use.

Park Reference List

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Suggested Reading List

The skills and craft necessary to perform adequate curatorial work have expanded exponentially over the past three decades. Fortunately, the literature in the field has also expanded to meet program needs. The current NPS publications, *NPS Museum Handbook*, the *Conserve O Gram* series, and *Tools of the Trade* all provide basic guidelines. They inform the reader how to perform certain tasks such as accessioning and cataloging, but do not teach the novice when and/or why these tasks should be done. The publications are mainly intended for an

audience with solid knowledge of and practical experience in the field.

The reference list represents some of the best theory and practice in the fields of collections management, exhibits and programs, and archival management available today within the professional community. The Museum Management Planning Team does not suggest that the park purchase a copy of each suggested reference, but it is possible to acquire copies of these volumes on inter-library loan.

The Team encourages park managers and supervisors to consider familiarity with the recognized literature in the field when evaluating prospective employees or as an indication of continued professional growth when doing performance evaluations. Familiarity with the current literature should be a determining factor for employment at the GS 1015/11 level and above, and should serve as an indication of job interest and commitment to professionalism when overall work standards are evaluated.

Collection Management References

American Association of Museums. *Caring for Collections: Strategies for Conservation, Maintenance and Documentation*, 1984. More than 60 curators, registrars, and conservators contributed information on how to improve environmental conditions, manage inventory, register objects, and augment public use of museum collections.

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Butcher-Younghans, Sherry. *Historic House Museums: A Practical Handbook for Their Care, Preservation, and*

Management. Oxford University Press, 1996. This book serves as both reference and hands-on guide for all aspects of historic house management, including collections care, conservation, security, and interpretation.

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Committee on Libraries, Museums, and Historic Buildings. *Protection of Museums and Museum Collections 1980*. NFPA 911, Boston: National Fire Protection Association, Inc., 1980. One of the best sources on fire protection and prevention, written specifically for museums.

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Edwards, Stephen R., Bruce M. Bell, and Mary Elizabeth King. *Pest Control in Museums: A Status Report*. Lawrence, Kansas: Association of Systematic Collections, 1980. A good guide to pesticides, their use in museums, and common insect pests.

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References for Exhibits and Programs

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