



# U.S. Department of the Interior



## Museum Property Management Summary Report Fiscal Year 2016

Cover: "The Grand Canyon of the Yellowstone" by Thomas Moran (1872). View of the central portion of the painting. Oil on canvas, from the collection of the U.S. Department of the Interior Museum, Washington, D.C., catalog number INTR 03001. Photograph courtesy of the U.S. Department of the Interior Museum.

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## EXECUTIVE SUMMARY

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The Interior Museum Program in the Department of the Interior's (DOI) Office of Acquisition and Property Management (PAM) assists the bureaus in carrying out their museum management responsibilities by providing oversight, advocacy, training, and technical support in accordance with Federal statutes and regulations, DOI policy, and the DOI mission. As part of these responsibilities, PAM compiles the *DOI Museum Property Management Summary Report* (DOI Summary Report), which is a programmatic summary of the museum activities, resources, accomplishments, goals, and challenges of the ten DOI bureaus and offices (bureaus) that manage museum collections in a fiscal year. The information presented in this DOI Summary Report for Fiscal Year 2016 (FY 2016) integrates the information reported in each bureau's FY 2016 Museum Summary Report, which is an annual DOI museum reporting requirement.

DOI's museum collection included an estimated 204 million objects in FY 2016; a one-year increase of nine million objects. The two largest collection disciplines—archives and archeology—continued to be the fastest-growing. The 132 million archival items constituted the majority (65%) of DOI's collection; 4.3 million were added in FY 2016. The archives primarily pertain to scientific research, resources management, compliance, or other projects that occurred on DOI-managed lands. The second largest discipline, archeology, consisted of 63 million objects, generated by scientific research, ongoing resources management, compliance resulting from energy and development activities, or other projects. These collections grow as a result of DOI's legally mandated responsibilities, but they also support DOI's mission to "...protect...and manage...the Nation's natural resources and cultural heritage; provide...scientific and other information about those resources; and honor...trust responsibilities or special commitments to American Indians, Alaska Natives, and affiliated island communities." In addition to managing the museum collections, the bureau museum programs and PAM support the DOI mission through three over-arching themes: (1) public outreach, education, and research; (2) local impact; and (3) accountability. Consequently, these three themes are an integral part of DOI's museum programs and this report.

### **Public Outreach, Education, and Research**

Bureaus successfully advanced public outreach, education, and research initiatives that are critical to DOI's mission and the bureaus' museum programs. In FY 2016, the bureaus maintained over 3,000 public exhibits. The Bureau of Land Management (BLM), Bureau of Reclamation (Reclamation), Indian Arts and Crafts Board, Department of the Interior Museum, National Park Service (NPS), and U.S. Geological Survey (USGS) reported loaning nearly three-quarters of a million objects to various non-DOI museums for exhibition and research. In addition, BLM, Reclamation, NPS, and USGS reported responding to over 260,000 requests for research access to their collections.

### **Local Impact**

The bureaus' museum programs generated positive impacts to their local communities. In addition to the many exhibits and loans of bureau collections that facilitated enhanced public education and research, bureaus housed and exhibited 178 million museum objects in 1,720 bureau facilities in FY 2016.<sup>1</sup> Another 25 million objects were housed in 882 unique non-DOI facilities managed by the bureaus' many partners. These nearly 2,600 facilities were spread across the United States. This nationwide apportionment of DOI's collections provides local impact through: access to the collections; education and outreach programs about the collections, often with emphasis on local culture and natural history; and purchases to care for and promote public enjoyment of the collections.

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<sup>1</sup> "Bureau facilities" are buildings that a bureau owns, leases, or has an occupancy agreement with the General Services Administration.

Moreover, overall FY 2016 expenditures reported by the bureaus for museum collections management were 18% higher than in FY 2015, which included \$1 million in appropriated funds that DOI received from Congress to support cultural and scientific museum collections. The majority of the DOI funds (more than \$700,000) were allocated to high priority bureau projects that involved expenditures for supplies, labor, or other services purchased in the local communities where bureau units and offices were located. Another often overlooked economic impact of museum collections work is that of the 674 full time equivalent (FTE) and collateral duty museum positions DOI-wide (Table 1), staff who reside, pay taxes, and shop in these communities. Finally, in addition to partnerships with the 882 unique non-DOI facilities, DOI bureaus also had more than 440 additional partnerships with other local organizations that involved a wide range of initiatives for the care of and access to their collections.

### **Accountability**

The Department’s mission was advanced by maintaining or increasing funding and resources to bureau museum programs to document the acquisition and description of millions of objects, conduct over 530 inventories, and assess over 1,500 bureau facilities where collections were housed in the last five years to ensure the safety and long-term preservation of the objects inside. The progress can only be sustained if the support continues.

## **OVERVIEW**

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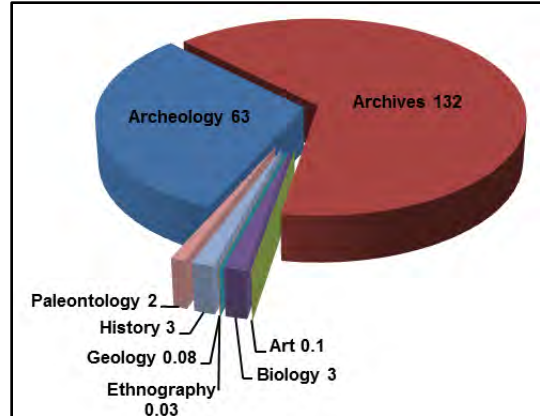
The Department of the Interior (DOI) *Museum Property Management Summary Report* (DOI Summary Report) for Fiscal Year (FY) 2016 examines the museum activities, resources, accomplishments, goals, and challenges of the ten DOI bureaus and offices (bureaus) that manage museum collections:

- Bureau of Indian Affairs (BIA)
- Bureau of Land Management (BLM)
- Bureau of Reclamation (Reclamation)
- Bureau of Safety and Environmental Enforcement (BSEE)
- Department of the Interior Museum (IM)
- Fish and Wildlife Service (FWS)
- Indian Arts and Crafts Board (IACB)
- National Park Service (NPS)
- Office of the Special Trustee for American Indians (OST)
- U.S. Geological Survey (USGS)

Together, these ten bureaus’ museum collections constitute one of the nation’s largest—estimated to number over 204 million artworks, historic and prehistoric artifacts, specimens, and archives—that is held in trust for the public. These objects illustrate the many stories of the United States—its people, their histories (Figure 1), and the natural world—and are from the disciplines of archeology, archives, art, biology, ethnography, geology, history, and paleontology (Figure 2).



**Figure 1: Rachel Carson exhibit at the National Conservation Training Center. FWS photo.**

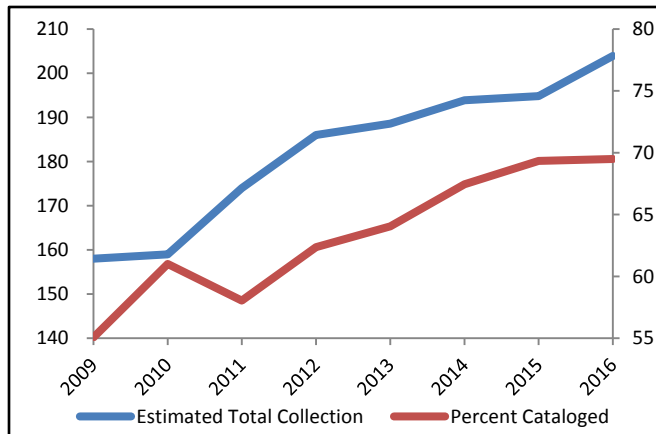


**Figure 2: FY 2016 estimated DOI collections, by discipline (in millions).**

The Interior Museum Program in the Office of Acquisition and Property Management (PAM) assists the bureaus in carrying out their museum management responsibilities by providing oversight, advocacy, training, and technical support in accordance with Federal statutes and regulations, DOI policy, and the DOI mission. The Office of Acquisition and Property Management, working closely with the bureaus, is responsible for museum property policy in Part 411 of the Departmental Manual (411 DM) and the DOI Museum Property Directives (Directives). Based on reporting requirements in 411 DM, bureaus submit an annual Museum Property Management Summary Report (Bureau Summary Report) each December for the previous fiscal year. These Bureau Summary Reports examine the state of their collections, facilities, resources, and partnerships, and identify accomplishments, opportunities, and challenges. As with previous reports, the DOI Summary Report for FY 2016 summarizes and analyzes the Bureau Summary Reports.

The Bureau of Land Management, Reclamation, FWS, and NPS managed the largest overall diversity of national and local cultural and natural history collections that continued to grow, largely as a result of their land-managing requirements. Of the estimated 204 million museum objects in DOI's collection, 175 million (86%) were managed by NPS. The BLM's collection of nearly 12 million objects was the second-largest, followed by Reclamation at almost 9 million. The collections of the two other land-managing bureaus were next: FWS at over 4 million and BIA at just under 4 million objects.<sup>2</sup> Since the DOI Office of Inspector General (OIG) issued its report *Department of the Interior Accountability and Preservation of Museum Collections* (Report No. C-IN-MOA-OOIO-2008) in FY 2010, which "...found that DOI is failing to fulfill its stewardship responsibilities over museum collections..." (see below), bureau collections have increased by more than 46 million objects—a growth rate of 13%. During this same time, the percent of collections cataloged has increased 14% (Figure 3). Collections growth has been a result of several factors: the identification of previously unknown collections, including NPS archives; the establishment of new DOI bureau units; enhanced documentation efforts; scientific research; and ongoing compliance activities, including those related to energy development on DOI-managed public lands.

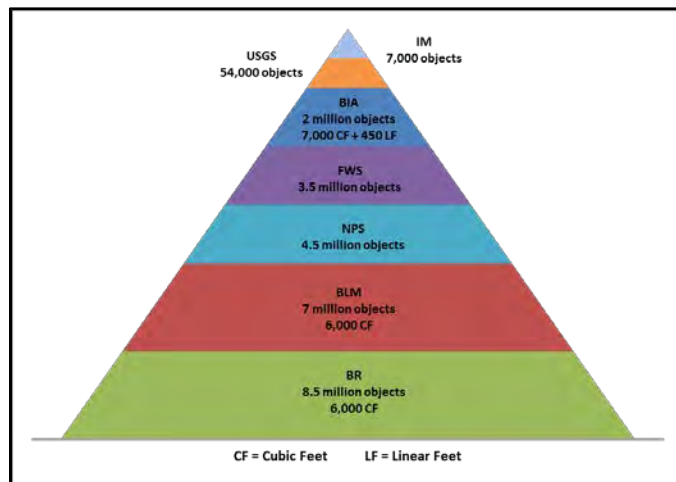
<sup>2</sup> In addition to their estimated total numbers of individual objects, BLM, Reclamation and BIA reported the following estimates that must be considered in their overall collection size: BLM, 6,600 cubic feet of artifacts and 2,600 linear feet of archives; Reclamation, 6,600 cubic feet of artifacts; and BIA, 52,000 lots, 6,600 cubic feet of artifacts, and 450 linear feet of archives. Objects, including archives, housed in boxes measured by cubic feet and linear feet cannot be counted individually until they are opened and processed.



**Figure 3: Total collection size (in millions) compared to the percent cataloged, DOI-wide.**

The two largest disciplines based on number of objects—archives and archeology—continued to be the fastest-growing. The 132 million archival items constituted the majority (65%) of DOI’s collection; 4.3 million were added in FY 2016. Archives primarily pertain to scientific research, resources management, compliance, or other projects that occurred on DOI-managed lands. Ninety-seven percent of DOI’s archival collections were housed in bureau facilities. The second largest discipline, archeology, consisted of 63 million objects, generated by scientific research, resources management, compliance, construction, or other projects. Seventy percent of DOI’s archeology collections were housed in bureau facilities.<sup>3</sup>

The collections were spread across the nation in every state and five U.S. territories. This distribution helped to facilitate both scholarly research, especially for those collections housed in non-DOI facilities that are major research institutions, and local uses in support of various community initiatives, such as local history projects, genealogical research, and K-12 educational programs. A total of 665 individual units in the ten bureaus managed museum collections, such as parks, refuges, and offices (Appendix 2, Chart A). Altogether, these units housed 179 million museum objects (88% of the total) in 1,720 bureau facilities (bureau-owned or leased, such as visitor centers, museums, headquarters buildings, and museum storage facilities). The remaining 25 million objects, 19,000 cubic feet, and 450 linear feet of collections were housed in 882 unique non-DOI facilities—managed by the bureaus’ many non-DOI facility partners, primarily universities and museums—located in all 50 states. The BIA, BLM, Reclamation, FWS, IM, NPS, and USGS all housed collections in non-bureau facilities (predominantly non-Federal) (Figure 4), while Reclamation had the largest estimated number of objects in non-DOI facilities. Several bureaus reported collections in non-DOI facilities about which they lacked critical information. The DOI Cultural and Scientific Collections Fund (DOI CSC Fund) and initiation of the non-DOI repository survey helped the effort to locate DOI collections across the country.



**Figure 4: Bureau collections housed in non-bureau facilities.**

Bureaus are accountable for museum property based on several laws requiring proper documentation, management, and long-term preservation of Federal museum collections, which, in turn, contributes to the collections being available for future outreach and the local impact that results. These responsibilities are carried out

<sup>3</sup> This figure of 63 million includes only the estimated numbers of individual archeology objects reported by the bureaus. It does not include the estimated 18,000 cubic feet of artifacts housed in non-DOI facilities that have not been fully documented.



through accessioning and cataloging (i.e., documentation), collection inventories, and museum facility condition reports. The activities of PAM and the bureaus continued to be influenced by the recommendations in the FY 2010 report from the DOI Office of Inspector General, *Department of the Interior, Museum Collections: Accountability and Preservation* (Appendix 1, Chart 1). Only three open recommendations remained, one of which relates to accountability for collections in non-DOI facilities and two others that relate to issuing policies for the care of collections. Significant strides have been made in these through initiating a nation-wide survey of approximately 200 non-DOI facilities to determine if they have bureau collections and what those collections are, as well as through collaborating with the bureaus to develop and update DOI-wide museum collection policies. The many accomplishments in this DOI Summary Report illustrate DOI's commitment to improved museum collections management and the bureaus' persistence in realizing the OIG's recommendations.

## EXHIBITS, EDUCATIONAL PROGRAMS, AND RESEARCH USE

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***Bureaus exhibited nearly 700,000 museum objects in over 3,100 exhibits.***

The Department's museum collections are held in trust for the American people and are, with a few restrictions, freely available for historical and scientific research, exhibits, interpretive programs, and other educational purposes. Exhibits, educational programs, and research use also have local impact as the bureaus, non-DOI facilities, and partnerships across the nation facilitated access, use, and engagement with museum collections at the local level.

### **Selected Accomplishments Reported by the Bureaus:**

- **BIA:**
  - Developed ten virtual exhibits in Google Arts and Culture, which resulted in increased outreach to more people than could ever visit the objects in person and the availability of the object's image and information for education and research.
  - Welcomed 2,119 visitors at the Haskell Cultural Center and Museum, more than double its attendance in FY 2015, and co-sponsored, with the University of Kansas, a non-DOI facility, the first annual Indigenous Dance and Cultural Art Festival, attended by 2,000 community members.
- **BLM:**
  - Facilitated use of collections in support of numerous research projects, including: lithic collections research conducted by a Polish professor; the National Park Service Centennial; research on archeological collections from Chimney Rock Pueblo (conducted by the Hopi Tribe and Zuni Pueblo); a Mesa Verde region biological analysis; and local initiatives (Figure 5).
  - Worked with the Royal Gorge Regional Museum and History Center to create "Digging It: Fossils of Fremont County" that featured various BLM paleontology collections housed at the museum.



**Figure 5: Students in BLM's McInnis Canyons National Conservation Area learning about local geology and paleontology. BLM photo.**

- **FWS:**
  - Welcomed 5,000 visitors to exhibits at the National Conservation Training Center, DeSoto NWR, and the California-Nevada Region, in addition to the thousands of visitors to the exhibits at visitor centers of 50 other refuges and hatcheries.
  - Granted 340 collections research requests, a 150% increase over FY 2015.

- **IACB:**
  - Launched a new [website](#), including “Featured Artwork” that allows the public to view important objects not currently on exhibit (Figure 6).
  - Initiated a traveling exhibit project, supported by the FY 2016 DOI CSC Fund, which presented the traditional and contemporary arts of the Plains Indians using images from the IACB collections to local communities across the U.S.
  - Hosted multiple exhibits and educational youth outreach efforts that benefitted local communities, such as programs, workshops, and competitions, at the Southern Plains Indian Museum, Sioux Indian Museum, and Museum of the Plains Indian.

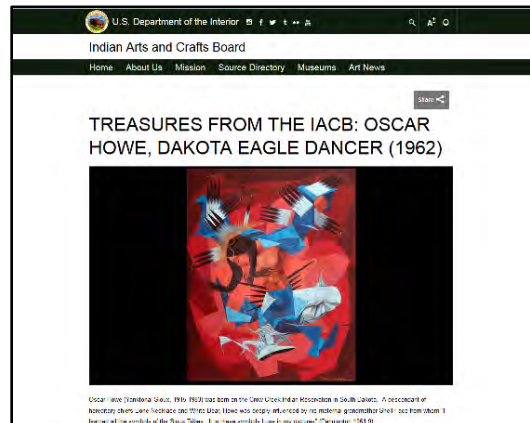


Figure 6: IACB’s “Featured Artwork” webpage.

- **IM:**
  - Curated and installed a show at the request of the USGS Headquarters to coincide with the National Park Service’s 2016 centennial celebration. *POSTERity: WPA’s Art Legacy, America’s Public Lands & the NPS-USGS Connection* was on view for the month of June 2016 and featured 36 framed WPA-style national park posters (Fig. 7).
  - Installed *An Artistic Legacy*, featuring re-editions of original WPA-era national park posters, in the Secretary’s corridor at DOI Headquarters. Accompanying interpretive text related how the WPA artistic style has influenced contemporary graphic artists depicting public lands.

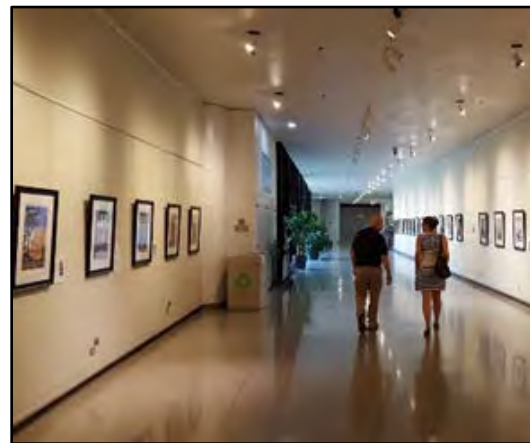


Figure 7: *POSTERity: WPA’s Art Legacy, America’s Public Lands & the NPS-USGS Connection*, at USGS Headquarters. IM photo.

- **NPS:**
  - Featured 686,675 objects in 3,122 park exhibits.
  - Launched *Treasured Landscapes: National Park Service Collections Tell America’s Stories* virtual exhibit and a companion book as an NPS Centennial project. The exhibit featured 250 works of art from over 55 parks.
  - Launched the [NPS site on the Google Cultural Institute \(GCI\)](#), including: *One Object from Every Park* Centennial Exhibit, which reached over 500,000 people from its February launch through the end of September.
  - Bureau-wide, NPS museum staff responded to nearly 300,000 research requests, 93% of which were from the public.

- **Reclamation:**
  - The Idaho Museum of Natural History launched the exhibit *Exposed: Never Before Seen*

*Wonders*, which included paleontological specimens from Reclamation.

- Facilitated research on Reclamation collections by: Australian scientists who tested two bison skulls; a Canadian researcher who conducted analysis on archeological artifacts; non-DOI facility staff who conducted research on the specimens they curate for Reclamation, such as saber-toothed cat (*Smilodon*) and giant armadillo (*Holmesina*) fossils.

### **Departmental Findings**

The bureaus exhibited nearly 700,000 museum objects in over 3,100 exhibits DOI-wide in FY 2016, despite large cataloging (i.e., documentation of collections) backlogs and resource limitations on staffing and supplies. The BLM, Reclamation, IACB, IM, NPS, and USGS reported loaning an additional 700,000 bureau objects to various non-DOI museums for exhibition, including the recently opened National Museum of African American History and Culture. Museum exhibits in bureau units' museums and visitor centers and in non-DOI facilities are probably the most widely recognized public use of collections and are a key method that creates local impact through public outreach and education. These exhibits are spread across the nation, where they directly engage the local communities and their visitors who have access to the exhibits and educational opportunities. Additionally, based on the bureaus' annual visitation and research request statistics, millions of visitors and researchers have occasion to see, study, enjoy, and otherwise benefit from these numerous exhibits, programs, and opportunities each year. Finally, the bureaus' exhibits, programs, and promotion of research using their collections often provide important returns to the local economy, as individuals visiting bureau units also patronize neighboring businesses, particularly hotels, restaurants, gas stations, grocery stores, and the like.

Bureaus continued to overcome resource challenges to successfully solicit new and cutting-edge initiatives using a number of innovative approaches, such as competitions, publications, and technological advancements. Bureau collections were used in publications, both bureau-created (such as the NPS Centennial book featuring artwork from the parks) and those created by non-DOI facilities' staffs and researchers. Bureaus also successfully harnessed the power of technology and launched multiple highly-visible online exhibitions, many through Google Arts and Culture. These initiatives exponentially increased public outreach, education, and research opportunities. The publications and online exhibits made the collections accessible to those who might not have been able to travel to see the physical object. For example, in FY 2016, the NPS Web Catalog included more than 500,000 catalog records representing over two million objects and 15 million archives from 114 NPS units. Moreover, BLM, Reclamation, NPS, and USGS reported that they responded to over 260,000 research requests to use their collections. Such use of bureau collections provide critical scientific data to students, scholars, and the larger research community. In turn, DOI, the public, and area communities benefit from the research results to better manage their local resources and understand regional culture.

## ADDITIONAL PARTNERSHIPS

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*Bureaus engaged in more than 440 partnerships with a diversity of organizations.*

The bureaus' many partnerships with other institutions enhance the capacity of the bureaus to serve the public by providing resources, skill, capacity, and infrastructure. These partnerships are either no cost or lower cost than a typical contract and result in increased resources and time to devote to DOI's mission while strengthening community relationships. The local community benefits from these partnerships through increased preservation of local history, protection of cultural and natural resources, enhanced educational opportunities, and generation of local revenue through project funding and project workers' local economic impact. Purchases of supplies, equipment, and services from area firms by bureau museum programs represent important community investments and promote local economic development and jobs. In addition to positively impacting the local economy, business relationships encourage local visitation, resources stewardship, participation in programs and special events, and a sense of "ownership" as a stakeholder in one's local museum, refuge, park, or monument. In addition, many of the partnerships engaged in projects that furthered DOI and bureau accountability of their museum collections.

### **Selected Accomplishments Reported by the Bureaus:**

- **BLM** continued to partner with McElmo Canyon Research Institute and the Southwest Colorado Canyons Alliance in support of shared goals of accountability related to surveys, cataloging, inventories, enhanced storage of museum collections, and service learning.
- **IACB** developed a partnership with the Blackfeet Boarding School to support students' cultural and art studies, which resulted in increased outreach, educational opportunities, and local impact.
- **NPS:**
  - Partnered with several organizations to digitize collections and feature them online. These projects dramatically increased public access to the collections and provided valuable information to local researchers, community organizations, and historical societies, which can strengthen these groups' various local initiatives. Some highlights include partnerships with:
    - Northeast Document Conservation Center to digitize over 32,000 oversized and fragile photographs and put them online.
    - Library of Virginia to digitize all extant *St. Luke Herald* newspapers, an African American newspaper that advocated for civil rights.
  - Collaborated with George Washington University's Museum Studies and Museum Education intern program to provide educational and professional development opportunities for local students. Interns in the program helped develop museum collection policies, which resulted in enhanced accountability for NPS collections.

### **Departmental Findings**

The bureaus' 443 partners included a wide range of organizations: Federal, state, tribal, and local agencies, museums, universities, non-profit organizations, and businesses. The bureaus' added 15 partners (up 3%) over FY 2015. NPS reported 432 partnerships, 98% of the total (Figure 8).

The bureaus' 443 additional partnerships enabled bureaus to overcome funding and travel challenges to provide significant support for the educational use of DOI museum collections and youth engagement. They also increased efficiencies by enhancing physical and intellectual accessibility to DOI's collections through public outreach, exhibits, and research. Furthermore, these partnerships resulted in sharing knowledge and expertise, as well as financial, staffing, facility, and other resources, that yielded improved resources stewardship and positively impacted local communities.

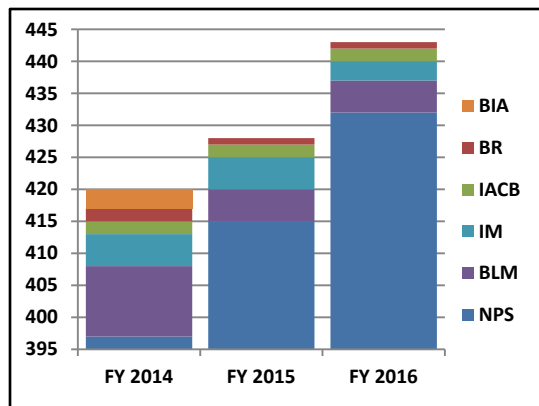


Figure 8: Partnerships by bureau, FY 2014 - FY 2016.

Another type of partnership that DOI and the bureaus continued to foster was with professional organizations, notably the American Alliance of Museums (AAM) and the Society for the Preservation of Natural History Collections (SPNHC). These relationships enabled DOI and the bureaus to engage a larger segment of the public than DOI and the bureaus could on their own. For example, PAM and bureau personnel staffed an information booth visited by over 200 attendees at the 2016 AAM annual meeting for the third year in a row. In addition, PAM published two articles in the AAM *Museum* journal and one article in the *SPNHC Connection* newsletter, which are read by thousands of museum professionals. Through this method of communication, DOI and the bureaus were able to educate the public on DOI's collections; opportunities to use the collections for exhibits, education, and research; and requirements to care for the collections to increase accountability.

## DOCUMENTATION OF MUSEUM COLLECTIONS

### ***Bureaus cataloged nearly seven million objects, a 54% increase over FY 2015.***

The *Departmental Manual*, Part 411, "Identifying and Managing Museum Property", and Directive 3, *Required Standards for Documenting Museum Property*, establish the requirements and standards for the documentation of DOI museum collections. Accountability for the collections under DOI's stewardship is impossible without meeting these policies. Proper documentation is a multiple-step, ongoing process that includes a Scope of Collections Statement (SOCS), an up-to-date accession book and files, cataloging, annual and biennial inventories, accurate loan records, and other materials concerning significance, identification, and origin of museum objects. Museum records establish proof of ownership; chain of custody; proper accountability for Federal property; access to information about the collection for research, exhibit, and interpretive/educational uses; and physical and intellectual access. In addition to meeting DOI requirements for accountability, the proper documentation of museum collections and careful inventory on a regular schedule enables their availability for research, exhibits, education, and public outreach that has local impact.

#### **Selected Accomplishments Reported by Bureaus**

- **BLM, FWS, and Reclamation** worked with their non-DOI facility partners to geo-reference 45,000 specimens, assess and document NAGPRA items, create 55,000 catalog records, and inventory 17,000 objects at non-DOI facilities.

- **BIA** reported that:
  - Inventories were completed in 100% of BIA facilities for the fifth consecutive year.
  - Over 300 NAGPRA objects at non-DOI facilities were assessed and documented, and tribal consultations are ongoing.
  - 340 accession records were created; 321 NAGPRA items and 3,432 non-NAGPRA items were cataloged; inventory for 8,728 objects was completed; and 100 cubic feet of objects were rehoused and cataloged at non-DOI facilities.
- **BLM** highlights included:
  - The Anasazi Heritage Center finalized the migration of all museum catalog data into the Interior Collection Management System (ICMS) and completed an updated SOCS.
  - The Billings Curation Center received 13 new accessions, processed and cataloged collections from ten different projects, and added over 5,922 new catalog records into ICMS.
  - National Historic Oregon Trail Interpretive Center staff cataloged 3,500 objects from Elk Creek and the Schmeller Powder River lithics study.
  - 400,000 objects at the University of California, Santa Barbara were identified and rehoused.
  - 27,000 objects were recataloged and 10 pallets of megafauna were rehoused at the Nevada State Museum.
- **BSEE** initiated and implemented a bureau-wide SOCS.
- **FWS**:
  - Developed an updated SOCS for its field stations in Region 3, which will be finalized in FY 2017.
  - Accessioned 7,123 objects and inventoried NAGPRA objects in non-DOI facilities.
- **IACB**:
  - Implemented a revised SOCS for all three of its museums.
  - Initiated a bureau-wide Collections Management Plan, which will be finalized in FY 2017.
- **NPS** accomplishments included:
  - Cataloging 5.6 million artifacts, specimens, and archives.
  - Fifty NPS units completed a new or revised SOCS.
- **Reclamation** accomplishments included:
  - The Great Plains Region accessioned 14 collections and cataloged over 184,000 objects.
  - Scope of Collection Statements were completed by the Pacific Northwest Region, the Phoenix Area Office, the Lower Colorado Dams Office, and the Management Services Office.
  - Collections Management Plans were developed by the Phoenix Area Office, the Lower Colorado Dams Office, and the Management Services Office.
- **USGS** was awarded DOI CSC funds to work with its partner, the Museum of Southwestern Biology, which geo-referenced 53,000 biological specimens housed at the museum.
- **PAM** and the bureaus, working with the Interior Business Center and the Office of the Chief Information Officer, established a working group to plan, negotiate, and execute, if practical, an acquisition of a new collection management system to modernize the current system.

### Departmental Findings

The Scope of Collections Statement (SOCS) defines the purpose of the collection—what types of objects should be collected and why. If a proposed acquisition does not fit the SOCS, it should not be acquired. In FY 2016, 73 bureau units implemented a new, or revised an existing, SOCS. Ninety percent of DOI units have a SOCS (Table 1). FWS and NPS have the most units lacking a SOCS at 32 (26% of the total FWS units) and 25 (6% of the total NPS units), respectively. Eight of the NPS units that lacked a SOCS were recently established within the last few years, and a SOCS was either underway or planned for FY 2017 at the majority of those units.

An accurate, up-to-date accession book, detailed accession files, and cataloging are essential for proper accountability. Correct loan records, associated documentary materials concerning significance, identification, and origin of a museum object, and annual and biennial inventories also are essential.

Bureaus cataloged nearly seven million objects in FY 2016, a 54% increase compared to FY 2015. In addition to the bureaus' ongoing cataloging efforts, eight of the 19 bureau projects supported by the FY 2016 DOI CSC Fund included cataloging. This funding program is proving to provide important additional support for the continued success of the bureaus' accountability efforts.

Accurate museum records establish proof of ownership, which keeps the collection available to the public; provides access to the public for outreach; and accountability of collections. For example, a piece of furniture in the collection may look old, but is it important? The lowboy in Figure 9, which is fully documented and cataloged, was originally in the home of Abigail and John Adams. It was donated to Adams National Historical Park in FY 2016 by an Adams descendent, who provided key information about its history and significance. Fully documented museum objects such as this can be exhibited, studied, highlighted in publications or interpretive programs, or otherwise made available to the public for a variety of other educational uses.

The proper documentation of DOI museum collections can also provide positive impacts to local communities—either the places where bureau units are located or the *people* associated with the place. Usually, a unit's museum collection includes locally significant objects; if it is a historic site, the entire collection may be fundamental to local history, once documented. In addition to exhibits, collections that have been thoroughly documented may play an important part in local celebrations or commemorations, such as for the tribes associated with the three IACB museums. Special exhibits, programs, and tours of museum facilities during these events provide important avenues for learning and an appreciation of culture, history, and science.

Another vital component of an effective museum program is inventory. All DOI museum collections must be inventoried every two years, although most bureaus conduct them on an annual basis. Inventories are essential to an effective collections management program—they allow staff to verify object locations and ascertain which objects, if any, are missing. The inventory process also provides an excellent opportunity to assess each object's condition. Missing objects and those in poor, unstable condition cannot be made available for research or public outreach and programming.

Bureaus have reported their inventory activities since 2012. In FY 2016, they carried out 536 of the 884 inventories they identified as being required (Table 2). For the third year in a row, only two thirds of

Bureau	Approved	Outdated	Current	None
BIA	18	0	18	0
BLM	3	0	3	0
BR	19	10	9	4
BSEE	1	0	1	0
FWS	104	59	45	32
IACB	3	0	3	0
IM	1	0	1	0
NPS	375	146	229	25
OST	5	5	0	0
USGS	2	1	1	1
<b>Totals</b>	<b>531</b>	<b>221</b>	<b>310</b>	<b>62</b>

Table 1: Scope of Collection Statements, FY 2016.



Figure 9: Lowboy that belonged to Abigail and John Adams. NPS photo.

required inventories were conducted. The BIA, however, continued to contravene this trend. For the fifth consecutive year, BIA completed all 89 required inventories. As in previous years, the majority of the inventories that bureaus conducted were at bureau facilities. Although Reclamation and NPS<sup>4</sup> were able to conduct inventories at many of their non-DOI facilities, the efforts of other land-managing bureaus were hampered by lack staff to conduct the work, funding to carry it out, and travel restrictions. Furthermore, many of the bureaus' non-DOI partners were similarly unable to conduct the bureaus' inventories due to their own resource constraints. As a result, BLM, Reclamation, and FWS continued to strive to comply with DOI museum standards on inventory, but had limited success, particularly at non-DOI facilities.

Bureau	2014	2015	2016
BIA	89/89	89/89	89/89
BLM	3/160	6/166	1/162
BR	48/75	45/72	42/73
BSEE	1/1	1/1	1/1
FWS	18/115	49/135	2/136
IACB	1/1	3/3	3/3
IM	1/1	1/1	1/1
NPS	379/393	328/335	394/411
OST	5/5	0/5	0/5
USGS	2/3	3/3	3/3
<b>Totals</b>	<b>548/843</b>	<b>525/810</b>	<b>536/884</b>

**Table 2: Inventories conducted and total required, by bureau, FY 2014 - FY 2016.**

Fiscal Year 2016 was the fourth year that bureaus were required to report the total number of items that were not located during inventories, as well as the resolution of each finding. Of the 536 inventories conducted in FY 2016, 212 (40%) noted missing objects; the total number of missing objects totaled 5,102. This number is a sizeable increase over the 2,179 reported missing in FY 2015, the 1,408 in FY 2014, and the 1,063 objects in FY 2013. However, when considering that DOI/bureau collections consisted of over 204 million objects, 5,102 missing items equates to 0.003%. The most common explanation for missing objects continued to be incomplete museum records, especially with respect to object locations, old loans, and objects housed in non-DOI repositories. All bureaus reported taking appropriate actions to address missing objects. Searches were ongoing for 3,547 objects and 286 were under investigation. Notably, investigations were completed for the remaining 1,269 objects, which resulted in those objects' availability for research, exhibit, and other public programming.

## MUSEUM COLLECTION FACILITIES

***DOI collections are located in nearly 2,600 DOI and non-DOI facilities nationwide.***

The dispersion of collections in facilities across the United States and its territories is the result of many factors, but primarily due to each bureau's capacity (availability of facilities, staff, and funding), management objectives, and long-standing relationships with many non-federal partners that have assisted in the storage, care, and use of DOI collections for decades. No matter where the collections are located or who owns the building that house or exhibit them, all of these facilities, both bureau and non-DOI, support the DOI mission.

<sup>4</sup> NPS does not identify its non-DOI facility partners as needing to do inventory on NPS collections because any objects housed in non-NPS facilities are included in the random sample to be inventoried for a NPS unit. NPS staff then contact the non-NPS facility to verify the location and condition of the objects in the random sample.



For example, the furnishings in Frederick Douglass's library in his Washington, D.C. home are much more inspiring and provide greater historic context in their original setting than they would be if exhibited in a museum hundreds of miles away. When visitors, especially local schoolchildren, are inside his house, it seems as if Mr. Douglass just stepped out for a minute (Figure 10). Likewise, seeing the fossil specimens on exhibit at BLM's Cleveland-Lloyd Dinosaur Quarry, exactly where they were found, is thrilling for any Junior Paleontologist (and their parents or grandparents too). In contrast, housing specimens routinely used in scientific research with other, similar collections in a specialized non-DOI facility enhances research access, especially comparative studies.



Figure 10: Frederick Douglass's library at Cedar Hill, Frederick Douglass NHS. DOI photo.

A bureau or non-DOI facility that houses DOI collections also can be of immense value to the local area. Communities that contain or adjoin a DOI unit are usually its leading supporter. A nearby national wildlife refuge, national monument, bureau museum, or bureau collections in a non-DOI facility is often a source of local pride and serves to preserve local culture. Visitors and researchers patronize area restaurants, hotels, and other businesses. The facility employs local residents, creating good jobs and a stronger tax base. Also, purchases of goods and services by the museum staff can make an appreciable difference in maintaining a healthy and vibrant local economy.

A facility's location can yield other efficiencies that increase accountability. For many bureau units, maintaining its collection on-site eliminates the need to travel whenever staff require access to the collection for cataloging, inventory, preservation, exhibits, research, or other needs, which increases the frequency with which staff can engage in mission activity. Other bureau units, especially those with limited staff and/or infrastructure, have established relationships with various non-DOI facilities to house their collections. Such collaborations allow bureaus to make use of non-DOI staff expertise to ensure proper accountability and preservation of their collections.

Bureaus need to be accountable for the condition of the facilities in which their collections are housed, since poor environmental conditions and security undermine the usability of the collections. The collection can be destroyed or decay if the facility has poor environmental conditions. The collections can be stolen if the security is inadequate. An important tool to assess the conditions in DOI's museum facilities is the *Facility Checklist for Spaces Housing DOI Museum Property* (Museum Checklist). Use of the Museum Checklist allows staff to develop baseline facility condition data, rate a facility's compliance with DOI museum standards, quantify any preservation deficiencies, and assist in the development of cost estimates and monitoring of any necessary upgrades.

#### Select Accomplishments Reported by Bureaus

- BIA staff visited six non-DOI facilities, completed the DOI Facility checklists, and documented findings and recommendations for improvement.
- BLM's Wyoming Area Office hired a historical architect with experience meeting DOI requirements for museum storage facilities. The architect evaluated several possible locations at the Wyoming Area Office and presented a report entitled *Architectural Program for the Rehabilitation of Storage Building 28 into a Museum Program Storage Facility & Collection Storage Plan*.

- **FWS** consolidated collections in the Alaska Region, which eliminated three non-DOI facilities. In addition, the Midwest Region eliminated four non-DOI facilities.
- **IACB's** Southern Plains Indian Museum installed new LED lighting for a diorama by Allan Houser in the museum gallery.
- **IM** consolidated collections at the NPS Museum Resource Center and rehoused them in a new compact storage system, which enhanced both collections care and accountability (Figure 11).
- **NPS:**
  - Great Smoky Mountains National Park completed its Collection Preservation Center, a multi-park museum storage facility (Figure 12), which will reduce costs of curation and increase efficiencies for NPS and researchers.
  - Eliminated 302 bureau facilities by exhibit changes, consolidation, and other initiatives.
  - Carl Sandburg Home National Historic Site (NHS) replaced all of the windows in the Sandberg home and installed new UV-filtering film to protect the collections from sunlight.
  - Fredericksburg and Spotsylvania National Military Park relocated its museum collection from a basement storage room, which can be a flood risk, to a rehabilitated storage facility. The park and the regional office conducted a Fire Protection Survey of the museum storage facilities.
- **PAM**, in collaboration with **BIA, BLM, Reclamation, FWS, NPS, USGS**, the U.S. Forest Service, and the General Services Administration, contracted with an architectural firm to study the feasibility of establishing a multi-bureau/multi-agency curatorial facility in Denver, Colorado. The results of the study are expected in FY 2017.



Figure 11: The Interior Museum's newly rehoused and consolidated ethnographic collections at the Museum Resource Center. IM photo.



Figure 12: Great Smoky Mountains National Park's new Collection Preservation Center. NPS photo.

### Departmental Findings

The bureaus and PAM made significant progress in FY 2016 toward closing OIG Recommendation 9 (see Appendix I, Table I), which concerned identifying all the non-DOI facilities that housed DOI collections, determining the objects inside, and inventorying those objects, through two major activities. The first was to develop and dispatch a survey to over 200 non-federal facilities in order to locate institutions that hold DOI collections and to identify the objects they house. PAM worked with professional organizations to communicate with survey recipients, educate the public, increase participation, and form additional partnerships. In particular, PAM organized a panel discussion, "Federal Collections in Non-Federal Museums", at the AAM annual meeting and published two articles, "U.S. Department of the Interior Collections and Outreach to Non-Federal Partners" and "Managing Our Nation's Heritage" in separate issues of AAM's *Museum* magazine. PAM also worked with SPNHC to publish an article, "U.S. Department of the Interior and Non-federal Partners: Housing the Public's Collections" in the March *SPNHC Connection* newsletter.

The second activity was to initiate developing new policy, Directive # 17, *Working with Non-Bureau Facilities and Repositories*. Directive # 17 addresses selecting and evaluating non-DOI facilities and includes key components to be considered when developing repository agreements. Directive # 17 was initially drafted in FY 2016 and plans are to finalize it in FY 2017 in close collaboration with the bureaus.

The bureaus also continued to report on activities of interest to the OIG, such as the use of the DOI Museum Checklist to evaluate the condition of facilities housing collections and the level of compliance with DOI’s preservation and protection standards. No matter where the bureaus’ museum collections were located, in bureau or non-DOI facilities, they have the same preservation requirements, primarily:

housed within an adequately-sized, appropriate, and secure space; proper environmental conditions; enclosed in suitable containers (cases, cabinets, boxes, etc.); adequate numbers of trained staff to provide care; and protection from fire, disasters, criminals, or other threats. Each individual space housing collections, as well as the unit as a whole, is assessed using the Museum Checklist every five years to assign a condition rating of good, fair, or poor.<sup>5</sup> If a facility does not fully meet all Museum Checklist standards, the unit’s museum staff, working with facility management, and other unit staff, should develop a plan (including cost estimates) to correct the deficiencies.

Department-wide, the conditions of 1,570 bureau facilities were reported in FY 2016 (Table 3). The percentage of those rated “Good” was 70%, down from 75% in FY 2015. Facilities rated “Fair” increased to 20%, up from 19% in FY 2015. Those found to be in “Poor” condition increased to 10%, from 6% in FY 2015. These slight changes over one year appear to be due to the fact that NPS assessed every bureau *space* housing its collections (1,469) in FY 2016, rather than only the 328 *unit-level* assessments conducted in FY 2015. As a result, the overall numbers should be more accurate, although FWS did not report on the condition of their bureau facilities in FY 2016.

The bureaus also reported the condition of 259 of the 882 unique non-DOI facilities that housed bureau collections in FY 2016 (Appendix 2, Chart D). The condition of reported non-DOI facilities improved over the previous two years. However, the number of non-DOI facility conditions reported was a decrease from the 478 reported in FY 2011 - FY 2015 because neither FWS nor NPS reported any evaluations at non-DOI facilities in FY 2016. The other bureaus also implemented efficiencies whenever possible, such as using other bureaus’ Checklist evaluations and AAM accreditation in lieu of the Museum Checklist (in accordance with DOI policy). Such efficiencies reduced the workload for both the bureaus’ and the non-DOI facilities’ staffs.

Bureau	# of Bureau Facilities	# of Facilities Evaluated	# in "Good" Condition	# in "Fair" Condition	# in "Poor" Condition
BIA	89	83	60	20	3
BLM	3	3	3	0	0
USBR	8	8	6	2	0
BSEE	3	3	3	0	0
FWS	137	0	-	-	-
IACB	3	3	2	0	1
IM	1	1	0	1	0
NPS	1,469	1,469	1,018	296	155
OST	6	0	-	-	-
USGS	1	0	-	-	-
Total	1,720	1,570	1,092	319	159

**Table 3: Number of bureau facilities in “Good”, “Fair”, and “Poor” condition, by Bureau, in FY 2016.**

<sup>5</sup> A facility rated “Good” meets at least 70% of DOI Museum Facility Checklist standards. A facility with a “Fair” rating meets 50%-69% of the standards and a facility with a “Poor” rating meets less than 50% of the standards.

The BIA and NPS were the only bureaus that reported costs to correct deficiencies at their bureau facilities and for object conservation in FY 2016. As the last two columns in Chart D (Appendix 2) illustrate, the estimated total for both bureaus was over \$335 million, up from \$325 million in FY 2015. Although other bureaus did not submit costs to correct facility maintenance and object conservation needs, they indicated that such deficiencies existed. BIA, BLM, IACB, NPS, and Reclamation reported that additional resources were needed to operate and maintain their facilities so as to provide safe and secure public access to researchers and others. In order to justify such resources, it is critical to develop and maintain up-to-date lists of needed facilities improvements and object conservation needs, including all costs. Funding to address these deficiencies is much more likely to occur, once standardized, quantifiable data are developed—working in collaboration with facilities management staffs and using the Museum Checklist—and then reported at both the bureau and DOI levels.

Finally, one approach to ensure that DOI’s preservation requirements are met in a sustainable, cost-effective manner is consolidation of collections, another focus of the OIG. In FY 2016, six of the ten bureaus (BIA, BLM, Reclamation, FWS, IM, and NPS) housed portions of their collections in 17 multi-bureau repositories, one more than the 16 reported in FY 2015. By relocating collections from several sub-standard facilities into more appropriate facilities, substantial improvements and efficiencies may be realized that benefit the public. Resources targeted towards consolidation usually achieve significant improvements in environmental conditions, security, and fire safety, as well as efficiencies related to staffing, facility operations, and life-cycle costs. In turn, all of these improve accountability and returns on taxpayer-funded investments, while providing enhanced collections care. Consolidating collections into fewer non-DOI facilities has the potential for expanded research access to collections, especially research related to a larger region, ecosystem, or other comparative or relational criteria. Consolidating collections into fewer bureau facilities also may reduce the Federal real property inventory in compliance with OMB’s “Reduce the Footprint” initiative and result in improved accountability and compliance with DOI and bureau requirements.

## RESOURCES FOR MUSEUM COLLECTIONS MANAGEMENT

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***Public outreach, local impact, and accountability were enhanced in FY 2016 by an 18% increase in museum expenditures DOI-wide.***

The Department’s museum stewardship goals related to public outreach, local impact, and accountability are very difficult to achieve without adequate funding, staffing, and employee development. Suitable funding allows bureau units to maintain appropriate museum facilities and retain staff to manage the collections, which furthers accountability and economic impact in the local communities where the collections are housed. Staffing must be at a level to ensure the collection’s preservation and accessibility to the public, which varies depending upon the size of an individual unit’s collection, its use for exhibits, programs, and research, visitor numbers, and other conditions. The addition of internships benefit both American youth who experience collections management and handling DOI museum collections first hand and the bureaus by supplementing much needed assistance in daily collections care. Finally, training in the latest museum techniques and skills ensures that DOI’s collection are preserved, documented, and made access for use over the long term. All three of these areas experienced some positive growth in FY 2016 in comparison to FY 2015.

## Select Accomplishments Reported by Bureaus

- **BLM:**
  - The Anasazi Heritage Center conducted ICMS training for all unit museum staff.
  - The National Historic Oregon Trail Interpretive Center conducted training for eight staff and volunteers in conservation basics and building storage and exhibit mounts.
- **Reclamation** worked with the University of Wyoming to establish four temporary internship positions. The students moved, cleaned, and packed the Wyoming Area Office’s historical collection at the Pathfinder Dam Interpretive Center and the Mills Complex, in preparation for relocation within the newly rehabilitated Building 28 storage facility.
- **FWS’s** Alaska Region filled a three-year term Museum Technician position to provide curatorial support to units in the region, address backlog cataloging, conduct inventories, facilitate enhanced outreach to partners, and implement other needed collections management improvements region-wide.

## Departmental Findings

### Funding

Expenditures by the bureaus for museum collections management were 18% higher than in FY 2015 and 8% higher than in FY 2014 (Figure 13). The largest one year percentage increase was reported by BIA—its expenditures increased by 125% over the FY 2015 amount—in small part due to its success in receiving support for a number of projects through the DOI CSC Fund (see below and Appendix 3). Three other bureaus reported additional spending in support of museum management: Reclamation, up 2%; FWS, up 26%; and NPS, up 22%. At IACB, IM, and USGS, museum expenditures decreased by 7%, 28%, and 29%, respectively. Those of BSEE were unchanged.

Overall funding to non-DOI facilities declined by \$187,000 (down 9%) compared to FY 2015 (Figure 14). However, DOI funds, primarily through the CSC Fund, for collections activities in non-DOI facilities increased by \$25,000 (up 5%). Seventy-five non-DOI facilities (7% of the total) received funding from DOI and the bureaus—ranging from a few hundred dollars to several thousand, depending on the purpose (e.g., supplies or a project). Non-DOI facilities received the most bureau funding support from BLM, followed by Reclamation, BIA, and FWS.

For the third year in a row, the Department received \$1 million in appropriated funds from Congress for the DOI CSC Fund. As in previous years, PAM and the

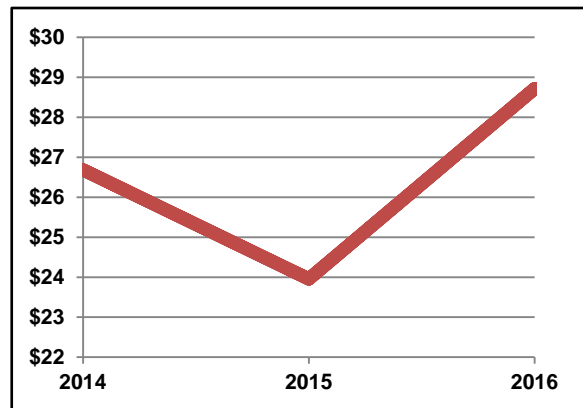


Figure 13: FY 2014 - FY 2016 museum expenditures, DOI-wide, in millions.

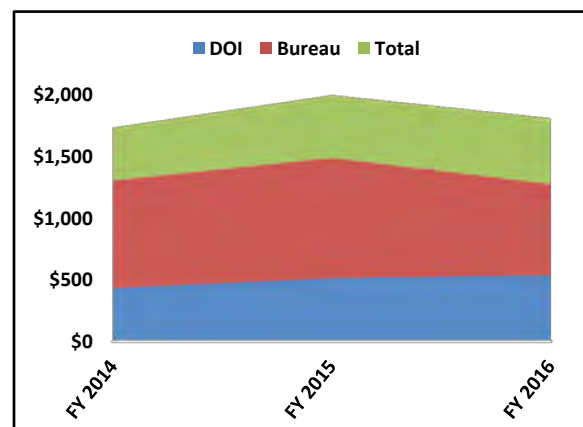


Figure 14: Aggregate DOI and bureau funding to non-DOI facilities, FY 2014 - FY 2016, in thousands.

Museum Property Executive Program Committee<sup>6</sup> (EPC) made the bulk of these funds available to support high priority bureau museum projects. Bureaus submitted project proposals, which were then reviewed according to program criteria and ranked by a review committee composed of staff from PAM and the bureaus. Of the 33 projects submitted, 19 were approved for funding by the EPC, for a total of \$741,000 (see Appendix 3). All of the approved projects addressed issues of accountability, public outreach, or collaboration; nearly half addressed two or more of these themes.

Seven of the FY 2014 DOI CSC Fund projects at non-DOI facilities were completed in FY 2016, as were six of the FY 2015 projects and one FY 2016 project. Completed projects primarily involved accountability of collections, such as the FWS initiative that cataloged and rehoused all its collections at the University of Wisconsin-Madison. Two projects that received considerable public attention were Reclamation's collaboration with the Idaho Museum of Natural History to scan the bureau's *Bison latifrons* specimen (Figure 15) and USGS's conservation needs assessment of its lunar training vehicle from the NASA Apollo Program (Figure 16). See Appendix 3 for the complete list of FY 2016 projects at non-DOI facilities.



**Figure 15: Reclamation partnered with the Idaho Museum of Natural History to produce 3D scans of the bureau's *Bison Latifrons*. Reclamation photo.**



**Figure 16: NASA Apollo Program Lunar Training Vehicle in the USGS museum collection. Photograph courtesy of Conservation Solutions, Incorporated.**

Despite the overall increase in expenditures, the bureaus reported the need for additional funding to achieve crucial preservation and public education initiatives, hiring additional staff, meeting employee training requirements, and mission-critical travel. The ongoing travel restrictions have created management obstacles, especially in regard to staff shared by more than one unit, travel to bureau and non-DOI facilities for accountability and preservation purposes, and travel to attend training.

### *Staffing*

There were 674 full time equivalent (FTE) and collateral duty museum positions DOI-wide in FY 2016 (Table 4). This was an increase of 58 positions (up 9%) compared to FY 2015; all of which were at NPS.

<sup>6</sup> The Department of the Interior Museum Property Executive Program Committee is a standing committee of bureau senior executives who provide oversight of the Department's museum collections and programs and the Interior Museum Property Committee. Its primary purpose is to direct, evaluate, and oversee Department-wide efforts to manage museum property within the context of the Department's goals and objectives for personal property management and cultural resources.

The other nine bureaus' staffing levels remained unchanged from the year before. Two especially noteworthy positions remained unfilled at BLM and FWS. BLM's National Curator position was vacant for the second straight year; the bureau plans to fill the position in FY 2017 as hiring authority allows. FWS's D.C. Booth Historic Fish Hatchery was without a full-time curator for a third straight year, although the unit received permission to fill this vacancy in FY 2017. FWS's Alaska Region filled a three-year term Museum Technician position, which allowed the region to realize significant advances in accountability (increases in both cataloging and inventories conducted and the elimination of three non-DOI facilities by consolidation), as well as increased outreach to the bureau's Tribal and non-federal partners on critical NAGPRA and other collections-related activities. These many achievements, affected by a single, newly hired individual, clearly illustrates the positive impact that even modest increases in museum staffing levels can produce; often at exponential levels of return.

	2014	2015	2016
BIA	3	3	3
BLM	5	4	4
BR	6	5	5
BSEE	2	2	2
FWS	3	3	3
IACB	5	5	5
IM	4	4	4
NPS	660	588	646
OST	1	1	1
USGS	1	1	1
Totals	690	616	674

Table 4: DOI museum staff, FY 2014 - FY 2016.

In addition to permanent and term positions, DOI and the bureaus continued to use internships to provide meaningful developmental opportunities for students and recent graduates seeking museum employment. Successful internships provide the intern with "on the job" experience and skills related to their chosen career and opportunities to learn about DOI collections, while also affording the bureaus much needed personnel to assist in all facets of museum work.

The bureaus and PAM continued to participate in the NPS-National Council for Preservation Education (NCPE) internship program in FY 2016 to provide museum internship opportunities throughout DOI and in local communities across the country. With approval from the EPC, PAM used \$130,000 from the DOI CSC Fund to support 14 internships for six bureaus (Figure 17). This resulted in a dramatically increased return on investment by augmenting DOI mission work and engaging and training youth for museum careers. Some of the interns' projects included exhibits and public outreach programs; improved accountability through cataloging and inventory; and rehousing to improve the storage of DOI collections. Four of the interns were stationed at non-DOI facilities in FY 2016: the Autry Museum of the American West, the University of Kansas, and the Prehistoric Museum at Utah State University Eastern. Funding was unavailable to support the other eight NCPE interns requested for non-DOI facilities, which illustrates the critical need for interns at locations across the United States.



Figure 17: NCPE Intern Kayla Leonard developed a special scavenger hunt tour for "Take Your Child to Work Day." IM photo.

Based upon the many important accomplishments of the bureaus' interns each year—most notably in accountability (e.g., cataloging, inventories, and preservation), outreach, education, and research (e.g., publications, exhibits, and assisting researchers); and local impact (e.g., collaboration with universities

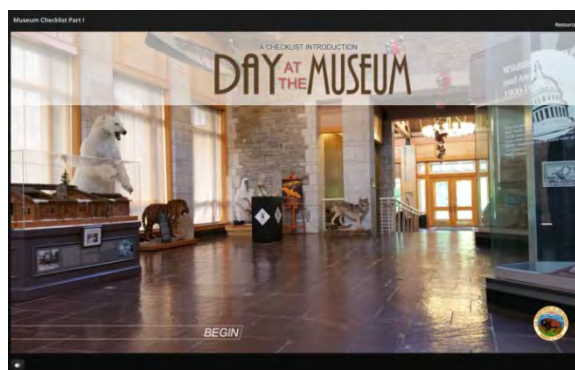
and non-DOI facilities)—DOI’s museum internship program has become a vital component of its overall collections management program.

### *Training*

Museum training for employee development is a critical investment in an effective, sustainable, and successful museum program. Such initiatives teach bureaus’ and partners’ staffs about essential, current information regarding accountability in accordance with DOI policies, procedures, and methods (e.g., cataloging, inventories, preservation, and emergency management); methods to enhance public outreach, education, and research (e.g., exhibit techniques, programming suggestions and recommended practices to facilitate increased scientific research use of the collection); and collaboration opportunities that have local impact. Training promotes collaboration, since the participants include both bureau and partner personnel; the instructors routinely include partner staff; and the training venues are often partners’ facilities for lectures, exercises, and tours. Participants attending these programs provide positive impacts on the local economy through their patronage of area hotels, restaurants, and other businesses. Moreover, the local repository hosting the training frequently benefits from the trainers’ expertise.

The Interior Museum Program coordinated and produced two classroom-based and three DOI Learn courses in FY 2016. “Managing Museum Property” and “Curating Natural History Collections” were held in Salt Lake City. Twenty-five bureau staff, two Tribal staff, and eight staff from non-DOI partner facilities attended these week-long courses. Most of the sessions were conducted at BLM’s Utah State Office but several were held at the Natural History Museum of Utah, an important, long-term DOI partner.

Online courses are another way that DOI and the bureaus have addressed budget and travel challenges to accomplish the DOI mission. The online course “DOI Museum Checklist, Part 1” (Figure 18), was finalized in FY 2016 as were two ICMS courses: “Inventory in ICMS” and “ICMS Reports.” In total, almost 600 students completed at least one of the 14 DOI Learn online museum training courses in FY 2016, an 88% increase over FY 2015.



**Figure 18: DOI Museum Checklist, Part 1, in DOI Learn provides an introduction to the Museum Checklist.**



## CONCLUSION

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The Department and the bureaus have leveraged their funding, personnel, and other strategic assets to establish and implement progressive programs that best support cultural and natural resources DOI-wide. These include advances in the documentation of museum collections and enhancements to the facilities that house and preserve those collections. The creation of effective training and employee development programs, combined with valuable internships for American youth nationwide, are furthering such efforts. In the spirit of both service and partnership, DOI and the bureaus continue to maximize their collaboration with universities, museums, and other diverse organizations to increase public engagement, participation, and satisfaction. Challenges remain, requiring continued action, but a sense of shared stewardship amongst all stakeholders will promote sustained progress in the successful management of DOI's museum collections.

## APPENDIX 1: STANDARDS AND REFERENCES

**Table 1: Office of Inspector General Recommendations issued in FY 2010**

1. Develop and implement a policy that provides for greater Department-level oversight of bureau museum programs to ensure that they comply with Departmental Manual requirements.
2. Revise 411 DM to require that bureaus comply with procedures established in the Museum Property Handbook, Volume II.
3. Develop and implement a comprehensive plan to be used by all bureaus to eliminate accessioning and cataloging backlogs so that all museum collections can be properly identified, tracked, and accounted for. The plan should identify the necessary resources, should consider some type of prioritization for more valuable objects, and address missing items.
4. Ensure that the Scope of Collection Statement of every site is reviewed and updated at least every five years, as required by 411 DM.
5. Ensure that the required annual physical inventories are conducted at all DOI facilities that have museum collections and that appropriate steps are taken to address missing items.
6. Complete Department-wide implementation of ICMS to ensure uniform recordkeeping.
7. Reduce the number of facilities managing collections by consolidating collections at larger curation centers.
8. Pursue additional partnerships with interested organizations, such as universities, foundations, and other special interest groups, to aid in managing museum collections.
9. Increase effectiveness of control over museum collections held at non-DOI facilities by: (a) identifying all organizations that hold DOI collections; (b) identifying all objects held by those organizations; and (c) ensuring that annual physical inventories are conducted.
10. Issue a policy that clarifies the roles and responsibilities of the Division of Environmental and Cultural Resource Management and the Division of Property in the management of museum collections. (This recommendation was directed to the Assistant Secretary – Indian Affairs and was promptly closed.)
11. Revise 411 DM to require bureaus comply with the preservation and protection procedures established in Volume I of the Museum Property Handbook.
12. Increase effectiveness of protection of collections held at DOI and non-DOI facilities by ensuring that annual physical inventories, which clearly identify the condition of museum property held, are conducted as required.
13. Direct all sites that have DOI property complete the comprehensive checklist included in 411 DM.

**Table 2: Commonly Used Acronyms**

<b>Acronym</b>	<b>Meaning</b>
<b>36 CFR 79</b>	Code of Federal Regulations, Title 36, Part 79, <i>Curation of Federally-Owned and Administered Archeological Collections</i>
<b>411 DM</b>	Departmental Manual, Part 411
<b>DOI</b>	Department of the Interior
<b>EPC</b>	Museum Property Executive Program Committee
<b>FTE</b>	Full Time Equivalent
<b>FY</b>	Fiscal Year
<b>ICMS</b>	Interior Collection Management System
<b>IMPC</b>	Interior Museum Property Committee
<b>MOA</b>	Memorandum of Agreement
<b>MOU</b>	Memorandum of Understanding
<b>NAGPRA</b>	Native American Graves Protection and Repatriation Act
<b>OIG</b>	Office of Inspector General
<b>PAM</b>	Office of Acquisition and Property Management
<b>SOCS</b>	Scope of Collection Statement

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## APPENDIX 2: CHARTS

**Chart A: FY 2016 Museum Data**

<b>Resources - Total funds expended by Bureau to manage museum property in FY2016 = \$27,629,782</b>									
<b>Resources - Total FTE used by Bureau to manage museum property in FY2016 = 669 FTE</b>									
<b>Number of Bureau/Office Units Managing Museum Property: 665</b>									
Discipline	Number of Objects in Bureau Facilities			Number of Objects in Non-Bureau Facilities			Total Number of Bureau/Office Objects		
	# Objects	# Cubic feet	# Linear feet	# Objects	# Cubic feet	# Linear feet	# Objects	# Cubic feet	# Linear feet
Archeology	44,630,835	80	0	18,821,472	18,029	0	63,452,307	18,109	0
Archives	127,730,531	0	2,542	4,124,713	0	450	131,855,244	0	2,992
Art	102,137	0	0	1,648	0	0	103,785	0	0
Biology	2,102,218	0	0	1,293,618	0	0	3,395,836	0	0
Ethnography	31,322	0	0	2,981	0	0	34,303	0	0
Geology	68,032	0	0	13,065	0	0	81,097	0	0
History	3,461,605	0	0	10,348	360	0	3,471,953	360	0
Paleontology	364,248	0	0	1,151,162	105	0	1,515,410	105	0
<b>TOTAL NUMBER OF OBJECTS</b>	<b>178,490,928</b>	<b>80</b>	<b>2,542</b>	<b>25,419,007</b>	<b>18,944</b>	<b>450</b>	<b>203,909,935</b>	<b>18,574</b>	<b>2,992</b>

**Chart B: FY 2016 Status of Cataloging and Condition of Cataloged Bureau/Office Museum Collections**

Bureaus and Offices	Estimated Total Collection Size in FY 2015			Estimated Total Collection Size in FY 2016			Total Number of Bureau Items Cataloged		Number of Cataloged Items with Item-level Condition Data	Percent of Cataloged Items in Good, Fair, and Poor Condition		
	# Objects	# Cubic ft.	# Linear ft.	# Objects	# Cubic ft.	# Linear ft.	In ICMS	Not in ICMS		Good	Fair	Poor
Bureau of Indian Affairs	3,641,525	6,666	410	3,735,988	6,585	450	445,333	1,984,442	485,448	87%	12%	1%
Bureau of Land Management	10,620,672	5,456	2,529	11,824,242	5,868	2541.5	2,593,499	4,871,636	3,172,867	93%	6%	1%
Bureau of Reclamation	8,101,322	0	0	8,741,688	6,086	0	3,308,119	2,699,483	2,917,438	75%	24%	1%
Bureau of Safety and Environmental Enforcement	53	0	0	53	0	0	53	0	53	100%	0%	0%
Fish and Wildlife Service	4,457,337	0	0	4,473,336	0	0	356,000	546,599	356,000			
National Park Service	167,931,380	0	0	175,059,641	0	0	124,834,347	0	124,627,696	74%	23%	3%
U.S. Geological Survey	52,130	0	0	55,655	0	0	55,655	0	3,781	92%	8%	0%
DOI Museum	7,980	0	0	8,127	0	0	8,127	0	8,127	67%	29%	4%
Indian Arts and Crafts Board	11,085	0	0	11,085	0	0	11,000	85	11,000	85%	15%	0%
Office of Special Trustee for American Indians	120	0	0	120	0	0	0	120	120	98%	0%	2%
<b>Departmental Totals</b>	<b>194,823,604</b>	<b>12,122</b>	<b>2,939</b>	<b>203,909,935</b>	<b>18,539</b>	<b>2,992</b>	<b>131,612,133</b>	<b>10,102,365</b>	<b>131,582,530</b>	<b>86%</b>	<b>12%</b>	<b>2%</b>

**Chart C: FY 2016 Additions and Withdrawals to Museum Collections, by Discipline and FY 2016 Bureau Object Totals, by Discipline**

	Archeology			Archives		Art	Biology	Ethnography	Geology	History		Paleontology		TOTALS			
	# Objects	# Lots	# Cubic Ft.	# Objects	# Linear Ft.	# Objects	# Objects	# Objects	# Objects	# Objects	# Cubic Ft.	# Objects	# Cubic Ft.	# Objects	# Lots	# Cubic Ft.	# Linear Ft.
<b>2015 TOTALS</b>	58,946,237	46,181	11,762	127,531,261	2,939	102,059	3,338,517	34,119	78,986	3,311,239	360	1,481,186	0	194,823,604	46,181	12,122	2,939
<b>2016 Additions</b>	4,570,105	5,714	6,393	4,374,684	53	1,835	57,583	241	2,320	164,368	0	34,449	105	9,205,585	5,714	6,498	53
<b>2016 Withdrawals</b>	64,035	0	81	50,701	0	109	264	57	209	3,654	0	225	0	119,254	0	81	0
<b>Bureaus</b>																	
<b>BIA</b>	1,665,245	51,895	6,225	2,063,576	450	3,444	0	2,002	0	1,721	360	0	0	3,735,988	51,895	6,585	450
<b>BLM</b>	10,936,685		5,868	0	2,542	0	0	102	0	48,489		838,966		11,824,242	0	5,868	2,542
<b>BR</b>	7,143,222		5,981	1,568,576		243	0	4	42	3,442		26,159	105	8,741,688	0	6,086	0
<b>BSEE</b>	0			10		9	0	1	31	2		0		53	0	0	0
<b>FWS</b>	2,922,722			1,406,623		635	8,444	13	0	119,513		15,386		4,473,336	0	0	0
<b>NPS</b>	40,784,398			126,816,459		95,096	3,332,948	21,374	80,527	3,293,951		634,888		175,059,641	0	0	0
<b>USGS</b>	0			0		76	54,330	1	0	1,248		0		55,655	0	0	0
<b>IACB</b>	0			0		2,885	0	8,200	0	0		0		11,085	0	0	0
<b>IM</b>	35			0		1,277	114	2,606	497	3,587		11		8,127	0	0	0
<b>OST</b>	0			0		120	0	0	0	0		0		120	0	0	0
<b>2016 TOTALS</b>	<b>63,452,307</b>	<b>51,895</b>	<b>18,074</b>	<b>131,855,244</b>	<b>2,992</b>	<b>103,785</b>	<b>3,395,836</b>	<b>34,303</b>	<b>81,097</b>	<b>3,471,953</b>	<b>360</b>	<b>1,515,410</b>	<b>105</b>	<b>203,909,935</b>	<b>51,895</b>	<b>18,539</b>	<b>2,992</b>

**Chart D: FY 2016 Condition at Facilities Housing Bureau Collections**

Bureaus and Offices	Facilities housing bureau museum collections	Total Number of Facilities	Total Number of Facilities Evaluated	Condition of Collections Based on the % of Departmental Standards Met by the Facilities Evaluated			Total Number of Facilities Evaluated >5 years ago	Total Number of Facilities Not Evaluated	Deferred Maintenance of:	
				# Good (Meet > 70%)	# Fair (Meet 50 - 69%)	# Poor (Meet < 50%)			Facilities Housing Collections	Collections
Bureau of Indian Affairs	<b>BIA facilities</b>	<b>89</b>	<b>83</b>	<b>60</b>	<b>20</b>	<b>3</b>	<b>6</b>	<b>25</b>	<b>\$1,278,404</b>	
	Non-bureau facilities	70	64	59	3	2	6			
Bureau of Land Management	<b>BLM facilities</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		
	Non-bureau facilities	158	137	130	4	3	58	21		
Bureau of Reclamation	<b>BR facilities</b>	<b>8</b>	<b>8</b>	<b>6</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>		
	Non-bureau facilities	64	57	56	1	0	1	7		
Bureau of Safety and Environmental Enforcement	<b>BSEE facilities</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		
	Non-bureau facilities	0	0	0	0	0	0	0		
Fish and Wildlife Service	<b>FWS facilities</b>	<b>137</b>								
	Non-bureau facilities	133								
National Park Service	<b>NPS facilities</b>	<b>1,469</b>	<b>1,469</b>	<b>1,018</b>	<b>296</b>	<b>155</b>	<b>283</b>	<b>0</b>	<b>\$330,749,985</b>	<b>\$2,508,017</b>
	Non-bureau facilities	789	0	0	0	0	0	789		
U.S. Geological Survey	<b>USGS facilities</b>	<b>1</b>	<b>0</b>				<b>1</b>	<b>1</b>		
	Non-bureau facilities	2	0				1	2		
Indian Arts and Crafts Board	<b>IACB facilities</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>1</b>			
	Non-bureau facilities	0	0	0	0	0	0	0		
Interior Museum	<b>IM facilities</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>		
	Non-bureau facilities	4	1	1	0	0	0	3		
Office of the Special Trustee	<b>OST facilities</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		
	Non-bureau facilities	0								
<b>Departmental Totals</b>	<b>Bureau facilities</b>	<b>1,720</b>	<b>1,576</b>	<b>1098</b>	<b>319</b>	<b>159</b>	<b>292</b>	<b>26</b>	<b>\$332,028,389</b>	<b>\$2,508,017</b>
	Non-bureau facilities	<b>1,220</b>	<b>259</b>	<b>246</b>	<b>8</b>	<b>5</b>	<b>66</b>	<b>822</b>	<b>\$0</b>	<b>\$0</b>



## APPENDIX 3: FY 2016 BUREAU PROJECTS SUPPORTED WITH DOI CULTURAL AND SCIENTIFIC COLLECTIONS FUNDING

FY16 Project Title	Bureau	Amount Awarded
NAGPRA Compliance Work, Cataloging, Inventorying, and Rehousing BIA Collections Housed at the Autry Museum	BIA	\$47,160
NAGPRA Compliance Work, Cataloging, Inventorying, and Rehousing BIA Collections Housed at the Museum of Northern Arizona	BIA	\$50,000
NAGPRA Compliance Work, Cataloging, Inventorying, and Rehousing BIA Collections Housed at the Museum of Indian Arts & Culture	BIA	\$49,940
NAGPRA Compliance Work, Cataloging, Inventorying, and Rehousing BIA Collections Housed at the Western Archeological and Conservation Center	BIA	\$44,660
Cataloging, Inventorying, and Rehousing BIA Collections Housed at the Nebraska State Historical Society	BIA	\$25,550
Cataloging, Inventorying, and Rehousing BIA Collections Housed at the University of Kansas Natural History Museum	BIA	\$49,820
Upgrade Storage Fixtures at the BLM National Historic Oregon Trail Interpretive Center	BLM	\$4,635
Curation, care and access facilitation of a unique Upper Jurassic dinosaur assemblage from a BLM quarry site in south-central Montana	BLM	\$49,920
Digitization and Conservation of BLM-Colorado and BLM-Wyoming Vertebrate Fossils Housed in the University of Colorado Museum's Fossil Vertebrate Collection	BLM	\$49,965
Federal Collections Center and Learning Lab	BLM	\$50,000
Housing, Preparation and Curation of DOI Collections at the Museum of the Rockies	BLM	\$49,700
Begin Inventory, cataloging and photographing Jupiter Lighthouse collection at Florida Atlantic University	BLM	\$41,500
Cerberus Collections Interpretive Plan Partnership	BLM	\$28,920
Dissemination of American Falls Reservoir <i>Bison latifrons</i> Specimen 3D Scanning Data	BOR	\$50,000
Indian Arts and Crafts Traveling Exhibit	IACB	\$5,700
Rehabilitating All USFWS Region 3 Archaeological Collections at the University of Wisconsin, Madison, Part 2	FWS	\$48,850
Mobile Museum Shelving Upgrade at DeSoto National Wildlife Refuge	FWS	\$18,420
Bringing Region 7 Archaeological Collections into Compliance with NAGPRA and Conducting Inventories of Museum Property Stored at Federal and Non-Federal Repositories	FWS	\$26,210
Barcoding USGS Frozen Tissue Collection	USGS	\$50,000
<b>Total:</b>		<b>\$740,950</b>



As the nation's principal conservation agency, the Department of the Interior has responsibility for most of our nationally owned public lands and natural resources. This includes fostering sound use of our land and water resources; protecting our fish, wildlife, and biological diversity; preserving the environmental and cultural values of our national parks and historic places; and providing for the enjoyment of life through outdoor recreation. The Department assesses our energy and mineral resources and works to ensure that their development is in the best interests of all our people by encouraging stewardship and citizen participation in their care. The Department also has a major responsibility for American Indian reservation communities and for people who live in island territories under U.S. administration.