



## Native American / Native Hawaiian Museum Services

Sample Application MN-251601-OMS-22

### Confederated Salish and Kootenai Tribes

|                         |          |
|-------------------------|----------|
| Amount awarded by IMLS: | \$86,063 |
| Amount of cost share:   | \$0      |

Three Chiefs Culture Center of the Confederated Salish and Kootenai Tribes will restore and rehouse artifacts damaged by an arson fire in 2020. The project will fund object conservation, environmental improvements, and firesafe storage for the collection. A conservator and an appraiser will assist staff in the restoration and preservation of damaged cultural resources of the Bitterroot Salish, Upper Pend d'Oreille, and Kootenai people. Staff will update the collections management policy, participate in database training, digitize records and collection materials, transfer video and digital media, conduct appraisals, and complete the cataloging of records. This project will enhance the Tribe's ability to care for its collections, benefitting both Tribal and non-tribal communities.

Attached are the following components excerpted from the original application.

- Narrative
- Schedule of Completion
- Performance Measurement Plan

When preparing an application for the next deadline, be sure to follow the instructions in the current Notice of Funding Opportunity for the grant program and project category to which you are applying.

## Proposal Narrative

### **Project Justification**

**Need, Problem, or Challenge:** Three Chiefs Culture Center (TCCC), the Confederated Salish and Kootenai Tribes (CSKT) Tribal leadership, and professional conservator Nancy Fonicello identified a critical need to “Rebuild the Museum’s Collections Management Program” in order to protect and preserve remaining, and incoming collections/inventory. The center’s budget allows for one curation technician position that is responsible for the care of all holdings (artifacts), planning and implementing programs in collections management, exhibit production, and cultural education under the immediate supervision of the TCCC Director (Marie Torosian) and general supervision of the Tribal Education Department Head (Michelle Mitchell). The tasks in the curation technicians general description of work, include; supervising collections management, curation, conservation, accessioning, cataloging, documenting, preventative care, maintenance, proper storage, manage loans, lead planning and installation of all exhibits, develops cost analysis, developing educational program related to exhibits, works with tribal elders and culture committees, grant proposals for collections survey/acquisition/management, assists with cultural education presentation as needed, develops budget for curation/museum needs, supervises interns and volunteers, maintain yearly inventory of collections, monthly reports, and performs other tasks as assigned by the Center Director and Tribal Education Department Head.

In September 2020 the People’s Center (now known as Three Chiefs Culture Center) was lost in a fire caused by arson. The building itself was insured and the tribes will eventually rebuild the center but unfortunately a large portion of the museum’s collections were lost and an exact count of what was lost is unknown. The lost artifacts provide a connection to the past and cannot be replaced. The fire, fortunately, didn’t destroy everything inside and spared the front portions of the center which included the foyer, education room, and museum display rooms. The contents in these rooms were saved but did sustain considerable smoke and water damage. The repository and the collections that remained in it were almost completely lost, but hundreds of artifacts. Paintings, beadwork and stone tools held in the repository were recovered and are under restoration efforts. The surviving collections, since the fire, have been accounted for and are either with professional conservators, in storage at: Kicking Horse Job Corps or at Ninepipes Museum; or have been returned to TCCC after being cared for by professional conservators. The recovery of approximately 206 objects along with 35 large photos, paintings, and an undetermined number of photos and videos were recovered from the fire which the center’s staff and professional conservators are working to restore and preserve.

Professional conservators working on inventory include; Joe Abbrasia, an artist out of Kalispell, is helping with the paintings. Jennifer McGlinchy-Sexton, a paper and photograph preservationist, is helping with damaged images. Nancy Fonicello, serving as the lead conservator, is the founder of Ancient Artways, which specializes in the preservation of ethnographic art objects.

A challenge the center faces is there is only one position to focus on curation needs and since the fire there is much more work that is needed. The work includes updating the collections management policy, securing adequate fire proof storage and archival supplies for inventory at Kicking Horse Job Corps and TCCC transferring all information into the museums Past Perfect software, digitization, video transfer, collections appraisal, and photographing the entire inventory. In order to successfully complete the tasks the center would like to hire a Project Director with grant funds.

Another problem that the fire created is inadequate storage and archival supplies to properly store inventory returning from the professional conservators. As of now the center has 3 main storage locations, which are: Three Chiefs location, Ninepipes Museum, and a building at the CSKTs Kicking Horse Job Corps

Three Chiefs Culture Center

complex that will be renovated for the centers use but storage locations need more fire proof storage units, archival supplies in order to sufficiently care for the collections.

TCCC is proposing a 12-month project to address the “Rebuilding the Collections Management Program”. This will allow for 1 position to solely focus on the work and task associated with the project.

**Target Group:** The target group for the proposed project is the TCCC staff who has been working on, and with, the collections and see a dire need to get the collections management program up to date. The curation technician position will be most immediately and positively affected by the project because it allows for a complete transformation of TCCC collections management. Not only does this affect the curation technicians but also those who have inventory in the museum’s collections by allowing for adequate data and information to be collected sufficiently and directly.

**Goal/Objectives:** The proposed project to “Rebuild the Museum’s Collection Management Program” aligns with Goal 3: Advance the management and care of Native American collections and their associated documentation. Objectives 3.1, 3.2, 3.3 coincide with the proposed projects tasks. The tasks include the continuation of cataloging, inventorying, and registration of not only the remaining collections that survived the fire, but also registering incoming collections and new artifacts. In addition, the project supports conservation and environmental improvement by obtaining adequate and fire proof storage and archival supplies for returning items from conservation. Furthermore, the project immensely supports database management, digital asset management, and digitization by allowing for formal/appropriate work and training to be done on the museums Past Perfect software, video transfer, and proper digitization of photographs, documents, and newspaper clippings. The project will also allow for a complete inventory appraisal of remaining and new inventory. Along with this work to be complete the Project Coordinator will also be vital to the efforts of accessioning, cataloging, and documenting inventory. Overall, the project will greatly help the center advance the management and care of the existing and incoming collections but strengthening and updating the collections management program.

The proposed project will strengthen TCCC museum services by creating a new collection management program in order to properly and adequately manage and care for the collections (inventory). This strengthens the staff’s ability to sufficiently store, collect data, and mange records in a more efficient process. By strengthening the care and management of the museum’s collections this not only impacts the staff but also the tribal community and non-tribal community (**beneficiaries**) because the museum is an educational institution used by all community members where they can come to learn about the history and lifeways of the Bitterroot Salish, Upper Pend d’Oreille, and Kootenai people.

Involved in project planning as included curation technician Virginia Morigeau, TCCC Director Marie Torosian, and professional conservator Nancy Fonicello.

### **Project Work Plan**

**Sequence of Activities:** The proposed projects activities will be carried out over a 12-month time frame and includes:

1. Hiring Project Director Virginia Morigeau
2. Create Gantt Chart
3. Meeting with tribal council and tribal elders to inform them of project start/end and work to be done
4. Press Release
5. Consultation meetings with professional Conservator Nancy Fonicello
6. Purchasing Supplies
7. Update Collections Management Policy
8. Past Perfect Training; for Project Coordinator and TCCC Staff

9. Put in place adequate fire proof storage and archival supplies for collections
10. Digitization; photographs, documents, and newspaper clippings
11. Video Transfer to digital (accessible) media/format
12. Photograph entire inventory
13. Oversee professional inventory appraisal
14. Make sure entire inventory is reaccessioned and cataloged
15. Document Progress
16. Evaluation and Reports (Bi-Weekly/Quarterly/End of Project)
17. IMLS Meeting.

A Gantt chart is an important tool, bar chart, that illustrates a project's schedule utilized in project management in order to show and track tasks/activities. Overall the tool assists in the planning and scheduling of projects.

**Proposed Activities:** The CSKTs collection/inventory is housed and maintained by TCCC. The main objective of the proposed project is to Rebuild the Centers Collections Management Program so that is up to date and adequately constructed.

The goal of the project is to rebuild the collections management program by updating the collections management policy, digitization; photos/documents/newspaper clippings, video transfer to digital format, put in place proper storage and archival supplies for retuning objects, complete inventory data base management (PastePerfect), train additional staff on the museum's new software (PastPerfect), complete reaccessioning and cataloging of inventory, and to have the inventory professionally appraised.

The project to Rebuild the Museum's Collections Management Program is important because as of now there isn't adequate storage, and there's a lack of curation staff to undertake the large project solely on their own while also doing the workload associated with the work duties for the 1 curation technician position.

An ongoing bi-weekly evaluation will be a part of the work plan to assure tasks are complete in a timely matter. Along with monthly TCCC staff meetings/evaluations, quarter project meetings and evaluations will be held with professional conservator Nancy Fonicello CSKTs Education Department Head (Michelle Mitchell) to ensure project progress and goals are being met. The Project Director will work out of TCCC and the Kicking Horse Job Corps storage location to complete project tasks.

The project will start on July 1, 2022 and end June 2023. The notification of a successful grant award will begin the administrative approvals and hiring process to be ready for the Project start date. The grant funding will allow TCCC to hire a full-time 40 hour/week (2080 hours total) Project Director who will perform the majority of the work associated with the project.

TCCC will meet with tribal leadership in July 2022 to announce the project start. In June 2023 TCCC will meet with the leadership again to celebrate the project's completion and give final reports and evaluation. Over the course of the project the Project Director and TCCC Director Marie Torosian will conduct monthly progress meetings to ensure the project is meeting deliverables and completing reports along with monitoring the budget. Quarterly reports and meetings will take place September 2022, December 2022, March 2023, and June 2023. Project Coordinator will also attend the mandatory IMLS meeting. Professional conservator consultations with Nancy Fonicello will take place beginning of each month in July 2022, October 2022, January 2023, and April 2023.

**Expected Risks:** TCCC has developed a contingency plan to address expected risks that may occur to the proposed project. The plan is designed to minimize interruptions towards implementation the proposed project.

- **Expected Risk:** Digitization process falls behind schedule.  
**Contingency Plan:** Train intern and curation technician to help with digitization tasks.
- **Expected Risk:** External Hard drives malfunction or crash.  
**Contingency Plan:** Utilize the shared drive and save work daily, monthly check-ins with IT Department to ensure work is being backed up. Everything will be backed up to the Cloud and in the form of a shared drive that can be accessed through the Tribes IT Department.
- **Expected Risk:** Project Coordinator doesn't fulfil 12-month project obligations.  
**Contingency Plan:** Make sure Curation Technician knows how to fulfil project duties/tasks.
- **Expected Risk:** Another fire or further damage to existing inventory.  
**Contingency Plan:** Properly get all inventory stored ASAP, make this task a priority.

**Project Management:** The CSKTs museum collection/inventory is housed and maintained at TCCC which is under the supervision of the tribes Education Department. TCCC Director Marie Torosian gives updates and quarterly reports to the Education Department Head Michelle Mitchell. TCCC curation technicians are supervised and directed by the center director. The Project will be managed by a Project Director, the position will be funded with grant funds.

Virginia Morigeau is the proposed Project Director who will implement and manage the project. Morigeau has an undergraduate degree in Tribal Historic Preservation, and a graduate degree in Tribal Administration and Governance. During her time at TCCC she has started the process of utilizing PastPerfect, started cataloging and re-accession the entire inventory, and has worked in cleaning damaged artifacts under the direction of professional conservator Nancy Fonicello. Morigeau will ensure project goals, objectives, and activities are attained in a timely manner utilizing a Gantt Chart model to perform the tasks/activities at hand.

Curation Technicians; Virginia Morigeau and Geri Hewankorn, TCCC Director Marie Torosian, and professional conservator Nancy Fonicello are the identified staff, and consultant carry the experience and skills necessary to successfully complete the proposed work (tasks/activities).

**Resources to Carry Out Activities:** TCCC has the resources to carry out some of the activities but will need to purchase new equipment for many of the activities, such as: flatbed scanner, digital camera, PastPerfect training CDs, fire proof storage, archival storage materials, video transfer equipment, contract professional appraiser, and 4 books to aid in the collections management policy update. TCCC will be responsible for any other finances that may arise.

The CSKTs and TCCC will be responsible for any other financial, personnel, and other resources that may arise during the project.

**Tracking Progress:** The Project Coordinator will monitor the work plan and timeline using a Gantt Chart. This will ensure goals and tasks are met in order to show and track progress over time. TCCC Director Marie Torosian and Project Director Virginia Morigeau will track the inventory digitized, photographed, and input into PastPerfect using the centers shared drive. Bi-Weekly meetings with the Centers staff will take place in order to make certain task/goals/objective/activities are being met. Quarterly reports and results will be documented and communicated with all involved parties. **Sharing Project Results:** TCCC will share results with the CSKTs tribal council, tribal elders, and the tribal community via meetings, reports, evaluations, and press releases.

## **Project Results**

TCCC proposed “Rebuild Collections Management Projects” intended results is to update the current collection management policy, put in place more fire safe storage units, digitization, video transfer, photograph inventory, and a professional appraisal of inventory is needed in order to strengthen the museum collections stewardship and access which directly supports collections care, conservation, and management.

By advancing the work in the area of digitization, cataloging, video transfer, photographing, appraisals, and obtaining additional fire proof storage units is vital to the tribes’ collections and benefits the tribal and non-tribal communities.

**Intended results include, but are not limited to:** Updated Collections Management Policy, placing the entire inventory onto the computer software PastPerfect which allows retrieval of information from outside the center in a shared drive with the tribes IT Department, putting in place additional fire proof storage units at Three Chiefs Culture Center and the Kicking Horse Job Corps storage, digitization of all original documents/photos/newspaper clippings, video transfer, photographing inventory, and an up to date appraisal of inventory.

**Changes Resulting from the Project:** Throughout the 12-month project TCCC will see an updated collections management policy, accurate count/inventory of what remains since the 2020 fire, digitization of necessary records, up-to-date inventory appraisals, and all inventory will be put onto a shared drive using the museum software PastPerfect which will prevent a loss of any more information. Overall the work strengthens and enhances the collections management and benefits the museums work and the Curation Technicians position. It will allow for a position (Project Director) to solely focus on rebuilding the collections management while also utilizing computer software which wasn’t in place prior to the 2020 fire. This aids in an accurate data collection for the inventory and is stored in a backup system.

Grant funds are beneficial to the museum’s collections management and gives the center another position that will help with the completion of safely transferring data, digitization, cataloging, and video transferring over a 12-month time frame, allowing the Project Coordinator to properly and securely complete each task while also maintain proper reports and evaluations.



## Performance Measurement Plan

Three Chiefs Culture Center: Rebuild Collections Management Project

### Performance Measure

**Effectiveness:** The activities that contribute to achieving the intended results of rebuilding the museum's collections management include; hiring a project director, consultation meetings with a professional conservator, purchasing supplies, updating the collections management policy, PastPerfect training, digitization, video transfer, photograph inventory, complete reaccessioning and cataloging entire inventory, and evaluations and reports.

- Quarterly throughout the project a report will be made by the Project Director that compares the number of returned objects against the total inventory and documentation will be included for each item along with condition/treatment reports.
- At the end of the project year the lead professional conservator will present results of what objects have been cleaned and what, if any, or still out for treatment. Throughout the project the conservator will also present ongoing observations-based on evaluation in order to compare them against the projects intended results.
- Monthly the Project Director and Project Supervisor will meet to track progress of how far along care for the collections has come and the director will create a report on progress tracked.
- At the end of the project there will be a complete count of recovered inventory listing the condition they are it to be included in a final report.

**Efficiency:** The resources proposed will be used and costs are minimized while generating maximum value for the target group because the group will use a multitude of resources already available and obtained while also using staff already employed at Three Chiefs Culture Center.

- Quarterly the museum will assess expenditures for program supplies and project cost to evaluate and make sure funds are being spent on the correct supplies needed to complete tasks/activities.
- Two times throughout the project, the museum will calculate intern hours to be included in the final report along with tasks/activities they were involved in.
- Throughout the project, the museum will keep track of work done by TCCC staff to include in final report for the project.
- Monthly the project director will make a report on additional supplies purchased by TCCC to track and to be included in the final report.

**Quality:** The activities will meet the requirements and expectation of the target group by allowing more focus to be put on exhibit production and creation, along with other aspects of the curation technician position that doesn't involve the 2020 fire or rebuilding the museum's collections management program.

Near the end of the project, the project director will conduct simple tasks to be completed on PastPerfect for TCCC staff to evaluate knowledge on the program and to make adjustments as needed to do additional training.

- Two-times throughout the project the director will administer a survey/questioner to TCCC staff and the professional conservator about the collection's management program and its evolution to be included in a final evaluation.
- Survey/Questionnaire will be done at the beginning of the project with TCCC staff and conservator to gather suggestions/ideas as to what should go into the new collections management program to make it more efficient.

**Timeliness:** Each task/activity will be completed within the proposed timeframe by utilizing a Gantt Chart which is an important tool for project management that allows the director to track task/activities.

- Monthly the Project Director and supervisor will meet and assess timeline in the Gantt chart to make sure activities are moving forward in the proposed timeframe so the project doesn't fall behind schedule.
- At the beginning and the end of the project staff will meet with CSKT Tribal Council and Tribal Elders to update progress and share reports/evaluation/milestones.