



# United States Department of the Interior

## NATIONAL PARK SERVICE

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Washington, D.C. 20240

IN REPLY REFER TO:

MAY 11 1998

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To: Regional Directors  
Attention: Park and Support Office Superintendents  
Center Managers

From: Associate Director, Cultural Resource Stewardship and Partnerships

Subject: Museum Management Program Strategy 1998-2002

I am pleased to release the Museum Management Program Strategy 1998-2002, developed by the Museum Management Program Council. The strategy directly links to the goals in the NPS Strategic Plan. Refer to this strategy as you develop park, center, and support office strategic plans, annual performance plans, and employee performance plans. By focusing on these selected goals, our efforts will be complementary, and together we can accomplish our objectives in the Museum Management Program.

In 1987 the NPS submitted to Congress a plan to manage NPS museum collections. This and subsequent plans have guided our collective efforts. The needs that we identified in that first plan led to establishment of the Backlog Cataloging and Museum Collections Preservation and Protection funding programs. Through FY1997, we have applied over \$25 million to catalog more than 12 million objects and 10.8 million archival items, and over \$16 million to correct preservation and protection deficiencies.

I compliment the parks and centers for the outstanding work that has been accomplished under these funding programs. Thanks to your efforts we have an excellent track record. Even before the Government Performance and Results Act (GPRA), the museum program had established baselines, set goals and annual targets, and tied funding to the goals. This strategy carries on that tradition within the context of the NPS Strategic Plan and GPRA.

The strategy calls for parks to continue to improve the documentation, preservation, and protection of collections and to increase public accessibility to the collections and their documentation. It also recommends actions to strengthen our employment practices and enhance professional development.

I look forward to working with you to accomplish these goals.

# NATIONAL PARK SERVICE MUSEUM MANAGEMENT PROGRAM STRATEGY 1998-2002



## Mission

*The purpose of the NPS Museum Management Program is to strengthen and support park management and programs to preserve, protect, and make park natural and cultural resource collections accessible for research, education, and public enjoyment.*

Museum collections from over 300 units of the National Park System are maintained in parks, at six NPS cultural resource centers, and at 140 non-NPS repositories. These collections date, in some instances, to establishment of the park. The collections include items ranging from historic furnishings in the home of John Adams, to flags that flew over Fort Sumter, to Thomas Edison's handwritten notes on inventions, to the tools and furnishings of a working ranch in Montana, to botanical specimens from Yosemite, and archeological items from Mesa Verde.

The NPS Museum Management Program is carried out by park, support office (SO), center, and central office curators, museum technicians, archivists, registrars, museum specialists, conservators, librarians and collateral duty staff throughout the NPS. NPS curators and other museum professionals represent a wide variety of disciplines.

*NPS curators are* anthropologists, archeologists, archivists, art historians, biologists, geologists, historians, natural resource specialists, paleontologists, and preservation specialists,

*who* collect, preserve, organize, make accessible, interpret, exhibit, research, manage, document, analyze, and disseminate

*diverse NPS collections*, including archeological collections, archives, architectural elements, associated cultural and natural resources data, biological specimens, decorative arts, fine arts, geological specimens, historic and ethnographic objects, and paleontological specimens.

## Background

With over 36 million cultural objects and natural history specimens and over 35 million archival and manuscript items, NPS museum collections represent a very broad spectrum of nationally and internationally significant natural and cultural resources that are essential to heritage education and resources stewardship.

### NPS Collections

Archeology	31,856,381
Ethnography	72,897
History	3,370,289
Archives	35,838,089
Biology	922,677
Geology	47,506
Paleontology	97,173

(Note: these numbers have been reported by parks on the 1996 NPS Collections Management Report and supplemented by non-duplicative data on the 1994 Survey of Federally-Associated Collections Housed in Non-Federal Institutions.)

The program is central to the NPS mission because of its critical role in:

- documentation of natural and cultural diversity through preservation of collections
- documentation of ecosystems and cultural heritage regions through time
- analysis of critical resource stewardship data
- increasing public knowledge and understanding of the national identity
- protection of the special qualities and history of each NPS unit
- heritage and ecosystem education, including exhibitions and publications.

**Desired Future:** NPS curators and museum management programs are recognized as models of excellence throughout the museum, heritage education, resource management, and historic preservation communities.

## Accomplishments

In a drive begun in 1980, the Service has laid out a long-range program to bring about full accountability for and sound management of its collections. With the development of the Collections Management Report in 1983, the Service gained information on numbers and types of items cataloged and the size of the catalog backlog. In 1986 a checklist was developed to collect information on the status

of storage, environmental controls, security, fire protection, and planning for collections.

In 1987 the NPS submitted a plan to Congress for management of its museum collections. Beginning in 1988 Congress appropriated \$2.763 million to begin to catalog the backlog and in 1990, \$1.6 million to correct preservation and protection deficiencies. Through FY1997, over \$25 million has been applied to cataloging over 12 million objects and over 10.8 million archival items; and over \$16 million has been used to correct preservation and protection deficiencies. Corrective actions have included:

- purchase of locking, insulated file cabinets for storage of museum records
- purchase of museum storage cabinets and shelving
- completion of security and fire protection surveys
- design and installation of fire detection and suppression and intrusion detection systems
- purchase of environmental monitoring equipment
- installation of pre-fabricated, insulated structures for storage of collections
- completion of Collection Management Plans

In 1987 NPS developed in-house and released the Automated National Catalog System (ANCS), a park-based microcomputer system using dBase. In 1995 NPS began migrating to

a replacement system that would include not only accessioning and cataloging, but also other collections management functions, such as loans, inventory, exhibits, and collections maintenance. In FY1998, NPS acquired from Re:discovery, Inc., a commercial off-the-shelf collections management program that is being customized for NPS use and will be implemented in parks. It is called ANCS+.

To guide museum management in the parks, NPS issued procedural and technical guidance. The NPS has undertaken a long-term project to completely revise the NPS *Museum Handbook*. Part II, on museum record keeping, was issued in 1984, and Part I, on planning for and preservation and protection of museum collections, was issued in 1990. The first chapters in Part III, on access to and use of collections, will be issued in 1998. Additions and revisions to all parts of the handbook are issued as needed. *Conserve O Gram* was revised and reformatted in 1993. *Conserve O Gram*, providing technical information on preservation of collections, is prepared for the park museum management audience but also sold through the Government Printing Office (GPO) to outside users. Similarly, NPS *Museum Handbook*, Part I, was sold from 1990-1997 until discontinued by GPO.

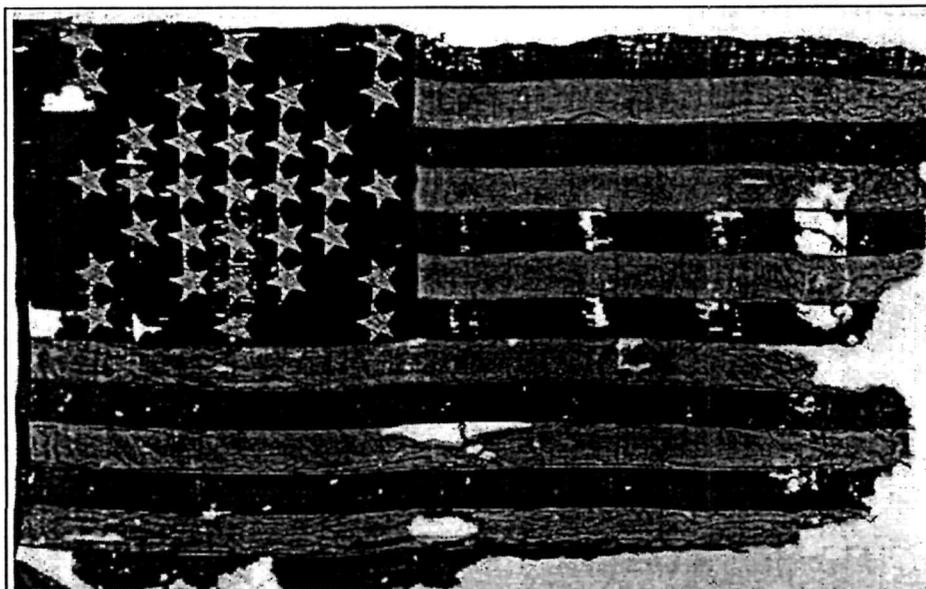
As needed, the collections management component of other policies and guidelines are revised, e.g. *NPS Management Policies* (1988) and *Cultural Resource Management Guideline* (1985, 1994, 1997). The guidance for writing Scope of Collections Statements was revised and all parks had these statements by 1992. In order to stem the growing cataloging backlog due to archeological and natural resources projects generating artifacts and specimens,

special directives were issued to require that archeological and natural resources projects cover the cost of cataloging and initial storage for the resulting collections.

Since passage of the Native American Graves Protection and Repatriation Act (1990), parks have met the requirements of that act by completing a summary of unassociated funerary objects, sacred objects, or objects of cultural patrimony (1993), and completing inventories of human remains and associated funerary objects (1995). Parks have consulted and continue to consult with Indian tribe officials and traditional religious leaders on NAGPRA-related objects and human remains.

In 1995 NPS mounted a World Wide Web (WWW) homepage for the museum management program. The site provides profiles on each park's collections, including a scope statement, numbers and types of collections, and contact information. An exhibit called "Treasures of the Nation" provides images of selected items in park collections. Thematic exhibits, such as one on Civil War soldiers' pastimes, further highlight park collections. Some parks have collections information on their WWW homepages. Each year new exhibits and furnished historic structures are researched, designed, and installed in parks. For example, in FY1997 NPS completed and installed major exhibits in eleven parks and completed historic furnishings installations in five parks.

In the late 1980s and early 1990s, increased emphasis was placed on servicewide curatorial training with the doubling of hours of basic curatorial training offered and the establishment of an annual "Critical Issues Workshop"



*Fort Sumter Storm Flag from the Civil War, Fort Sumter National Monument, Sullivans Island, SC*

to train mid-level staff in topics needing urgent attention, such as security and fire protection, Integrated Pest Management, and Native American collections. Introduction of revised cataloging procedures and ANCS was accompanied by servicewide and regional instruction. Following the NPS reorganization in 1994, responsibility for basic and continuing training offerings devolved to the regions. Since then, less training has been offered. Servicewide training, which has been offered in conjunction with partners, has focused on new policies, issues, and technologies, such as the "School for Scanning" on reformatting two-dimensional collections for preservation and access. In 1996 essential competencies were issued to guide the content and selection of training programs. As of 1997, 657 staff have

museum management responsibilities. These responsibilities are a collateral duty for 58% of the staff.

Since 1980, excellent progress has been made in solidifying a museum management program for the National Park Service. A plan has been established and given high priority. A Museum Management Program Council, formed in 1995, replaced an earlier informal group composed of regional curators and the chief curator, providing strategic guidance to the servicewide program. Many of the problems identified in 1985 and 1990 audits by the Office of Inspector General have been addressed. Nevertheless, much work remains to be done to document and preserve the collections and make them accessible for public benefit.

## Long-term Strategies

The long-term strategies call for parks to improve the documentation, preservation, and protection of collections and to increase public accessibility to the collections and their documentation.

Only 60% of conditions in NPS museum collections meet professional standards for preservation and protection. The long-term goal is to bring that figure to 68% by 2002. Parks use the NPS Checklist for Preservation and Protection of Museum Collections to measure progress.

Whereas 41% of the collections (51% of the objects and specimens and 30% of the archives) are cataloged, the long-term strategy calls for 51% to be cataloged by 2002, increasing cataloged collections by 25%.

The number of collections on exhibit and accessed by researchers has remained relatively static in the past few years. The long-term strategy calls for application of new technology and media to increase public use of NPS museum collections by at least 10% by 2002.

The goal categories and mission statements are identical to those in the NPS Strategic Plan 1997. In addition, long-term goals Ia6 and Ib2 from that plan are incorporated in this plan as long-term goals Ia(1) and Ib(1). The strategy will be revised at the midway point to add annual goals for FY2001 and FY2002.



*Conservator  
Gretchen Voeks  
restores a statue at  
Tumacacori  
National Historical  
Park, AZ*

### Guiding Principles

- A GS-11 or higher curator is assigned to provide professional guidance to each park and center (each unit holding collections).
- All parks have up-to-date Cultural Resource Management Assessment Programs (CR-MAP), which are used as one factor in determining critical professional staffing needs.
- All park planning efforts, including general management plans, interpretive plans, and exhibit plans, involve park curatorial staff as full and equal partners.
- All research, compliance, and planning project-generated collections are cataloged with project funds.

**GOAL CATEGORY I:  
PRESERVE PARK RESOURCES**

***Mission Goal Ia: Natural and cultural resources and associated values are documented, protected, restored, and maintained in good condition and managed within their broader ecosystem and cultural context.***

**Goals to be achieved  
by September 30, 1998:**

- (1) 62% of preservation and protection conditions in park museum collections meet professional standards.
- (2) 62% of procedural standards on the Checklist, including all fire safety procedural standards (F1-3, F6), are met.
- (3) A model museum collection component of a park Emergency Operations Plan is developed.
- (4) A method of gathering and quantifying collection condition information for establishing baseline data is developed and tested.
- (5) Guidance on preservation, pest management, housekeeping, and preventive conservation for biological collections is issued in *Museum Handbook*, Part I, and *Conserve O Gram*.

**Long-term goals to be achieved by September 30, 2002:**

- (1) 68% of preservation and protection conditions in park museum collections, as identified on the NPS Checklist for Preservation and Protection of Museum Collections (Checklist), meet professional standards.
- (2) A servicewide conservation treatment strategy is developed.
- (3) Policy and technical guidance on preservation and protection of collections is current (*Museum Handbook*, Part I; *Conserve O Gram*).

**Goals to be achieved  
by September 30, 1999:**

- (1) 64% of preservation and protection conditions in park museum collections meet professional standards.
- (2) 67% of procedural standards on the Checklist are met.
- (3) Fire safety standards B30, F9-10 on the Checklist are met by all parks with collections.
- (4) A draft development/program model for facilities housing museum collections is issued.
- (5) A strategy for gathering and quantifying collection conditions is issued.
- (6) A model collections component of a Fire Protection Plan is issued.
- (7) Guidance on preservation, emergency planning, cellulose nitrate film, and preventive conservation (of geological, paleontological, environmental collections) is issued in *Museum Handbook*, Part I, and *Conserve O Gram*.

**Goals to be achieved  
by September 30, 2000:**

- (1) 65.5% of preservation and protection conditions in park museum collections meet professional standards.
- (2) 71% of procedural standards on the Checklist are met.
- (3) A strategy for gathering and quantifying collection condition information is implemented in parks.
- (4) Guidance on preservation and protection is issued in *Museum Handbook*, Part I, and *Conserve O Gram*.

**GOAL CATEGORY I:  
PRESERVE PARK RESOURCES**

***Mission Goal Ib: The National Park Service contributes to knowledge about natural and cultural resources and associated values; management decisions about resources and visitors are based on adequate scholarly and scientific information.***



**Long-term goals to be achieved by September 30, 2002:**

- (1) The number of objects cataloged in the National Catalog of Museum Objects is increased by 25% over the 1997 baseline.
- (2) 10% of museum collections are evaluated for significance.
- (3) Automated National Catalog System migration is complete.
- (4) All materials in park holdings, with emphasis on archival documents, are evaluated for inclusion in the museum collections.
- (5) All collections acquired along with new NPS units are cataloged with base or development funds.
- (6) 100% of existing manual catalog records are automated.
- (7) Each park unit has a plan for completion of its cataloging backlog.
- (8) 15% of all parks have systematically identified the cultural groups relevant to park collections and have developed programs and/or agreements with those groups.
- (9) All parks have located museum collections in non-Federal repositories resulting from work on park lands and completed Collection Management Reports (CMR) for those collections owned by NPS.
- (10) 10% of parks with collections in non-Federal repositories have developed cooperative arrangements with these partners that result in making holistic information about park resources available to users.
- (11) All planning initiatives are based on adequate collection information from various sources, including Resource Management Plans.
- (12) 66% of parks with collections have current, approved Collection Management Plans.
- (13) Policy and technical guidance on collections documentation and record keeping for collections is current (*Museum Handbook*, Part II).
- (14) A servicewide trends analysis of catalog data quality is completed.

*The oldest mounted American bald eagle,  
Independence National Historical Park, Philadelphia, PA*

**Goals to be achieved  
by September 30, 1998:**

- (1) The number of objects cataloged in the National Catalog of Museum Objects is 5% over the 1997 baseline.
- (2) Criteria and procedures for evaluating significance of park collections are outlined.
- (3) 80% of parks have a key person trained in ANCS+.
- (4) 291 parks and all centers have ANCS+.
- (5) The requirement to catalog collections acquired with new NPS units with base or development funds is in a director's order.
- (6) A servicewide strategy for funding the automation of manual catalog records is developed.
- (7) A servicewide strategy for identifying park-owned and associated collections in non-Federal repositories and reporting this information on CMRs is issued.
- (8) Information about museum collections and related data needed for park planning is incorporated in Director's Order 2 on planning.
- (9) 59% of parks with collections have current, approved Collection Management Plans.
- (10) Guidance on deaccessioning is issued in *Museum Handbook*, Part II.

**Goals to be achieved  
by September 30, 1999:**

- (1) The number of objects cataloged in the National Catalog of Museum Objects is 10% over the 1997 baseline.
- (2) Criteria and procedures for evaluating significance of park collections are issued and tested.
- (3) 100% of parks have one key person trained in ANCS+.
- (4) 25% of park holdings that may belong in the museum collections are surveyed and evaluated for inclusion.
- (5) A strategy to automate manual catalog records is funded and implemented; 25% of manual catalog records are automated.
- (6) A strategy for identifying the cultural groups relevant to park collections is developed.
- (7) All NAGPRA-sensitive objects are removed from exhibition unless their display is permitted as a result of consultation.
- (8) An initiative for parks to identify park-owned and -associated collections in non-Federal repositories is implemented; FY1998 CMRs are completed for 25% of park-owned collections in non-Federal repositories.
- (9) 61% of parks with collections have current, approved Collection Management Plans.
- (10) All guidance on documentation is updated and issued in *Museum Handbook*, Part II.

**Goals to be achieved  
by September 30, 2000:**

- (1) The number of objects cataloged in the National Catalog of Museum Objects is 15% over the 1997 baseline.
- (2) 1% of museum collections are evaluated for significance.
- (3) 50% of park holdings that may belong in the museum collections are surveyed and evaluated for inclusion.
- (4) 75% of manual catalog records are automated.
- (5) 5% of all parks have systematically identified the cultural groups relevant to park collections and have developed programs and/or agreements with those groups.
- (6) FY1999 CMRs are completed for 100% of park-owned collections in non-Federal repositories.
- (7) 63% of parks with collections have current, approved Collection Management Plans.

**GOAL CATEGORY II:  
PROVIDE FOR THE PUBLIC  
ENJOYMENT AND VISITOR  
EXPERIENCE OF PARKS**

*Mission Goal IIa: Visitors safely enjoy and are satisfied with the availability, accessibility, diversity, and quality of park facilities, services, and appropriate recreational opportunities.*

**Long-term goals to be achieved by September 30, 2002:**

- (1) All parks have dedicated space to accommodate researchers or a documented plan and funding request to provide such a space.
- (2) All NPS curatorial staff have guidance in providing reference services.
- (3) The public search function in ANCS+ is available to researchers in all parks.
- (4) Policy and technical guidance on use of collections is current (*Museum Handbook*, Part III).

**Goals to be achieved  
by September 30, 1998:**

- (1) Guidance on evaluating collections for use, legal issues regarding use, and publications is issued in *Museum Handbook*, Part III.
- (2) Guidance on developing research space is issued in *Conserve O Gram*.

**Goals to be achieved  
by September 30, 1999:**

- (1) 70% of parks have collection access/use procedures in place addressing preservation, safety, access, legal, and customer service issues.
- (2) 50% of park on-site researchers have access to ANCS+ and its public use function.
- (3) Guidance on reproductions, licensing and derivative works, other uses, and fees is issued in *Museum Handbook*, Part III.

**Goals to be achieved  
by September 30, 2000:**

- (1) 80% of parks have collection access/use procedures in place addressing preservation, safety, access, legal, and customer service issues.
- (2) Training in reference services is provided to museum staff.
- (3) 100% of park on-site researchers have access to the ANCS+ public search function.
- (4) Guidance on exhibits, research, and furnished historic structures is issued in *Museum Handbook*, Part III.

**GOAL CATEGORY II:  
PROVIDE FOR THE PUBLIC  
ENJOYMENT AND VISITOR  
EXPERIENCE OF PARKS**

**Mission Goal IIb: *Park visitors and the general public understand and appreciate the preservation of parks and their resources for this and future generations.***

**Long-term goals to be achieved by September 30, 2002:**

- (1) The wealth and diversity of park collections is made available through a wide variety of media, including publications, WWW exhibits, CD-ROM, travelling exhibits, new or revised permanent or temporary exhibits, and visible storage, and public use is 10% over the 1997 baseline.
- (2) A major exhibition, "Treasures of the Nation: National Park Service Collections" is launched.
- (3) The *American Visionaries* WWW exhibit series is established.
- (4) Curricula for a series of workshops to facilitate an inclusive approach to exhibit planning are developed for interpreters, exhibit specialists, and curators.

**Goals to be achieved  
by September 30, 1998:**

- (1) Public use of NPS museum collections is 2% over 1997 baseline.
- (2) "Treasures of the Nation" exhibit concept is developed.
- (3) *American Visionaries* WWW exhibit series is initiated.

**Goals to be achieved  
by September 30, 1999:**

- (1) Public use of NPS museum collections is 4% over 1997 baseline.
- (2) Administration support for "Treasures of the Nation" exhibit is sought.
- (3) Curricula for a workshop series are available to facilitate an inclusive approach to exhibit planning for interpreters, exhibit specialists, and curators.

**Goals to be achieved  
by September 30, 2000:**

- (1) Public use of NPS museum collections is 6% over 1997 baseline.
- (2) Funding prospectus for "Treasures of the Nation" exhibit is completed.
- (3) A test course is presented using curricula developed to provide an inclusive approach to exhibit planning for interpreters, exhibit specialists, and curators.

**GOAL CATEGORY III:  
STRENGTHEN AND PRESERVE  
NATURAL AND CULTURAL  
RESOURCES AND ENHANCE  
RECREATIONAL OPPORTUNI-  
TIES MANAGED BY PARTNERS**

**GOAL CATEGORY IV:  
ENSURE ORGANIZATIONAL  
EFFECTIVENESS**

**Mission Goal IVa: *The National Park Service uses current management practices, systems, and technologies to accomplish its mission.***



**(Does not apply to Museum Management Program)**

**Long-term goals to be achieved by September 30, 2002:**

- (1) All NPS museum professionals meet the NPS competencies for their disciplines.
- (2) *Resources Careers* is implemented to the extent funding allows.
- (3) 100% of employee performance standards are linked to appropriate strategic and annual performance goals.
- (4) A formal professional development program is implemented for each NPS museum management employee.
- (5) A regularly scheduled NPS conference on museum management is established.
- (6) A formal, professional recruitment program designed to address underrepresented groups in professional museum work is implemented.
- (7) All parks and centers have Job Safety Analyses (JSAs) for routine museum work.
- (8) Museum safety reminders are issued to staff on a monthly basis.
- (9) All construction proposals for museum facilities have a value analysis completed at the time of submission for funding.
- (10) All resource management plans include project statements that incorporate operational needs for management of park museum collections.
- (11) All parks have updated their Operations Formulation System (OFS) to include operational needs for museum management.
- (12) The American Association of Museums (AAM) accreditation program remains a recognized standard of park achievement in museum management.

*Tlingit Bentwood Box, Sitka National Historical Park, AK*

**Goals to be achieved  
by September 30, 1998:**

- (1) All museum management employees have assessed their skills against the NPS competencies and identified deficiencies.
- (2) The first regularly scheduled NPS curators conference is planned and funding identified.
- (3) A recruitment strategy for increasing workforce diversity among NPS museum professionals is issued.
- (4) Sample museum management project statements for parks to include in their Resource Management Plans are shared.
- (5) Sample OFS statements with realistic budget requests are written and shared.
- (6) Model Resource Management Plan project statements to address survey and evaluation of park holdings for inclusion in museum collections and cataloging any backlog identified on the Collections Management Report are issued and parks have completed statements as appropriate.
- (7) The AAM accreditation guidance in *Museum Handbook*, Part I, Appendix B, is revised to reflect NPS reorganization and issued.

**Goals to be achieved  
by September 30, 1999:**

- (1) The process of formalizing a professional development program for each museum management employee is initiated.
- (2) The feasibility of establishing a mentoring program is assessed.
- (3) 100% of all new or revised park museum professionals' position descriptions are written using benchmark position descriptions or NPS competencies.
- (4) 100% of manager and supervisor performance standards are linked to appropriate strategic and annual performance goals.
- (5) First servicewide curators conference is held.
- (6) 25% of parks and centers have JSAs for routine museum work.
- (7) Museum safety reminders are issued on a monthly basis.
- (8) All construction proposals for museum facilities have a value analysis completed at the time of submission for funding.

**Goals to be achieved  
by September 30, 2000:**

- (1) A formal professional development plan for each museum management employee is completed.
- (2) 40% of employee performance standards are linked to appropriate strategic and annual performance goals.
- (3) 50% of parks and centers have JSAs for routine museum work.
- (4) Museum safety reminders are issued on a monthly basis.



*Prehistoric effigy of kneeling man from Pittsburg Landing, Shiloh National Military Park, TN*

**GOAL CATEGORY IV:  
ENSURE ORGANIZATIONAL  
EFFECTIVENESS**

**Mission Goal IVb: *The National Park Service increases its managerial capabilities through initiatives and support from other agencies, organizations and individuals.***

**Goals to be achieved  
by September 30, 1998:**

- (1) The number of volunteer hours devoted to the preservation, protection, and interpretation of park museum collections is 2% over the 1997 baseline.
- (2) A new servicewide training course is initiated with a partner; model agreements are shared.

**Long-term goals to be achieved by September 30, 2002:**

- (1) The number of volunteer hours devoted to the preservation, protection documentation, and interpretation of park museum collections is 10% over the 1997 baseline.
- (2) Museum management training options are expanded through partnerships.

**Goals to be achieved  
by September 30, 1999:**

- (1) The number of volunteer hours devoted to the preservation, protection, and interpretation of park museum collections is 4% over the 1997 baseline.
- (2) A new servicewide training course is initiated with a partner.

**Goals to be achieved  
by September 30, 2000:**

- (1) The number of volunteer hours devoted to the preservation, protection, and interpretation of park museum collections is 6% over the 1997 baseline.
- (2) A new servicewide training course is initiated with a partner.

*Den at Eisenhower home,  
Eisenhower National Historic Site,  
Gettysburg, PA*



# Funding

## Current Funding

In FY1997, NPS obligated \$15,345,093 to museum management servicewide. This expenditure breaks down as follows:

Operational base	\$ 3,582,206
Cyclic preservation	1,101,078
Exhibit maintenance and rehabilitation	1,545,928
Exhibit maintenance-interpretive media	2,630,064
Central conservation and reference services	699,860
Documentation, research, and preservation projects (including backlog)	<u>5,785,957</u>
<b>TOTAL</b>	<b>\$ 15,345,093</b>

The FY1998 budget includes a base increase of \$3,000 for each park with museum collections to implement the new automated collections management system (ANCS+) and further cataloging efforts.



*Copper falcon, Hopewell Culture National Historical Park, Chillicothe, OH*

## Funding Needs

NPS needs to accelerate backlog cataloging and correction of preservation and protection deficiencies in order to complete this process in a more timely fashion. At current funding levels, cataloging will be completed in 2021 and preservation and protection deficiencies will be corrected in 2046. In addition, there is a great need to survey NPS archival resources and publish a guide to make these resources accessible. The servicewide program needs to automate manual records created prior to the initiation of automation in 1987. Stabilization treatment of objects, specimens, and archives to further their longevity is underfunded. A recent survey of nitrate negatives in parks has pointed out the urgent need to eliminate this fire safety and health hazard and preserve the

information value of these resources before they deteriorate further.

The advent of Internet technology and the World Wide Web offers a means to make collections more accessible than ever before imagined. A master database is needed so that the public may search the entire universe of records on NPS collections through the Internet and on distributed databases with a single query, rather than park by park as currently required. NPS needs a servicewide strategy to develop thematic Web exhibits, and make available digitized images of significant objects/collections for all parks with museum collections. Providing large numbers of digitized images and information and designing

WWW sites for their presentation to the public is a new cost, which is currently unfunded. To further increase public benefit from these collections, NPS proposes to mount a major travelling exhibit and smaller travelling exhibits and multi-media programs, which would highlight the most significant items.

A major servicewide study, *Resources Careers*, has identified the need to upgrade resource management positions, including museum management positions, in parks. Parks have identified additional needs in their Resource Management Plans.

### Summary of Major Servicewide Annual Needs (Need recurs through year indicated)

Accelerate backlog cataloging (2009)	\$ 3,000,000
Survey archival resources and publish guide (2011)	400,000
Accelerate correction of preservation/protection checklist deficiencies (2010)	6,000,000
Conservation survey and treatment program (including nitrate negatives) (2015)	3,000,000
Master database (ongoing)	150,000
Travelling exhibits and multi-media programs (2011)	1,820,000
World Wide Web exhibits (ongoing)	250,000
Resources Careers position adjustments and base funding of museum management program operations (ongoing)	<u>1,852,000</u>
<b>TOTAL</b>	<b>\$ 16,472,000</b>

Line item construction needs for collection storage facilities that are over \$500,000 per project are estimated at 22 projects for a total of \$60,144,000.

## Program Oversight for Museum Management

<b>Headquarters and National Center</b>	<ul style="list-style-type: none"> <li>• Associate Director, Cultural Resource Stewardship and Partnerships</li> <li>• Manager, Museum Management Program (Chief Curator)</li> </ul>
<b>Region</b>	<ul style="list-style-type: none"> <li>• Associate Director, Cultural Resource Stewardship and Partnerships</li> </ul>
<b>Support Office</b>	<ul style="list-style-type: none"> <li>• Curator</li> </ul>
<b>Park</b>	<ul style="list-style-type: none"> <li>• Superintendent</li> <li>• Curator (or staff designated responsibility)</li> </ul>
<b>Service Centers</b>	<ul style="list-style-type: none"> <li>• Archeological/museum services centers (museum management projects, collections storage, research and reference services)</li> <li>• Harpers Ferry Center (exhibits, interpretive, conservation, and reference services)</li> <li>• Denver Service Center (planning and development)</li> </ul>
<p><b>The Museum Management Program Council</b>, with representatives from the primary offices with responsibility for museum management, reviews programs and policies and makes recommendations on the servicewide museum management program.</p>	