Chapter 12: Curatorial Funding, Staffing, and Reporting

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CHAPTER 12: CURATORIAL FUNDING, STAFFING, AND REPORTING

A. Overview

This chapter will introduce you to:

- **Program** documents required to obtain funding

- **Funding** categories available to pay for preservation, protection, and documentation needs

- **Staffing** requirements for collections care activities

- **Reporting** requirements related to strategic planning

Museum program management requires careful planning. For additional information on NPS museum management planning, see:

- Director's Order #2: Park Planning

- Director's Order #24: NPS Museum Collections Management

- Director's Order #28: Cultural Resource Management and *Cultural Resource Management Guideline* (1997)

B. Basic Museum Program Management Issues

1. *How do I determine my park's museum collections management needs?*

- Become familiar with the park's museum collection. Determine the following:

    - present size and scope, as well as potential growth

    - status of accountability and documentation (accession and catalog records, inventories, and similar materials)

    - security and environment of storage and exhibit spaces

    - use of the collection

    - condition of the collection

    Two effective ways to get to know your collection are to:

    - conduct a 100% inventory

    - refer to the Introduction section of your park's Scope of Collection Statement (SOCS) for information concerning the significance of your collection

- Update the NPS Checklist for Preservation and Protection of Museum

Collections (Museum Checklist). The Museum Checklist is a facility report that rates all museum areas (exhibit, storage, administrative) at a park according to Servicewide preservation and protection standards. Director's Order #24: NPS Museum Collections Management, requires that all parks with museum collections have an up-to-date Museum Checklist.

Having an up-to-date Museum Checklist will help you to:

- better understand the museum conditions at your park

- identify preservation and protection deficiencies

- set priorities to address preservation and protection needs

Project funding for preservation is tied to deficiencies reported on the Museum Checklist. Be sure that your Checklist is as complete and accurate as possible. Include detailed information concerning:

- the nature of each deficiency

- the action needed to address the deficiency

- accurate cost estimates (see Appendix F, Figure 1, Cost Estimates)

- cross-referencing of applicable project proposals

- any additional comments

See Appendix F: NPS Museum Collections Management Checklists, and the *ANCS User Manual*, Appendix G: Automated Checklist Program, for additional information.

- Refer to your park's Collections Management Report (CMR) to determine estimated backlogs and cataloging needs.

- Prepare a list of projects for correcting deficiencies. Divide the list into two categories:

  – needs that can be met by existing park funds and staff (such as revising the Scope of Collection Statement, obtaining pest traps for monitoring, cataloging new accessions, key control and rekeying cabinets)

  – needs that require additional funds and staff (such as building a new collections storage area, assistance with an Emergency Operations Plan, conservation treatments, installing fire and security systems, cataloging the backlog of uncataloged items)

- Prioritize both lists. Begin working on those projects that can be accomplished with existing resources.

2. *What should my next steps be?*

Refine the list of needs that require additional resources to accomplish:

- Develop accurate cost estimates. See Appendix F, Figure 1, Cost

Estimates. Consult your regional/SO curator and park maintenance staff for additional information.

- Integrate these needs into appropriate park planning documents, such as Project Management Information System (PMIS) Project Statements, Resource Management Plan (RMP), General Management Plan (GMP), Exhibit Plans, and Long-Range Interpretive Plan (LRIP).

- Ensure that collections management project statements are included in the park's Strategic and Performance Plans. Include such project statements in PMIS. Additional information may be contained in the park RMP if that document is being used (see B.5 below). Examples of project statements are:

  - Assess and Catalog Park Archival Holdings

  - Catalog Museum Objects

  - Complete Conservation Treatments

  - Conduct an Appraisal of Museum Property

  - Conduct Collection Condition Survey

  - Conduct Curatorial Training

  - Construct a New Museum Storage Facility

  - Perform Conservation Treatment

  - Prepare Collections Management Plan

  - Prepare/Implement a Historic Furnishings Report

  - Install Fire Detection and Suppression Systems

  - Install Intrusion Alarm System

  - Install Security Systems

  - Store Museum Collections

  - Upgrade Exhibits

  These are but a sampling of the many potential projects that your park may require. Contact your regional/SO curator for additional assistance preparing necessary project statements.

3. *What plans are useful to identify needs and justify funding requests?*

The results and recommendations of various plans and surveys provide justification for operational support and project funding needed to develop a professional museum management program. In addition to the Collections Management Report and Museum Checklist, the most common plans and surveys used to identify collection management needs are:

- Collection Management Plan (CMP)

- Collection Condition Survey (CCS)

- Collection Storage Plan (CSP)

- Emergency Operations Plan (EOP)

- Exhibit Plan

- Integrated Pest Management (IPM) Plan

- Historic Furnishings Plan (HFP)

- Housekeeping Plan

- Security and Fire Protection Survey

- Structural Fire Plan

You also may seek funding to support these plans and surveys if they are out-of-date or do not exist for your unit.

4. *Where do I document needs?*

Programming documents are the key to obtaining funds for a project. A well-prepared document results from good planning. At the park level, the GMP, Performance Plan, Strategic Plan and RMP serve as the foundation for park resources management programs. At the Servicewide level, staff document these needs using:

- Project Management Information System (PMIS)

- Operations Formulation System (OFS)

5. *What is a Resource Management Plan?*

The Resource Management Plan (RMP) is a planning document that contains the park's natural and cultural resource management actions. The RMP includes:

- a summary of the resource status evaluating the condition and documentation of the resources and major threats to them

- an action program based on legislative and executive mandates including:

   - NPS *Management Policies* (2001)

   - NPS Director's Orders (DO): DO #24: Museum Collections Management, DO #28: Cultural Resource Management, and DO #77: Natural Resources Management

   - management zoning and provisions of related planning documents

- individual project statements

6. *What is the Project Management Information System?*

The Project Management Information System (PMIS) is a Servicewide Intranet-based database. Parks and offices use the program to manage information about requests for project funding. With PMIS, you can submit project proposals to be reviewed, approved and prioritized at park, regional, and Washington Office (WASO) levels.

Project funding is "one-time" money used to support park management goals. Some projects (design projects and others taking more than one year) can be phased, though all project funds have finite time limits.

PMIS allows staff to identify project funding needs and report accomplishments. All NPS employees can search the system. Only designated persons in each park and office can make changes and set priorities. Your regional/SO curator and your park's administrative and maintenance staff will be familiar with PMIS and can probably answer any questions that you may have.

7. *How can I learn more about museum management programming using PMIS?*

The PMIS program is a good place to see how other parks are managing similar projects and to get ideas to enhance your proposals. After you access the system, you can use keywords within the search function to view a variety of projects. You can search any of the various funding sources, such as Backlog Cataloging, Museum Collection Preservation and Protection, or others. You can also search by park, region, state, or a variety of other criteria. The search function allows you to access project narratives, cost estimates, and information on whether projects have been funded and completed.

Another resource is your regional office staff. Each regional office has subject matter experts in various program areas who are available to assist with planning projects, writing and reviewing PMIS project statements, estimating costs, and identifying targeted funding sources. These individuals will be familiar with program criteria, and the funding process particular to your region. Your regional/SO curator will be able to assist you with your collection management projects and help direct you toward other program managers if your project is interdisciplinary.

Access PMIS on the web at: <http://www.nps.gov/pmis>.

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8. *What is the Operations Formulation System?*

The Operations Formula System (OFS) is an Intranet-based system designed to meet the needs of parks, regions, and WASO in the development and identification of operating increases needed to support the mission and strategic plan of the NPS.

The OFS system contains all unfounded budgetary requirements of the Service for ongoing or operational needs for the next five fiscal years. OFS does not contain requests for funding of individual projects; PMIS contains all the unfounded project requirements. Both systems contain a limited amount of historical information on funded requests.

The system is interactive and normally available 24 hours a day, seven days a week. After reviews are complete, parks and other program managers should be able to prepare new requests and revise most of the existing requests on their own timetables.

All needs or requests for funding should be represented in either the OFS or PMIS system. The information contained in OFS and PMIS serves as the sole source for formulating the three formal NPS budget requests (to the Department of the Interior, the Office of Management and Budget, and the Congress). In addition, the information will serve as the official NPS response to all internal and external inquiries about nfounded budgetary needs and strategies for addressing these needs.

The superintendent, in consultation with the management staff, generally develops OFS submissions. Ask your administrative staff when the OFS call comes out, and take the opportunity to advocate for your programs if you need more staff.

You can search OFS at <http://www.nps.gov/ofs>.

Don't wait until the OFS call comes out to begin advocating for curatorial needs. Be sure to keep your superintendent, division chief, and administrative staff up-to-date at all times concerning museum programming needs.

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9. *How does the budget process work?*

The budget process can last 21 months or more. At any given time, the NPS is engaged in activities related to three separate fiscal year budgets; one enacted by Congress and those proposed for the next two fiscal years. The proposed budgets include the next fiscal year's Appropriations Bill (not yet enacted) and the following fiscal year's NPS budget proposal.

Each fall the NPS issues a Servicewide Comprehensive Call (SCC) for project and operating increase requests. Parks, regions, and offices enter their requests through the PMIS and OFS systems. They tie their requests to their Government Performance Results Act (GPRA) goals, strategic plans, and business plans. Although requests can be added to the systems at any time, review, approval and prioritization occur in response to the schedule set by the SCC.

The WASO budget office coordinates the entire process for the NPS. Procedures vary from region to region, but the general process from the park perspective is as follows:

- Superintendents and division chiefs identify additional resources needed to operate and maintain the park. They set priorities based on recommendations from park staff.

- Regional associate directors, the regional budget office, and the regional director review the park requests (with assistance from program managers and subject matter experts). They add requests for region-wide programs and regional office staff, and then set regional priorities.

- WASO associate directors and program managers submit projects and increase requests for their office and Servicewide programs.

- The Department and Office of Management and Budget (OMB) provide initial guidance and review of the NPS budget and pass back

required changes.

- The President submits the budget to Congress.

- At the Congressional level, House and Senate Sub-Committees and Committees hold hearings to determine what will be included in the appropriations. Votes of the House and Senate result in an appropriations bill that is sent to the President for signature.

> *Background and current information on the NPS budget process can be found on the Web at: <http://www.nps.gov/budget>.*

C. Developing Funding Requests

1. *What are the characteristics of a good funding request?*

A well-written request (project statement) should provide a concise description and justification, and identify expected results. Conduct research to determine how much time the project will take. Contact colleagues in other parks who have conducted similar projects, or contact your regional/SO curator and regional program specialists to help with costs estimates. When writing a project statement, answer the following questions:

- What is the project?

- Why is the project important?

- What problems, needs, or deficiencies will the project address?

- How much will the project cost?

- How will the funds be spent?

- What is the schedule for completion?

Make sure to do the following:

- Be certain that project statements address all criteria outlined in the SCC, the regional budget call and related guidance from Washington associate directors.

- Enter the eligible funding source(s) for each project in PMIS.

- Plan ahead to allow time for internal and external review of your project statement.

- Link desired results to your annual GPRA goals (see Section E. below).

See Figure 12.2 for a sample PMIS project statement and Figure 12.3 for a sample OFS statement.

2. *How do I prioritize short-term and long-term collection management needs?*

Short-term and long-term priorities depend on your park's mission, existing resources (staffing and funding), and resource management goals. Your Collection Management Plan, Museum Checklist, and Collections Management Report will help you start to identify and prioritize short-term and long-term funding needs.

Review the following park reports, surveys, and planning documents to help set priorities:

• General Management Plan (GMP)

• Development Concept Plan (DCP)

Museum Plans:

• Archival Assessments (see the *Museum Handbook*, Part II, Appendix D)

• Collection Condition Surveys (see *Museum Handbook*, Part I [*MH-I*], Chapter 3)

• Collection Storage Plans (see *MH-I,* Chapter 7)

• Environmental Surveys (see *MH-I*, Chapter 4)

• Emergency Operations Plan (see *MH-I,* Chapter 10)

• Fire Protection Surveys (see *MH-I*, Chapter 9, and Appendix G)

• Historic Furnishing Reports (see *Museum Handbook*, Part III, Chapter 8 [forthcoming]).

• Housekeeping Plans (see *MH-I*, Chapter 13)

• Integrated Pest Management Plan (see *MH-I*, Chapter 5)

• Security Surveys (see *MH-I*, Chapter 9, and Appendix G)

• Structural Fire Plans (see Director's Order #58: Structural Fire Management, *MH-I*, Chapter 9, and *MH-I*, Appendix G)

These reports generally provide a list of priorities in their recommendations. You can probably accomplish some of these recommendations using base funds (see Section D., below). Others will require special funding. When contracting for these reports and plans, include a requirement for a list of prioritized recommendations with funding estimates in the project Scope of Work.

Planning documents developed in other park divisions, such as Interpretation, History, and Maintenance will often have an impact on collections management. Examples are:

- Archeological Overview and Assessment

- Long-Range Interpretive Plan

- Historic Resource Studies

- Historic Structures Reports

Review these documents to ensure that applicable collections management needs are addressed. Also, be sure to brief these same divisions on museum activities that may affect their operations, or if you require their assistance in implementing your programs.

3. *How do I prioritize specific projects?*

You may want to ask your regional/SO curator to help you identify priorities for your park. In some cases, projects need to take place in a specific progression. For example, a condition assessment is needed prior to conservation treatment, and a security survey is needed prior to the installation of a security system. For additional information concerning the relationships among the various planning documents see Chapter 3: Preservation: Getting Started, Chapter 9: Museum Collections Security and Fire Protection, Chapter 10: Emergency Planning, Chapter 13: Museum Housekeeping, Appendix F: NPS Collections Management Checklists, and Appendix G: Protection of National Park Service Museum Collections.

4. *How do I determine which curatorial activities can be accomplished with current staff and funding?*

Parks with museum collections have a curator, museum specialist, museum technician, archivist, archives technician, or a person assigned collection management responsibilities as a collateral duty. Ongoing tasks should be conducted by park staff with base funds. Examples include:

- routine housekeeping in exhibit and storage areas

- monitoring for pest activity

- monitoring environmental conditions

- accessioning newly acquired objects

- cataloging objects in ANCS+

    - new acquisitions

    - backlog acquired since 1987 (pre-1987 backlog items are eligible for Backlog Cataloging funds)

    - re-cataloging

- completing and updating the Museum Checklist and Collections Management Report

- answering research requests

- developing project statements for improvements to the park's collections management program

- providing access to collections, such as mounting new exhibits (including Web-based) or assisting researchers

Document the ongoing curatorial workload, accomplishments, and related costs as follows:

- identify the major museum collections management work activities that need to be done

- maintain a general accounting of the hours spent on each major activity

- assess whether the work was fully, partially, or not completed

- keep a record of the costs of curatorial supplies and materials

Use these data annually to help identify any funding needed to fully complete the major work activities. This information supports OFS requests for increased park base funding.

5. *What kinds of activities require project funding?*

Additional funds are often required to prepare planning documents, surveys, or reports. Other special projects requiring funding include:

- designing and constructing new storage facilities

- improving existing storage

- contracting for exhibit design and fabrication

- contracting for Web-based exhibit design, production, and launch

- obtaining conservation treatment

- installing environmental systems

- contracting for cataloging

6. *What resources are available to assist in preparing funding requests?*

Obtain assistance in preparing documents by:

- researching successfully funded projects in the PMIS and OFS databases

- requesting assistance from your regional/SO curator

- contacting colleagues who have completed similar park projects

D. Sources of Funding for Collections Management

1. *What are the funding sources for NPS collections management?*

   NPS funding is divided into two categories:

   • Park Operations (also called Park Base)

   • Project Funds

2. *How are base funds used?*

   Base funds should support ongoing requirements for collection management, including curatorial staff, clerical support, curatorial supplies and equipment, and travel to training courses and professional conferences. The park's collection management program should have a sufficient funding base to complete all major curatorial activities. Ongoing operations should not be financed with project funds.

   The size, nature, and complexity of a park's museum collection are major factors in determining workload. Base funds should be directed at:

   • program accountability, documentation, and record keeping

   • preventive conservation for objects in storage and on exhibit

   • maintenance of security and fire protection systems

   • providing for access and use of the collections

   Submit requests for base increases in OFS (see Section B.8).

3. *What cultural resource project funds are available for museum collections?*

   Project funding is available for cultural resource projects that support the *NPS Strategic Plan* long-term goals and address museum collections. Specific funding programs are:

   • **Cultural Cyclic Maintenance.** Projects include repair of a historic property, when its condition warrants, with the least degree of intervention including replacement in-kind, or replacing an entire feature in-kind when the level of deterioration or damage of materials precludes repair. For archeological sites it includes work to moderate, prevent, or arrest erosion. For museum objects it includes actions to prevent damage and to minimize deterioration by practicing preventive conservation or by performing suitable treatments on objects themselves. Such work is performed less than once a year.

   • **CRPP—Cultural Resources Preservation Program Base.** Projects include inventory, evaluation, documentation, research, stabilization, and conservation of park resources, including completion of the systemwide resources databases and preparation and publication of professional reports not addressed under other funding sources. Preferred projects include those that provide basic inventory and evaluation data for planning, treatment, protection, management, and interpretation needs; provide National Register documentation; address common resource needs of multiple parks; and respond to accepted findings of the General Accounting Office (GAO) and Inspector General (IG). Projects produce archival material and sometimes

objects that must be cataloged into the museum collections and properly stored. Review cultural resource projects to ensure that these costs are included.

- **CRPP—Museum Collections Backlog Cataloging. (For Post-1987 Collections).** Projects are to catalog previously uncataloged collections. The backlog must be identified on the previous year's Collections Management Report on file with Museum Management Program (MMP), National Center for Cultural Resources. Costs should be consistent with the range of costs in the *Museum Handbook*, Part II, Appendix B. Costs at variance should be explained in the PMIS statement. This activity supports the *NPS Strategic Plan* long-term goal Ib2D. Regions should give priority to projects that commit to mounting the resulting catalog data on the *Web Catalog* and projects that catalog nitrate film that must be cataloged prior to reformatting. **Note:** These funds address the needs of the post-1987 collections acquisitions.

- **Museum Collections Backlog Cataloging. (For Pre-1987 Collections).** Projects include the cataloging of the backlog of uncataloged objects acquired prior to January 1, 1987. Projects include activities essential to cataloging, such as completing catalog worksheets, entering catalog data in the Automated National Catalog System (ANCS+), photographing objects as part of the cataloging process, and purchasing computer equipment to accomplish these tasks. The backlog must be identified on the previous year's Collections Management Report on file with the MMP. Costs should be consistent with the range of costs in the *Museum Handbook,* Part II, Appendix B. Costs at variance should be explained in the PMIS statement. This activity supports the *NPS Strategic Plan* long-term goal Ib2D.

- **CRPP—Systemwide Archeological Resources Inventory (SAIP).** Projects include archeological overviews and assessments, identification and evaluation studies, database documentation using the Archeological Sites Management Information System (ASMIS), National Register nominations and other activities consistent with program requirements, standards and priorities set forth in the *National Park Service's Systemwide Archeological Inventory Program* publication (October 1992), and the priorities established in each region's archeological inventory plan. Projects produce archival material and sometimes objects that must be cataloged into the museum collections and properly stored. Review cultural resource projects to ensure that these costs are included.

- **Museum Collections Preservation and Protection.** Projects include correcting preservation and protection deficiencies identified in each park's and center's Checklist for Preservation and Protection of Museum Collections. Parks and centers must have an up-to-date Museum Checklist on file with MMP. Costs should be consistent with the range of costs in the *Museum Handbook,* Part I, Figure F.1. Costs at variance should be explained in the PMIS statement. This activity supports the *NPS Strategic Plan* and long-term goal Ia6.

- **Park Native American Graves Protection Projects.** Projects include cultural affiliation and lineal descendent studies; consultations related

to inadvertent discoveries, repatriation, planned excavations, modifications in the Summary and Inventory, and development of Memoranda of Understanding and preparation of Written Plans of Action regarding planned excavations and inadvertent discoveries per 43 CFR 10.5 (e); updating of related ANCS+ records. For additional information see *Museum Handbook*, Part II (*MH-II*), Chapter 6: Deaccessioning, Section N, Native American Graves Protection and Repatriation Act and *Cultural Resource Management Guideline*, Appendix R, NAGPRA Compliance.

Access the current National Park Service Strategic Plan on the web at: <http:// www.nps.gov/performance>.

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4. *What natural resources funding programs directly support museum collections?*

There are no natural resource management funds that support the curation or long-term care and maintenance of existing natural history collections. However, in accordance with Director's Order #24: NPS Museum Collections Management, you must ensure that all project budgets include funding for the basic management of any project-generated collections. Basic collections management includes cataloging, labeling, conservation, examination, treatment, specimen preparation, initial storage of objects and specimens, and organization and storage of project documentation.

5. *Are there any collections management requirements for projects that generate collections?*

Yes, as noted above, Director's Order #24 requires all project budgets to include funding for the basic management of any project-generated collections. Archeological projects generate field records (archives) [see *MH-II*, Appendix D for additional information] and often recover objects that must be accessioned as museum collections. These field records and objects must be cataloged and stored properly for long-term preservation and access. Likewise, other resource management projects such as fire effects projects, inventorying and monitoring projects, Historic Landscape Reports, Ethnobotanical Studies, Historic Resource Studies, oral histories, Ethnographic Overview and Assessments, National Register nominations, and Historic Structure Reports generate archival collections (and may also generate objects and specimens) that must be accessioned and curated in an appropriate facility. Be sure to include adequate funding for cataloging and curation in all project cost estimates.

6. *What other NPS fund sources can be used to support museum projects?*

Additional funding programs that you can use to support museum projects include:

- **Challenge Cost-Share.** This program provides a maximum of 50% cost-share grant to expedite and complete mutually beneficial projects with outside sources. The purpose is to increase awareness and participation by both neighboring communities and the public at large in the preservation and improvement of NPS recreational, cultural, and natural resources. Park partners include individuals, groups, companies, corporations, state and local agencies, and other non-federal entities that will donate funds, equipment, supplies, or in-kind labor to complete a park project. Projects are generally intended to be small, able to be completed in one year, and consistent with park planning documents.

- **Concessions Franchise Fees.** Fees for concessioner activities are retained entirely by the NPS (80% by the collecting park) for training, the repair and rehabilitation of facilities (including historic structures used by concessioners and NPS exhibits within concession buildings), roads, and utility systems, and other concessions-related projects.

- **Donations.** Although parks cannot solicit donations, they are authorized to accept and use donated funds to meet the purposes of the National Park Service. Use of these funds is strictly controlled, must be consistent with legislative authority, and must meet with the approval of the grantor. Individual park accounts are established for specific-purpose donations (such as a museum management account). A general donation account, not specific-purpose in nature, is also available.

> *Director's Order #21: Donations and Fundraising, Section 3.1 states that "…neither the NPS nor its employees has authority to solicit donations."*

- **National Parks Pass.** Fees collected from the sale of the National Parks Pass (minus administrative costs) are retained by the NPS (70% by the collecting park) and are available to fund various park projects, including museum and other cultural resource management projects. Funds not retained by the collecting parks (30% of the total) are available to finance various projects at other parks that do not sell the National Parks Pass.

- **Exhibit Rehabilitation and Preservation.** Projects include the repair, rehabilitation or replacement of films, videos, and equipment and visitor center or wayside exhibits. Funding also provides for the preservation of artifacts and museum specimens, and the acquisition of historic furnishings.

- **Recreational Fee Demonstration Program.** Fees collected at participating parks are retained by the NPS (80% by the collecting park) and are immediately available to fund various park projects, including museum and other resource management projects. Funds not retained by the collecting parks (20% of the total) are available to finance various projects at other parks not involved in the Recreational Fee Demonstration Program.

- **Regular Cyclic Maintenance.** Funds are used to maintain park roads, trails, buildings, utility systems, and other facilities on a fixed periodic basis as long as the cycle is longer than one year but no longer than ten years. Budget submissions for the cyclic maintenance program are extracted from the park's ten-year cyclic maintenance program. The work may require the preparation of simple designs and specifications and is performed by contract or day labor. Funding may not be used for new construction without clearance from the regional office and WASO.

- **Repair and Rehabilitation.** Funding is used to cover the cost of repair and rehabilitation of existing facilities, roads, trails, and utility systems.

Funding may not be used for new construction without approval from the regional office and WASO.

- **Save America's Treasures.** Grants are available for preservation and/or conservation work on nationally significant intellectual and cultural artifacts and nationally significant historic structures and sites. A grant requires a dollar-for-dollar non-Federal match. The minimum grant request for collections projects is $50,000 Federal share; the minimum grant request for historic property projects is $250,000 Federal share. The maximum grant request for all projects is $1 million Federal share.

- **Volunteers-in-Parks (VIP).** Funding is available for incidental expenses such as uniforms, period clothing, local travel, supplies, lodging, meals, and other direct costs chargeable to the Volunteers-in-Parks Program. **This fund also provides for the training of volunteers.**

Contact your park and regional/SO budget staff for additional information concerning project eligibility standards, criteria, and funding sources that you may utilize in support of museum projects.

7. *Are there any other sources of funding for park museum programs?*

Yes. Additional sources of potential funding include:

- Cooperating Associations

- Friends Groups

- Park Partners

- Grants

Contact your regional/SO curator for help identifying additional sources of funding.

Support, donations, and other assistance provided to the Service by cooperating associations, friends groups, park partners, and others must comply with the policies contained in Director's Order #21: Donations and Fundraising and Director's Order #32: Cooperating Associations.

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8. *How does the construction program address collections management needs?*

There are several categories of facilities maintenance and construction funds that can be used to address collections management needs:

- Repair of a failing fire alarm and/or existing sprinkler system is a *Critical Health and Safety Deferred Maintenance Need* (a facility deferred maintenance need that poses a serious threat to public or employee safety or both).

- Installation of a fire alarm system in a public building where one did not previously exist is a *Critical Health and Safety Capital Improvement Need* (a condition that poses a serious threat to public or

employee safety or health and can only be reasonably abated by the
construction of some capital improvement).

- Repairs to a building housing a museum collection that is threatened
  because of the poor building condition is a ***Critical Resource
  Protection Deferred Maintenance Need*** (a facility deferred
  maintenance that poses a serious threat to natural or cultural resources).

- Installation of a fire sprinkler system for the protection of a building or
  its contents is a ***Critical Resource Protection Capital Improvement
  Need*** (a condition that poses a serious threat to natural or cultural
  resources).

All construction projects must be entered in the PMIS system. Consult with
regional construction professionals to develop an appropriate project
statement. Estimate costs carefully and refer to cost information provided
on the Construction Program Management Intranet site at:
<construction.den.nps.gov/html/BenchmarkCosting.htm>.

**E. Documenting Results
and Performance**

1. *What is performance
   management?*

Performance management ensures that established goals guide daily actions.
Performance measures help us know both how effective we are in fulfilling
our mission, and how efficient we are in using the least input (time,
materials, dollars, and staffing) to achieve the greatest outcome (intended
consequences and effects resulting from our activities). Your park will
develop a mission statement and long-term and annual performance goals
for all major programs, then measure and report on the actual park
performance.

The Government Performance and Results Act of 1993 (GPRA) (31 USC
1115) requires federal employees to use performance management in all
aspects of daily operations. The strategic planning process is the heart of
performance management.

> ***Performance management focuses on the <u>results</u> of efforts
> rather than the efforts themselves.***

2. *What is strategic
   planning?*

Strategic planning sets goals to achieve an institution's mission. The
National Park Service Strategic Plan implements performance
management, a business system that:

- provides a Servicewide performance agreement with the public

- sets measurable goals that directly support the NPS mission

- aligns activities and human resources to accomplish the goals

- shows where the NPS can fulfill its mission with current resources and
  where it cannot

The *National Park Service Strategic Plan* defines success for the Service

and provides Servicewide direction. The NPS developed its strategic plan with public meetings and questionnaires, in consultation with the Office of Management and Budget, Congress, and the Department of the Interior. Each park, program, and central office also has its own strategic plan.

3. *How does GPRA relate to NPS collection management programs?*

The Servicewide Strategic Plan includes two mission goals and long-term goals that are specific to NPS museum management. Long-term goals stem from mission goals and include a date by which to achieve the goal.

- **Mission Goal Ia** states, "natural and cultural resources and associated values are protected, restored and maintained in good condition and managed with their broader ecosystem and cultural context."

  Long-term goal Ia6 states that a certain percentage of preservation and protection standards for park museum collections will be met. (For example, *By September 30, 2005, 73.4% of preservation and protection standards for park museum collections are met.*)

- **Mission Goal Ib** states, "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 goal Ib2D states that the number of museum objects cataloged increases by a certain percent. (For example, *By September 30, 2005, museum objects cataloged are increased by 35.9% from 37.3 million to 50.7 million*)

4. *Are there any other mission goals relevant to museum management?*

Yes. They include:

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

- **Mission Goal IIb**, which states, "Park visitors and the general public understand and appreciate the preservation of parks and their resources for this and future generations."

5. *How do parks estimate Ia6 annual and long-term goal and performance targets?*

This goal corresponds directly to the number of standards met on the Museum Checklist. This number is reported as a percentage of standards met as compared to the number of applicable standards. You can use the Automated Checklist Program deficiency report (see the *ANCS+ User Manual*, Appendix G) to get your current status. To estimate a target, use the sum in the standards met column, and then decide which additional standards you think that you can meet. An example of a goal would be, "By September 30, 2005, 76% of applicable preservation and protection standards are met for the park's museum collections."

6. *How do parks estimate Ib2D annual and long-term goal and performance targets?*

This goal corresponds directly to the Collections Management Report (CMR). In your most recent CMR, check the "Objects Cataloged" total under the "Total Collection Summary for All Years." This is how many cataloged objects you currently have. Calculate how many objects you want to catalog by the end of the current fiscal year (annual goal), subsequent years (annual goals), and at the end of five years (long-term goal).

7. *What is the Performance Management Data System?*

The Performance Management Data System (PMDS) is an Intranet database that identifies all of the agency's performance management efforts. Performance management requires that you depict the work you do in terms of measurable outcomes. PMDS records data to measure performance relative to Servicewide and park and/or program-specific long-term goals.

Parks use the Museum Checklist (ACP) and CMR in ANCS+ to submit required electronic reports to the Museum Management Program by November 1 each year. The MMP certifies the data to the Strategic Planning Office, which incorporates it into PMDS.

> *For more information, access the PMDS website at: <http://www.nps.gov/performance/>.*

8. *How do I get GPRA credit for long-term goal Ia6 and Ib2D accomplishments?*

Your park PMDS coordinator will report your accomplishments in relation to Goals Ia6 and Ib2D in PMDS. You need to provide the park PMDS coordinator with a copy of your **defrpt.frx** report from the ACP and a copy of your CMR so that person can enter the correct data. In PMDS, the park's data and the certified data entered in Washington should be identical since they come from the same ACP and CMR reports.

F. Staffing

1. *What are the discipline tracks in NPS museum management programs?*

There are four discipline tracks:

- Collections Management

- Curation

- Archives

- Conservation

2. *What are the different occupational titles within the career tracks?*

NPS museum management career tracks include the following nine occupational groups:

- Museum Technician (GS-1016)

- Museum Specialist (GS-1016)

- Museum Registrar (GS-1001)

- Collections Manager (GS-1015)

- Museum Curator (GS-1015)

- Archives Technician (GS-1421)

- Archives Specialist (GS-1421)

- Archivist (GS-1420)

- Museum Conservator (GS-1001)

3. *What are the qualifications for these positions?*

Refer to the list of the principal occupational series in the OPM *Qualification Standards for General Schedule Positions*, available on the web at: < http://www.opm.gov/qualifications/sec-iii/a/num-ndx.htm>.

4. *What are the typical duties in each career area?*

Collections Manager: Collections managers provide front-line management of collections at parks and centers. Collections managers often begin their careers as museum technicians, and may eventually move on to the:

- curator track

- conservator track

Occasionally, this path can lead to the archivist track. Typically, the collections manager will have an academic degree in museum studies, museology, archeology, natural science, or a related field.

Curator: Curators are responsible for the acquisition, documentation, preservation, and use of collections. Typically, the support office, regional, or center curator will provide technical assistance to field staff in carrying out their responsibilities. Within this track there are three separate sub-tracks or specializations:

- program management

- exhibit development

- subject matter expert

Typically, the curator will have an academic background in American studies, anthropology, history, a natural science discipline, museum studies, or a related field. Experience in addition to education is necessary at the developmental level. As their careers progress, curators should obtain additional education and experience in museum management, exhibit development, or their subject matter specialization.

Archivist: Archivists evaluate, survey, acquire, preserve, arrange, describe, use, and manage archival and manuscript collections. Such collections can include audio-visual, electronic, and textual records. Typically, archivists at the entry or developmental level have a masters degree in library science or history with a specialization in archives management. Archivists gain extra training through a combination of education and experience. They also will have considerable additional experience under the tutelage of another professional. The Society of American Archivists (SAA) and the Academy of Certified Archivists (ACA) both formally endorse archival certification and the hiring of certified archivists.

Conservator: Conservators provide specialized experience in preventive conservation and treatment of collections. Typically, conservators have graduated from a recognized conservation training program. At the entry level, conservators will have both academic training and considerable

experience in either a broad range of conservation issues or a narrowly
focused group of materials

5. *How do I know what
    staffing or career goals
    are needed at my park?*

Review planning documents and work with your regional/SO curator to
develop guidelines for determining the appropriate staff mix for your
collection. Consider your collection's size, complexity, and uses. Be sure
to build a trained museum staff adequate to your needs in order to comply
with museum management requirements.

In general, for museum-related jobs such as curator (1015), museum
specialist (1016), registrar (1001), and archivist (1420), the grade at which
the individual acts independently is the GS-11 level. At lower grades, the
incumbent requires guidance from a higher graded individual in the same
series (or another museum-related classification). It's best if this higher
graded person is located in the same park, but they may work in a nearby
park or center, or in the regional or support office.

The classifier determines the appropriate classification and grade for a
position by:

- working with the supervisor and the description of duties

- following Office of Personnel Management classification standards

Use the Resources Careers Benchmark Position Descriptions (available on
the web at **<http://www1.nrintra.nps.gov/careers>**) to facilitate this
process.

> ***Communication is essential!*** **Be sure that your superintendent is
> aware of the value and potential uses of the archival and museum
> collections. Stress the concept of highly visible and unique natural
> and cultural resources collections and documentation associated
> with the site's history and resources to support staffing needs.
> Collections should be used as a powerful outreach and public
> relations tool (as well as being resources themselves) while
> preserving the history and resources of the park.**

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6. *Are there alternative
    sources for staffing?*

Many parks use alternative sources for staffing their museum management
programs. Full time museum staff may not be necessary in a park with a
small collection; however, all collections require ongoing documentation,
preservation, protection, and access. Alternative sources of staffing for
museum management include:

- using collateral duty staff (see below)

- contracting specialized tasks or projects that can be accomplished in a
  given fiscal year

- establishing cooperative agreements with universities or local museums
  for collections storage and curatorial staffing

- recruiting volunteers and mentors

- offering internships and fellowships

Generally, cooperative agreements are formed to maintain a portion of a museum collection (e.g. archeology or entomology) that provides mutual benefit to the park and the agency or institution where the collection is housed.

Other sources of staffing include volunteers from the community and student interns. Volunteers and interns can provide assistance with:

- identifying objects and specimens

- cataloging

- photographing

- organizing storage spaces

- museum housekeeping

- assisting researchers and park staff

- conducting collections research

> *For volunteer programs to work effectively, park staff must provide all volunteers with proper training, supervision, and support.*

7. *What is collateral duty?*

Collateral duty is a term used when a person has multiple and highly varied responsibilities in his/her official position description. A collateral duty is secondary to the primary duties that determine the job classification. Often collateral duties for museum management are assigned to a park ranger or a resources management specialist, such as a biologist, historian, or archeologist. Many collateral duty staff bring prior training in museum management to their positions, while others are trained on the job. Collateral duty museum staff should be trained by a full-time curator or museum specialist (GS-1015 or GS-1016), and receive ongoing guidance from a nearby park curator (at GS-11 or above) and/or the regional/SO curator.

G. Training and Development

The NPS is committed to the professional growth and continuous learning of all its employees. It provides them with a comprehensive, competency-based, and mission focused training and development program. The strength of competency-based training is that it is *outcome-based* and *learner-driven*.

The NPS Training and Development Program develops and delivers learning opportunities that provide the knowledge and skills needed by employees to better perform their jobs. These opportunities include:

- formal education

- life experiences

- traditional classroom courses and workshops

- seminars and conferences

- on-the-job experience and training

- technological enhanced learning (TEL), including:

  - self-paced computer courses

  - satellite broadcast courses

For more information on the NPS Training and Development Program, see the NPS "Learning Place" at: <http://www.nps.gov/training>.

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1. *How is competency defined?*

Note: At present, the competencies are to be used only for training and development purposes. They should not be used for hiring and promoting employees. OPM must validate the competencies before the NPS decides how to integrate them into the full NPS Human Resources Performance Process.

The NPS Training and Development Program defines competency as follows:

- **Competency**—"a combination of knowledge, skills, and abilities in a particular career field, which, when acquired, allows a person to perform a task or function at a specifically defined level of proficiency."

- **Essential Competency**—"a competency that forms part of the vital knowledge, skills, and abilities for an individual career field. An essential competency is critical for an employee to perform effectively at his or her level in a Career Field."

Eight essential competencies are common to all employees in and associated with the Cultural Resources Stewardship Career Field. They are:

- Professional Discipline

- Preservation Law, Philosophy, and Practice

- Research and Inventory

- Preservation, Treatment, and Maintenance

- Program and Project Management

- Writing and Communications

- Training

- Safety

Knowledge, skills, and abilities (KSAs) are identified for each competency.

> *For more information on NPS museum management competencies, see the Cultural Resources Stewardship Career Field Web site: <http:www.nps.gov/training/crs/crs.home.htm>.*

2. *How do I find out about training in museum management?*

There are a number of sources of museum management training, including:

- **Training and Development Program** develops and delivers Servicewide training and development opportunities. For further information, see the Learning Place website at: **<http://www.nps.gov/training>.**

- **Museum Management Program** works with the Training and Development Program to develop training related to new policies and procedures concerning NPS museum collections management, such as ANCS+ training.

- **Regional offices** offer training in museum management basics and ongoing professional training, including training in NPS procedures. Contact your regional employee development officer and regional/SO curator for further information.

Other museum training opportunities are presented by various local, state, and national organizations. To learn more, refer to:

- the MMP Web site at: **<http://www.cr.nps.gov/museum>** to access a monthly list of museum conferences, courses, seminars, and other opportunities.

- Appendix C: Professional Organizations

- your regional/SO curator

H. Resources

Most of the important NPS resource documents referenced in this chapter are on the Internet. See *Conserve O Gram* 1/7, Useful World Wide Web Resources.

NPS Web Resources

Cultural Resources <http://www.cr.nps.gov>.

The Learning Place <http://www.nps.gov/training/npsonly/npsescom.htm>.

Museum Management Program <http://www.cr.nps.gov/museum>.

National Park Service Strategic Plan <http://www.nps.gov/planning/NPS_strategic_plan.pdf>.

Project Management Data System <http://www.nps.gov/performance/ >.

Project Management Information System <http://www.nps.gov/pmis/>.

Resources Careers <http://www1.nrintra.nps.gov/careers/index.htm>.

Other Web Resources

American Association of Museums <http://www.aam-us.org/>.

American Association of State and Local History <http://www.aaslh.org>.

American Institute for Conservation of Historic and Artistic Works <http://aic.stanford.edu>.

Campbell Center for Historic Preservation Studies <http://www.campbellcenter.org>.

Canadian Conservation Institute <http://www.cci-icc.gc.ca/main_e.shtml>.

Society of American Archivists <http://www.archivists.org>.

Special Libraries Association <http://www.sla.org>.

Texas Historical Commission's Winedale Museum Seminar
     <http://www.thc.state.tx.us/museums/muswinedale1.html>.

I. Figures

General	DOC	Division of Conservation
	DSC	Denver Service Center
	HFC	Harpers Ferry Center
	MMP	Museum Management Program
	MMPC	Museum Management Program Council
Contracting	IDIQ	Indefinite Delivery Indefinite Quantity
	RFP	Request for Proposal
	RFQ	Request for Quotation
	SOW	Scope of Work
Funding Sources	BACAT	Backlog Cataloging
	CR-MAP	Cultural Resources Management Assessment Program
	CRPP	Cultural Resource Preservation Program
	CYCC	Cultural Cyclic
	MCPP	Museum Collection Preservation and Protection
Planning and Budget	GPRA	Government Performance and Results Act
	OFS	Operations Formulation System
	PMDS	Project Management Data System
	PMIS	Project Management Information System
Recurring Museum Management Reports	ACP	Automated Checklist Program (Museum Checklist)
	AIP	Automated Inventory Program
	CMR	Collections Management Report
Program Planning	CBA	Choosing By Advantage
	CCS	Collection Condition Survey
	CIP	Comprehensive Interpretive Plan
	CLR	Cultural Landscape Report
	CMP	Collection Management Plan
	CSP	Collection Storage Plan
	DCP	Development Concept Plan
	EPD	Exhibit Plan and Design
	EIS	Environmental Impact Statement
	GMP	General Management Plan
	HFR	Historic Furnishings Report
	HRS	Historic Resource Study
	HSR	Historic Structure Report
	IPM	Integrated Pest Management
	LRIP	Long Range Interpretive Plan
	RMP	Resource Management Plan
	SOCS	Scope of Collection Statement
	VA	Value Analysis

Figure 12.1. NPS Acronyms Related to Servicewide Funding, Programs, and Planning for Museum Collections

Project Identification PMIS 50283	
Project Title: Purchase Museum Storage Equipment (region-wide)	**Project Total Cost:** $114,300.00
Park/Unit: Alaska Regional Office	**Region:** Alaska
States: AK	**Congressional District:** 01
Old Package Number:	**Reference Number:**
Project Type: Non-facility	**Financial System Package Number:** AKRO 050283
Contact Person: Betty Knight	**Contact Phone:** 907-257-2656

Project Status PMIS 50283	
Date Created: 08/09/99	**Review Status:** Region-Reviewed on 11/30/2001
Date of Last Update: 05/29/03	**Updated By:** Stephanie Stephens (SStephens)

Project Narratives   PMIS 50283

Description

This combines PMIS 50287 with this project (50283).

Purchase and install museum cabinets, shelving units, media safes, fireproof filing cabinets and other specialized curatorial storage units throughout the region. Museum quality supplies, as well as the personnel to perform the upgrade are included in these projects.

This will be an annually recurring account of up to $63,000 through 2005.

Justifications

Alaska parks' collections are experiencing major growth, improvement of storage facilities, decompression of objects with improvements of storage conditions. Concurrently management is recognizing the wealth of unique cultural and natural history collections we manage. As the storage facilities are improved and expanded, at last there is room for more of the specialized equipment required. Additionally, we have been assessing archival resource and anticipate major expansion in that area as well as collections resulting from a resource initiative to inventory and monitor paleontological resources.

Measurable Results

Collection storage equipment is available in sufficient quantity and condition to meet standards at 10 collection storage facilities. As a result, GPRA Goal lb2D will show an increasing percentage of standards met on a regional basis.

Figure 12.2 Sample PMIS Project Statement

Project Activities, Assets, Emphasis Areas and GPRA Goals PMIS 50283	
Activities • Maintain or Treat Cultural Resources • Resource Protection	**Assets** • Museum Object and Specimen
Emphasis Areas • Cultural Resource Protection • Museum Property • Natural Resource Protection • Seismic	**GPRA Goals and Percent Values** • Museum Collections (Servicewide), 0%

Project Prioritization Information PMIS 50283	
Unit Priority: 7	**Unit Priority Band:** LOW

Project Funding Component PMIS 50283A	
Funding Component Title: Purchase Museum Storage Equipment (region-wide)	**Funding Component Request Amount:** $114,300.00
Funding Component ID: 50283A	**Funding Component Type:** Non-recurring , Deferred Status Confirmed
Funding Component Description:	
Initial Planned FY: 2000	**Requested Funding FY:** 2003
Review Status: Region-reviewed on 11/30/2001	**Funded Amount:** $63,000.00
Date of Park Submission:	**Submitted By:**
Upper-level Review Status:	**Fee-demo Submission Number:**
Formulated FY: 2004	**Funded FY:** 2003
Formulated Program: Other Program	**Funded PWE Accounts:** 9791-0304-UOC, 9865-0311-UOC, 9922-0302-UOC
Formulated Funding Source: Museum Collections Preservation and Protection	**Funded Funding Source:** Museum Collections Preservation and Protection
Component Cost Estimates	
Estimated By: Ruth Poff - AKRO	**Date of Estimate:** 03/28/2001
Estimate Good Until: 09/30/2001	**Class of Estimate:** A

Figure 12.2 Sample PMIS Project Statement (continued)

Item	Description	Qty	Unit	Unit Cost	Item Cost
supplies	[ITEM DESCRIPTION]	1	Lump	$35,300.00	$35,300.00
museum quality supplies	Yearly need for supplies within region.	1	Lump	$7,000.00	$7,000.00
Museum quality supplies	Yearly need for supplies within region.	1	Lump	$7,000.00	$7,000.00
museum quality supplies	Yearly need for museum supplies for repositories in region.	1	Lump	$7,000.00	$7,000.00
Storage upgrades throughout region in FY03	Correct deficiencies identified in the Automated Checklist at ARCC, KEFJ, WRST, WEAR and KATM.	1	Lump	$58,000.00	$58,000.00
Component Funding Request					$114,300.00

Eligible Funding Sources and Funding Priorities

Funding Source	Unit Priority at Formulation	Regional Priority	National Priority	Year Unit-Prioritized
CRPP - Cultural Resources Preservation Program Base	7			2003
Museum Collections Preservation and Protection	7	1		2003
NRPP - Natural Resource Management	7			2003

Component Start Date: 10/01/2003	**Component Completion Date:**
Completion Status: Project Started	**Accomplishment Reported By:** Stephanie Stephens (Sstephens)

Figure 12.2 Sample PMIS Project Statement (continued)

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Operations Formulation System
Request Detail Sheet

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Contact: Susan Hurst

Unit/Office: Golden Gate National Recreation Area	Region/Directorate: Pacific West

Title of Funding Request: Manage Cultural Resources and Museum Collections

Total $ Requested: 500,000	**Recent Budget:** FY 2003 - $13,882,000	**Last Operational Increase:** FY 2002 - $750,000
Total FTE Requested: 7	**Recent FTE: FY** 2002 - 210	**Request Type:** Park Base
OFS Number: 7356A	Date Created: 05/01/1999	

Servicewide Initiative:

Park Priority: 21.0	**Date Last Modified:** 02/18/2003	**Budget Driver(s):** 100% Threats to Resources
Regional Priority: 416.0	**Earliest Year of Funding:** 2003	**Status:** WASO Locked Approved By Region 03/18/2003

Funding Component	PWE	FTE	Pers.	Other	Total	Recur.	Priority	GPRA Goal/Results
Provide Historical Architecture Services	CZS	1.0	85,000	3,000	88,000	Yes	1.0	Ia5 / 50
Research-Historical Significance	CZH	1.0	85,000	3,000	88,000	Yes	2.0	Ia5 / 50
Manage Cultural Landscapes	CZL	1.0	85,000	3,000	88,000	Yes	3.0	Ia7 / 3
Manage Museum Collection	CZC	3.0	185,000	9,000	194,000	Yes	4.0	Ia6 / 57
Provide Clerical Support	CZS	1.0	40,000	2,000	42,000	Yes	5.0	Ia5 / 50

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Figure 12. 3. Sample OFS Statement

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GPRA Goal	Measurable Results	Performance Measure
Ia5	50	Each structure
Ia5	50	Each structure
Ia5	50	Each structure
Ia6	57	Each applicable standard
Ia7	3	Each landscape

Concise Description and Justification:

Golden Gate contains a nationally significant collection of cultural resources including over 1,250 historic structures, 7 cultural landscapes, 4 National Historic Landmark Districts and 6 National Register Districts. Professional expertise is required to manage all aspects of these resources including providing technical direction to maintenance and park partners to guide the repair and rehabilitations of structures and maintenance of cultural landscapes, managing A/E projects and processing compliance actions. In addition, Golden Gate's museum and archival collection of over 4.9 million items, including historic, archival, archeological and biological objects and specimens is the second largest such collection in the NPS. Insufficient resources exist to properly manage and care for this large, significant collection. Funds would provide for an enhanced level of professional management and protection of these irreplaceable cultural resources.

Supporting Information: None

Figure 12. 3. Sample OFS Statement (continued)