



## **Museums for America**

**Sample Application MA-30-16-0301-16**  
**Project Category: Collections Stewardship**  
**Funding Level: \$25,001-\$150,000**

### **Chicago History Museum**

Amount awarded by IMLS:	\$59,491
Amount of cost share:	\$65,175

Attached are the following components excerpted from the original application.

- Abstract
- Narrative
- Schedule of Completion

Please note that the instructions for preparing narratives for FY2017 applications differ from those that guided the preparation of previous applications. Be sure to use the narrative instructions in the FY2017 Notice of Funding Opportunity for the grant program and project category to which you are applying.

The Chicago History Museum (CHM) seeks funding to **digitize and upgrade the storage of its historically significant yet rapidly deteriorating cellulose nitrate negatives**. The goal of the proposed project is to implement urgently needed steps to arrest the degradation of the museum's nitrate holdings while also improving CHM's overall physical, intellectual, and administrative control over these materials. The purpose of the project will be to ensure the **long-term preservation and improved management** of the nitrate collections in fulfillment of CHM's collection stewardship responsibilities – an outcome that will increase the museum's ability to serve its public in the immediate future and for generations to come.

Containing over 35,000 negatives in more than 70 individual collections, CHM's nitrate holdings document Chicago and its neighboring communities, as well as select people, places, and moments in American history, from the 1890s through the 1950s. Important subjects documented by these holdings include Chicago's steel and railroad industries, social service agencies, and built environment; the 1893 World's Columbian Exposition and 1933-34 A Century of Progress International Exposition; Chicago neighborhoods including Pilsen, Lincoln Park, the Loop, and the Near West Side including Maxwell Street; the 1919 Chicago Race Riot and Republic Steel Strike of 1937; and a broad range of other newsworthy topics, people, and events represented in the *Chicago Daily News* photographic archive. The vast majority of these materials do not exist in any other format.

Nitrate negatives pose a unique preservation challenge as they are inherently unstable, degrade under normal storage conditions, and are a known fire hazard if stored incorrectly. Chemical deterioration of nitrate negatives cannot be reversed; however it *can* be effectively arrested by storing the negatives in a cold, dry environment.

The proposed project is the third and final phase of a multiyear effort to identify and address the challenges posed by CHM's nitrate holdings. The proposed implementation phase of work will take place between October 2016 and May 2018 and incorporates methodologies and workflows developed, tested, and streamlined during the prior discovery and planning phases. The plan of work reflects the recommendations of Henry Wilhelm, one of the nation's foremost experts on cold storage of photographic materials; Wilhelm served as a consultant to CHM and strongly urged the museum to digitize the negatives using a rapid-capture approach and to retain the original negatives, stored in laboratory-grade freezers at -4°F. Project activities will include creating digital surrogates of the negatives to reduce the potential of damage due to handling; verifying and enhancing electronic records and disseminating digital images to improve physical, intellectual, and administrative control over the nitrate holdings and make the digital surrogates available for use in place of the original negatives; and upgrading the nitrate negatives' storage environment to achieve preservation conditions.

IMLS funds will be used to purchase the equipment necessary for rapid capture digitization and the freezers required to ensure the negatives' long-term preservation. Tangible project products will include:

- Nearly 28,000 new digital files (TIFFs) with embedded administrative and descriptive metadata containing all existing relevant information (approximately 7,500 of the nitrate negatives have already been digitized);
- Approximately 376 verified and/or corrected existing catalog records (76 collection-level and approximately 300 series-level) in CHM's online public access ARCHIE catalog (<http://chsmedia.org>);
- Approximately 376 corresponding catalog records (76 collection-level and approximately 300 series-level) in CHM's *Collections Online* portal (<http://digitalcollection.chicagohistory.org/>) containing comprehensive visual inventories (PDFs comprising all new and existing digital images of CHM's nitrate holdings);
- Over 35,000 nitrate negatives packaged and transferred into long-term preservation storage in safe, recommended, laboratory-grade freezers.

The result of the proposed project will be to preserve the nitrate negatives for decades, even centuries, to come – with the ancillary anticipated benefit of increasing staff and public use of the nitrate holdings with minimal, if any, additional wear and tear on the original materials.

## 1. STATEMENT OF NEED

### Project overview and rationale:

The Chicago History Museum (CHM) seeks funding to **digitize and upgrade the storage of its historically significant yet rapidly deteriorating cellulose nitrate negatives**. The goal of the project is to implement urgently needed steps to arrest the degradation of the museum's nitrate holdings while also improving CHM's overall physical, intellectual, and administrative control over these materials. The purpose of the project will be to ensure the **long-term preservation and improved management** of the nitrate collections in fulfillment of CHM's collection stewardship responsibilities – an outcome that will increase the museum's ability to serve its public in the immediate future and for generations to come.

Containing over 35,000 negatives in more than 70 individual collections, CHM's nitrate holdings document Chicago and its neighboring communities, as well as select people, places, and moments in American history, from the 1890s through the 1950s. Important subjects documented in these holdings include Chicago's steel and railroad industries, social service agencies, transportation infrastructure, public parks, and built environment; the 1893 World's Columbian Exposition and 1933-34 A Century of Progress International Exposition; Chicago neighborhoods including Pilsen, Lincoln Park, the Loop, the Near West Side (including the famous Maxwell Street Market), and area suburbs; the 1919 Chicago Race Riot and Republic Steel Strike of 1937; and a broad range of other newsworthy topics and events represented in the *Chicago Daily News* photographic archive. Together, these negatives form a rich visual record of Chicago's development as a major city and industrial center, illuminate America's transformation from a rural nation to an urban society and culture, and serve as powerful documentary evidence of the warp and weft of daily life in the 19<sup>th</sup> and 20<sup>th</sup> centuries.

A largely untapped resource, the vast majority of the nitrate negatives do not exist in any other format, though roughly 7,500 negatives have already been digitized (including approximately 4,600 negatives digitized as part of a Mellon-funded *Chicago Daily News* scanning project in 1998). Significant materials include the nitrate portions of the two most frequently requested and reproduced of CHM's entire Prints and Photographs holdings – the *Chicago Daily News* collection and the Hedrich-Blessing collection of architectural photography – as well as the Raymond Trowbridge collection of architectural photography and the Metropolitan Sanitary District collection, which consists of views of construction projects, street and sidewalk scenes, and residential and commercial buildings in the Lower West Side, North Side, Garfield Park, Wicker Park, and other Chicago neighborhoods and provides documentary evidence of the city's infrastructure not found in any other repository.

CHM's nitrate negatives are currently cataloged at the collection-level only (with the exception of the Hedrich-Blessing materials, which are cataloged at the series-level) in CHM's online public access catalog, known as ARCHIE. No further finding aids exist for the nitrate holdings; however, additional, item-level subject and date information exists as hand-written or typed notations on many of the negative enclosures.

Previously stored in a cold vault atop CHM's Clark Street building, the nitrate negatives have been maintained in sub-optimal conditions (70°F +/-5) since 2009, when the vault was dismantled during a roofing project. The limited nature of the catalog descriptions poses another challenge to the material's long-term preservation, as it requires users to sift through multiple boxes of negatives when conducting research or searching for a single visual image. In addition to these *institutionally-specific* challenges, cellulose nitrate film presents numerous other *material-specific* challenges because it is inherently unstable and degrades under normal storage conditions. A known fire hazard if stored incorrectly, deteriorating nitrate negatives can also compromise the stability of other collections materials stored in their vicinity. Chemical deterioration of nitrate negatives cannot be reversed; however it can be effectively arrested by storing the negatives in a cold, dry environment.

CHM's interdepartmental Preservation Committee (which maintains the institution's long-range *Preservation Plan*) identified the nitrate negatives as one of the museum's most pressing collection management priorities shortly after completion of CHM's roofing project, when it was discovered that the nitrate storage vault had mechanical problems that prevented its reinstallation. Complicating this storage challenge were staff concerns regarding the safety of storing the nitrate negatives, uncertainty regarding the negatives' existing condition and image viability, and the paucity of descriptive information which begged the question whether the materials were significant and relevant enough to merit a large expenditure of institutional resources.

To address these concerns, CHM's Collections department embarked upon a discovery and planning process to inform its decision making. The proposed implementation project is the third and final phase of this multi-year effort (described below) to identify and address the challenges posed by the nitrate negative holdings.

Discovery Phase: Assessment survey and consultation (2013-14): Supported by a Gaylord & Dorothy Donnelley Foundation grant secured in 2012, CHM conducted a comprehensive condition survey and content assessment of the nitrate holdings. The survey revealed only a tiny number of severely degraded negatives, with a high proportion of material rated by CHM's curators, reference librarians, and Rights and Reproductions staff as having strong subject interest and use potential. Through the Donnelley grant, CHM also engaged the services of Henry Wilhelm, one of the nation's foremost experts on cold storage of photographic materials, to examine CHM's nitrate holdings and provide recommendations to guide CHM's planning. In his 209-page report (see attached excerpt), Wilhelm strongly urged the museum to digitize the negatives using a rapid-capture methodology and to retain the negatives in their existing housing materials, stored in freezers at -4°F.

Planning Phase: Workflow development and proof of concept (2014-15): Upon completion of the discovery phase, CHM staff began testing the rapid-capture digitization methodology (during which the resulting image quality was determined to be almost the same as that of images created through traditional scanning methods); developed a script to automate post-processing of negatives (resulting in a 50% increase in efficiency); and used the rapid-capture method to digitize over 3,000 nitrate negatives in 10 collections. Rights and Reproductions staff developed an Excel template to streamline the creation of metadata, which was then imported into CHM's digital asset management system (Portfolio) and embedded into the digital image files. Because CHM's existing ARCHIE catalog system handles images poorly, CHM staff decided to make the images available to internal and external users through CHM's *Collections Online* portal using CONTENTdm, a content management application hosted by OCLC. To minimize hosting fees, as well as time required to upload media to CONTENTdm and create item-level image catalog records, CHM staff experimented with uploading PDF contact sheets – easily created in Portfolio – as an alternative to uploading 35,000 individual image files. By aggregating multiple images into a single media file corresponding to each collection, series, or box, staff discovered that the PDFs could be used as simple but effective visual inventories (see appendix and <http://digitalcollection.chicagohistory.org/cdm/compoundobject/collection/p16029coll5/id/247/rec/1> for sample CONTENTdm record and inventories). During the planning phase, the Conservator also test-wrapped a sample set of negatives to gauge the time needed to prepare the collections for storage and to finalize supply needs.

Implementation Phase (PROPOSED): Comprehensive digitization and preservation (2016-18): CHM proposes to complete the following activities between October 2016 and May 2018, using methodologies and workflows developed, tested, and streamlined during the discovery and planning phases.

- 1) Upgrade the nitrate negatives' storage environment to achieve recommended environmental conditions for long-term preservation by a) purchasing and installing seven laboratory-grade, explosion-proof freezers; b) wrapping and labeling the negatives following recommended guidelines; and c) transferring the negatives to the freezers for long-term storage.

- 2) Create digital surrogates of the nitrate negatives to minimize wear and tear from handling and the need to remove materials from their preservation environment. Rapid-capture digitization will be accomplished prior to wrapping and freezing the negatives by a) photographing the negatives over a light table, b) batch-processing the images using an existing automated script, and c) uploading the resulting TIFFs to Portfolio.
- 3) Verify and enhance electronic records and disseminate digital images to improve physical, intellectual, and administrative control over nitrate holdings and make digital surrogates available for use in place of original negatives by a) recording existing descriptive and administrative information (found in catalog records and on negative enclosures) as image metadata; b) researching and recording copyright status for collections where copyright status is unknown; c) compiling digital files and basic descriptive and administrative metadata into PDF contact sheets, or visual inventories, and publishing the inventories to CHM's *Collections Online* portal (CONTENTdm); and d) updating existing ARCHIE catalog records with new storage location information, confirmed negative count, and links to corresponding CONTENTdm records.

Upon completion of the proposed project, CHM's nitrate holdings will have been comprehensively digitized and transferred into freezer storage to ensure the long-term preservation and safety of the materials; the nitrate holdings will also be described online in reliable, collection-level catalog records, each with a comprehensive and searchable visual inventory of the nitrate contents. The result of this work will be to preserve the nitrate negatives for decades, even centuries, to come – with the ancillary anticipated benefit of increasing staff and public use of the nitrate holdings with minimal, if any, additional wear and tear on the original materials.

#### **Project benefits and relationship to CHM and IMLS strategic plans:**

CHM's Prints and Photograph holdings (P&P) are among the museum's most heavily utilized research and interpretive resources and have been used by CHM staff and external scholars, educators, and other constituents to inform historical debate, enhance historical literacy, and engage the public in ongoing conversations about the social, cultural, political, economic, and environmental forces that have shaped and continue to shape the world around them. Available for licensing through CHM's Rights and Reproductions unit, the museum's P&P materials have been cited in countless books, dissertations, college papers, history fair projects, articles, media presentations, documentary films, and unpublished personal research projects.

The proposed project will advance CHM's strategic goals by ensuring that a large and significant yet vulnerable portion of these Prints and Photographs holdings is preserved and available for use as primary source material in support of future scholarship, educational programs and exhibitions, and publications. The mandate to preserve and provide access to historical primary source materials is a core theme within CHM's *Master Plan*, especially the commitments to “welcome students, scholars, and lifetime learners to use primary sources in our Research Center, even as we expand our online research guidance and resources” and “use history stories and primary sources to help meet educational goals across the curriculum.”

Digitization of the nitrate holdings also fulfills the *Master Plan*'s call to action to strategically digitize collections with an emphasis on mission and revenue, promote online discovery of digital content, and embrace a “more product, less process” (MPLP) approach to managing collections. The quick-capture digitization approach and CHM's innovative solution for quickly and effectively delivering large numbers of digital images online are both perfect examples of this MPLP ethos, which emphasizes creative problem solving to achieve purpose-driven results while conserving institutional resources.

The proposed project will fulfill all four goals under the “Building Up Our Foundation” section of CHM's *Strategic Plan*: 1) Modernize collection storage and access (by purchasing and utilizing seven new preservation-grade freezers); 2) Expand our digital hub (by placing an estimated 35,000 digital images online in

the form of PDF visual inventories); 3) Engage in bold persistent experimentation (by utilizing new methods for digitization and image delivery); and 4) Bolster endowment and reserves (by making thousands of new, copyright-cleared images available for licensing through CHM's Rights and Reproductions office, with select images available for future delivery through licensing partners such as Getty Images and Bridgeman Art Library).

Supporting the long-term preservation and improved management of CHM's nitrate holdings is essential to the museum's ability to fulfill its role as a trusted and responsible collections steward. As such, the proposed project dovetails with the IMLS program goal of strengthening the ability of the museum to serve its public. Use of the rapid-capture digitization method (as opposed to traditional scanning) and visual inventories (instead of exhaustive item-level cataloging) to create and deliver digital collection images is an innovative approach to large-scale digitization challenges and can be used as a model by other institutions to increase physical, intellectual, and administrative control and public access to their film-based holdings, which are a challenge to use in their original format. As such, the proposed project also fulfills the IMLS program goal of promoting exemplary stewardship of museum and library collections and promoting the use of technology to facilitate discovery of knowledge and cultural heritage.

## 2. IMPACT

### Project results:

Successful completion of the proposed project will have an immediate as well as long-term positive impact on CHM's ability to meet its collection stewardship responsibilities and fulfill its public mission.

Long-term preservation of the nitrate negatives will be achieved through improved storage that will virtually arrest degradation and maintain the negatives' existing image viability. According to consultant Henry Wilhelm, the lifespan of the nitrate negatives will be *increased by a factor of more than 300X* once these materials have been placed into recommended freezer storage. Long-term preservation will also be achieved through digitization by minimizing the need for future handling and access to the original materials once they have been placed into permanent storage.

Overall collection management will be improved by enhancing the museum's physical, intellectual, and administrative control over the nitrate negatives. *Improved physical control* will be achieved through recording confirmed object counts and location information in existing catalog records and by creating a visual record of each negative. *Improved intellectual control* will be created through the recording of item-level information that exists currently only on the negative enclosures, as well as through the creation of visual inventories that will facilitate subject assessment and research (the visual inventories will be particularly useful tools for understanding large collections with multiple series and/or varied subject content). *Improved administrative control* will be achieved through the research and recording of the negatives' copyright status to ensure compliance with copyright law and, hopefully, clear the way for broader use and distribution of the images.

Improved management of CHM's nitrate holdings will increase staff capacity to provide better and more efficient service to internal and external researchers, including Research Center patrons and Rights and Reproductions clients. Though preservation is the primary goal of this project, the improved control and visual access generated by making the visual inventories available online will also effectively convert CHM's fragile, difficult to use, and minimally described nitrate holdings into a largely "self-serve" resource, without the need for staff intervention to facilitate or supervise research.

Digital files created during the project will be of sufficient size and quality to meet the requirements for most publications and other common usages, resulting in reduced turn-around times for fulfilling reproduction requests. If ever necessary to pull the original materials for higher-resolution digitization, staff will know exactly where to go to find the desired negative, without the need to sift through the contents of multiple boxes.

Visual inventories created during the project will allow CHM staff to better assess the collections' potential for future use and identify and prioritize next steps for enhancing collection discoverability and access – including delivery of select images to Getty Images, Bridgeman Art Library, and other licensing partners to grow CHM's already strong royalty stream. Increased potential for discovery by internal and external researchers – including curators, educators, authors, publishers, and documentary film makers – will in turn increase the likelihood of the images' use in future physical and web-based exhibitions, publications, educational programs and curriculum materials, and other programs and products that will further extend the material's reach and revenue-generating potential. Any increases in CHM's licensing revenues will be folded back into the museum's operating budget, further enhancing institutional capacity to serve the public and preserve its collections.

Tangible project products will include:

- Nearly 28,000 new digital files (TIFFs) with embedded metadata containing all existing relevant administrative and descriptive information;
- Approximately 376 verified and/or corrected catalog records (76 collection-level and approximately 300 series-level) in CHM's online public access ARCHIE catalog (<http://chsmedia.org>);
- Approximately 376 catalog records (76 collection-level and approximately 300 series-level) containing comprehensive visual inventories (PDFs comprising all new and existing digital images of CHM's nitrate holdings) added to CHM's *Collections Online* portal (<http://digitalcollection.chicagohistory.org/>);
- Over 35,000 nitrate negatives packaged and transferred into explosion-proof, laboratory-grade freezers recommended by the consultant for their long-term storage and preservation.

### **Sustainability:**

Very little cost or active work will be necessary to sustain the project outcomes over time. Once placed into storage, degradation of the negatives will be virtually halted, with no further need for preservation intervention beyond the semi-annual inspection and periodic defrosting of the freezers by the museum's Conservator and Archivist. Because the freezers will be opened infrequently, the need to defrost or otherwise maintain the freezers is expected to be infrequent as well. Energy costs for running the freezer units will be minimal compared to the museum's overall utility bill and therefore easily absorbed into the annual operating budget.

Long-term viability and sustainability of the digital images will be assured through compliance with the Federal Agencies Digitization Guidelines Initiative (FADGI) technical guidelines (to ensure long-term viability of the digital images), adherence to best practices for cataloging and metadata creation (to ensure data integrity and interoperability), and responsible storage and back-up procedures as described in the attached *Digital Stewardship Supplementary Information Form*. Longevity of the project results will be further assured through CHM's use of CONTENTdm to deliver the descriptive metadata and the visual inventories. Because CONTENTdm is hosted by OCLC, no further IT support will be necessary to maintain the system within which these records and associated visual inventories will be stored once they have been uploaded.

## **3. PROJECT DESIGN**

### **Plan of work:**

The plan of work to complete the project's goals has already been thoroughly tested and streamlined in order to ensure the project's success. Work will take place in three overlapping phases:

Digitization and Metadata Creation (October 2016 – March 2018):

- 1) Upon notification of the grant award, the Conservator will purchase a fume extractor and filters; the Photographers will also purchase digitization equipment and prepare the digitization workspace.
- 2) The Licensing and Reproductions Coordinator (LRC) will pre-assign image file names using CHM's existing, sequential naming convention; create an Excel template for recording image metadata; and work with the intern to mark negative enclosures with their corresponding image numbers.
- 3) Using CHM's acquisition records and other resources, the Licensing and Reproductions Manager (LRM) will conduct copyright research where necessary to determine copyright status.
- 4) While copyright research is underway, the Photographers will digitize the negatives by photographing them over a light table using a digital SLR equipped with a macro lens per the consultant's recommendations. Resulting digital files will be batch edited using an automated script that applies flat field correction, converts images to grayscale 8-bit positives, rotates the images to the correct horizontal or vertical orientation, and saves the resulting TIFF with the correct sequential file name. A visual inspection of each digital image file will be completed before returning the negatives to the LRC.
- 5) Following digitization, the LRC and intern will transcribe existing information from the ARCHIE catalog records and negative enclosures into the Excel template. The LRM will conduct a quality control review of data entered into the template and add any newly discovered copyright information, after which the LRC will import the data into Portfolio and embed the metadata into the image files.
- 6) As soon as digitization and metadata are completed, the Senior Archivist will use Portfolio to generate a PDF contact sheet, or visual inventory, for each collection, series, or box, depending upon size and organization of the original negative collection. The Senior Archivist will review the visual inventory as a further image and metadata quality control measure and to ensure the images and descriptions match.

Storage (October 2016 – April 2018; bulk March 2017 – April 2018)

- 1) Following grant notification, the Director of Collections will purchase freezers and coordinate their delivery and installation. (CHM's Director of Properties will also arrange for any necessary electrical work to be completed outside the scope of the grant.)
- 2) Starting in March 2017, the Conservator and Senior Archivist will wrap each box of digitized negatives in vapor barriers of "static shield" and polyethylene sheeting, with humidity indicators visible within each package per the consultant's recommendations; label packages with identifying information; and place wrapped negatives into freezers, noting their freezer number and shelf location.

Cataloging and Inventory (April 2017 – May 2018)

- 1) The Senior Archivist will add new location information to the existing ARCHIE catalog records, review the records against the visual inventories, and make any necessary corrections to the item count and collection description.
- 2) Using data exported from ARCHIE, the Archivist will create corresponding collection records in CONTENTdm, upload and attach the visual inventories, and crosslink the CONTENTdm and ARCHIE records using the records' urls. All records will be reviewed for quality and completeness by the Director of Collections.

**Resource requirements:**

CHM already possesses the in-house expertise necessary to ensure the successful completion of all proposed project activities. CHM's Director of Collections, who will serve as project director, has extensive project



management and supervisory experience, including successfully directing several large, grant-funded projects. Other Collections staff identified to work on the project have all been actively engaged in developing and testing the proposed plan of work and are highly qualified to fulfill their project responsibilities. Collections staff are committed to work on priority institutional projects on an ongoing basis, and the time necessary to complete the project has already been built into their schedules without any anticipated negative impact on their other responsibilities. Because of the time-consuming nature of metadata work, however, a project intern will be recruited to assist the Licensing and Reproductions Coordinator. Rights and Reproductions staff have an excellent track record of recruiting highly qualified interns from local public history and library science programs to perform the tasks required for the proposed nitrate project.

Funds to purchase a camera and other digitization equipment are requested to establish a dedicated project work station so that project activity can take place without interfering with other, ongoing, time-sensitive Photo Lab activity. A fume extractor is also needed to safeguard staff from the effects of prolonged exposure to acidic gasses that are a by-product of nitrate deterioration. The largest resource requirement, of course, is the set of freezers required to store the nitrate negatives. A secure space for the freezers has already been identified, and the institution has committed resources (outside the scope of the grant) to upgrade wiring and circuits in the area. No further institutional or grant-funded resources will be necessary to complete the project, as CHM's media server has adequate space available to store the new images, and CHM's existing CONTENTdm license is more than sufficient to cover the needs of the project without any additional upgrades or expenditures.

### **Assessment, Reporting, and Outreach:**

As project director, the Director of Collections will convene bi-weekly meetings to review progress against project targets and make adjustments to the plan of work as necessary to ensure timely completion. Project team members will prepare monthly reports on project-related activity and production metrics, and staff time spent on the project will be recorded in bi-weekly reports as part of standard CHM Accounting Department practices. Interim and final project reporting will be completed by the project director. The project will be considered a success after all of the activities described in the *Plan of Work* (above) have been completed.

ARCHIE and CONTENTdm records, along with the visual inventories, will be the primary means of sharing the project results. CHM will also explore the possibility of sharing these records through the newly launched Explore Chicago Collections portal (<http://explore.chicagocollections.org/>) and the Digital Public Library (<http://dp.la/>), with which CHM already has existing relationships, in order to increase the visibility of the nitrate holdings. Project team members will work with CHM's Marketing and Publications departments to increase public awareness of the project through CHM's website, blog, and social media outlets (Twitter, Facebook, and Instagram); a press release to local news outlets; and notices placed on subject-based listservs including History Net. Select digital images created over the course of this project will also be submitted to CHM's image licensing partners (Getty Images, Bridgeman Art Library, et al.) after the project's conclusion.

Because of the innovative nature of the proposed project, CHM staff are committed to sharing the project's design and lessons learned with colleagues at other institutions. Professional outreach will be accomplished through announcements on listservs including Chicago Area Archivists, Society of American Archivists' Visual Materials Section and Metadata and Digital Objects Roundtable, Museum Computer Network, ImageMuse, Visual Resources Association, and the AAM-Registrars Committee; by developing poster session proposals for the Midwest Archives Conference, Society of American Archivists, and Museum Computer Network annual conferences; and through a proposed session on MPLP approaches to managing visual materials at the SAA Visual Materials Cataloging Roundtable annual meeting.

ACTIVITY	STAFF	2016			2017												2018				
		Oct	N	D	Jan	F	M	A	M	J	J	A	S	O	N	D	Jan	F	M	A	M
<b><u>DIGITIZATION/METADATA</u></b>																					
Purchase photo equipment	Photographers																				
Purchase fume extractor	Conservator																				
Set up quick capture digitization work space	Photographers																				
Perform copyright research	L&R Manager																				
Assign image file names and mark neg enclosures	L&R Coord/Intern																				
Digitize negatives and post-process images	Photographers																				
Create metadata and embed into image files	L&R Coord/Intern																				
<b><u>PRESERVATION STORAGE</u></b>																					
Purchase freezers and coordinate installation	Dir of Collections																				
Purchase supplies for packing negatives	Conservator																				
Wrap and label negatives	Archivist/Conserv																				
Transfer negatives to freezer storage	Archivist/Conserv																				
<b><u>CATALOGUE/INVENTORY</u></b>																					
Create visual inventories (PDFs)	Archivist																				
Update existing Horizon records	Archivist																				
Create CONTENTdm records and upload/link PDFs	Archivist																				
Cross-link Horizon and CONTENTdm catalog records	Archivist																				
<b><u>MONITORING/REPORTING</u></b>																					
Monitor, adjust, and report on grant activity	Dir of Collections																				