

MAINE STATE LEGISLATURE

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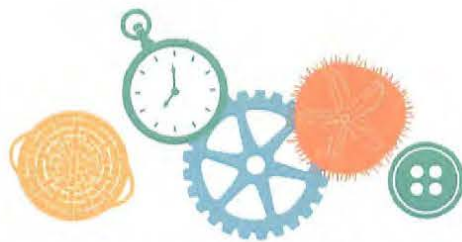
**MAINE STATE MUSEUM
and
MAINE STATE MUSEUM COMMISSION**

**GOVERNMENT EVALUATION ACT
PROGRAM EVALUATION REPORT
2015**

*The Maine State Museum seeks to share what is meaningful about
Maine and its place in the world, in order to inspire people to discover
Maine's past, understand its present, and imagine its future.*

Prepared for the
Joint Standing Committee on Education and Cultural Affairs
127th Maine Legislature

November 1, 2015



MAINE STATE
MUSEUM

Meet Maine here.

About This Report

This Program Evaluation Report has been prepared by the Maine State Museum in compliance with the Government Evaluation Act (3 MRS Chapter 35).

The report covers both the Maine State Museum and the Maine State Museum Commission because the two entities operate under the same laws, rules, policies, and procedures. As provided in law, the Maine State Museum Commission formulates policies and exercises general supervision over the museum director and the museum program. As such, the activities of the Maine State Museum Commission are all part of the museum's work and underlie the program described in the report. The Maine State Museum Commission does not have its own budget; expenses related to the commission's work are paid from the museum's general fund and special revenue accounts. A list of Maine State Museum Commission members is included in an addendum at the conclusion of the report.

Maine State Museum and Maine State Museum Commission Program Evaluation Report

Table of Contents

Introduction

I.	Enabling or Authorizing Law	p. 1
II.	Comparison of Agency-Relevant Federal Laws/Rules and State Laws	p. 3
III.	Detailed Performance Assessment of Each Program	p. 4
IV.	Organizational Structure, Position Count, Job Classes, Organizational Chart	p. 20
V.	Compliance with Federal and State Health and Safety Laws	p. 24
VI.	Ten-Year Financial Summary	p. 25
VII.	Regulatory Agenda and Summary of Rules Adopted	p. 26
VIII.	Efforts to Coordinate with Other State, Federal Agencies to Achieve Objectives	p. 27
IX.	Identification of Constituencies Served	p. 30
X.	Use of Alternative Delivery Systems, Including Privatization	p. 33
XI.	Identification of Emerging Issues	p. 35
XII.	Policies for Managing Personal Information, Implementation of Information Technologies, and Adherence to the Fair Information Practice Principles	p. 38
XIII.	Detailed Information on Paperwork Required to be Filed with the Agency	p. 39

Addendum – List of Maine State Museum Commission Members



Introduction

The Maine State Museum, in its many manifestations since its beginnings in 1836, has imparted to generations of our citizens what is valuable and significant about Maine and, even more importantly, what is valuable and significant about lives lived in Maine. Our citizens can see themselves in our exhibits and our other work, and the topics we examine engage them as well, and relate directly to their lives. We are certainly an educational institution, preserving vast collections so that people can learn from them, but in doing so our people learn about themselves as well. They learn why they should care about Maine, and why they should be proud to be part of the experience of living or working in this special place.

That we are a museum of the people is the key to our enduring public value and popularity. That we present the experiences of the people is a big part of why so many students from so many schools come to the Maine State Museum to enhance their studies. The range and depth of our collections make bridges from the present to the past and remind us all of the qualities of the lands and waters that are so essential to Maine's character. Our cultural collections can thrill us with knowledge of the past and help us forge highways into the future. Our natural history collections let us understand the environment that supports us, and can help us choose thoughtful ways to use nature's resources while preserving its beauty and its ability to satisfy the human spirit. No other collection in Maine can do so much to engage our minds and lift our spirits.

On behalf of the people of Maine, we thank the legislatures and governors of the present and of the past for sustaining the Maine State Museum and allowing it to offer such a rich legacy to our citizens and to our state's many friends.

Bernard Fishman Director, Maine State Museum

Gary Mahler Chair, Maine State Museum Commission

November 1, 2015

Maine State Museum

Maine State Museum Commission

Program Evaluation Report – Government Evaluation Act

I. Enabling or Authorizing Law

(state and federal; including rules and internal museum policies)

Enabling Legislation

27 MRS

Chapter 2, State Museum

Chapter 13, Archaeology

Other Relevant Mandates (State and Federal)

25 MRS

*2904 Security of State-Controlled Locations

Public Law 100-298; U.S.C. 2101-2106

Abandoned Shipwreck Act of 1987

Native American Graves Protection and Repatriation Act of 1990

Title VI of the Civil Rights Act of 1964

Section 5(j) of the U.S. Public Law 89-209

Management and Use of Funds

State Rules and Regulations

94-073 Various Chapters

Maine State Museum Policies and Procedures

Governance, Operational and Ethics Policies

Summary

27 MRS Chapter 2- State Museum – This chapter establishes the Maine State Museum. The intent as expressed in the legislation is that the museum will further the educational and cultural interests of the people of the state through its collections and activities, and by preserving and exhibiting the environmental and cultural richness of Maine.

The expectation is expressed that the Maine State Museum will follow professional standards in the assembling and protection of its collections, intellectual assets which are to be held in public trust.

The holdings of the museum are described as educational resources essential to the museum's mission and public trust responsibilities, and that the diffusion of educational advantages, as represented by the museum, is essential to promoting the common welfare.

The chapter also establishes the Maine State Museum Commission, defines its membership, administrative functions, and duties and specifies the terms for Maine State Museum Commission members. The Museum Commission sets policy for the museum, hires the director, prescribes the duties of the director, and delegates to the director the necessary administrative powers. The chapter allows the director to solicit and accept funds to support the museum purposed as defined and to create trusts and endowments to be set up by the Treasurer of State as the law allows, so long as the funds are used for the purposes defined in the chapter and as intended by the donor. The Commission makes recommendations to the Cultural Affairs Council for improving the functioning of the museum, and establishes admission fees for the museum.

The chapter also authorizes other agencies to consult with the museum. It establishes a revolving fund to support the museum store, an endowment for publishing, and a conservation fund. It authorizes the reproduction of collection items and defines a process, now essentially defunct, for accepting works of art from estates.

The chapter states that the Maine State Museum holds title to all historical materials that are the property of the state or are housed in state buildings, excepting items under the jurisdiction of the Maine State Library, the Maine State Archives, or the Park and Recreation Commission.

This chapter also contains provisions to safeguard the confidentiality of research materials and certain personal information. Draft research, writing and exhibit materials and findings are not considered public records. Personal information derived through research or contained in any record obtained by the museum in the course of a historical research project is confidential and not a public record.

27 MRS Chapter 13 - Archaeology – This chapter states that in recognizing the importance of the heritage of Maine's distant past, the State Museum is best qualified to provide for the preservation and interpretation of artifacts and specimens (including geological and biological materials) found on, in or beneath state-controlled lands and waters, excepting lands contained within Baxter State Park. The museum is designated as holding title to these materials. The chapter sets rules for allowing the excavation of sites through a permitting process also involving the Maine State Preservation Commission, for the disposition of antiquities recovered, and the protection of site information, including locations.

25 MRS Section 2904 – Security of State-Controlled Locations – This gives the director of the museum the right to make rules concerning access, use, and occupancy of the museum facilities and property, and includes security matters.

Abandoned Shipwreck Act of 1987 (Public Law 100-298) – This federal law deals with the preservation and protection of abandoned shipwrecks embedded in submerged lands or navigable waterways of the states. The United States claims title to these shipwrecks, which it turns over to the state in which the remains lie, excepting public or Indian lands.

Native American Graves Protection and Repatriation Act of 1990 (Public Law 101-601; 25 U.S.C. 3001 et seq.) – This federal law establishes the interests of Native American tribes in the return of certain human remains, funerary objects, sacred objects or material reflecting cultural patrimony where tribal affiliation can be demonstrated. In 1997 the Maine State Museum, recognizing its responsibilities under this legislation, voluntarily returned to representatives of the four federally recognized tribes in Maine all human remains in its collections that could be affiliated with those tribes.

Civil Rights Act of 1964 (Title VI) prohibits employment discrimination; **Title IX of the Education Amendments of 1972** prohibits discrimination based on sex in any program receiving federal assistance; the **Age Discrimination in Employment Act of 1967** prohibits discrimination based on age under any program receiving federal assistance.

State Rules and Regulations

Various chapters of 94-073, namely 501, 502, 505, 506, 511, 521, 531, and 551, further express the rules and procedures for certain museum operations. Subjects covered include the use of museum facilities; reproductions of materials in museum collections; basic collection procedures; public access to museum collections and records; policies and procedures regarding the establishment of a Conservation Center (now long defunct); public services (including educational programs); the policies governing operations of the Museum Store and the general categories of goods that may be sold there; the publications program of the museum, including the committee established to supervise publications and the kinds of publications that may be produced by the museum; and the acceptance of art from estates, in lieu of taxes.

Museum Policies and Procedures

The Maine State Museum has adopted a series of policies and procedures, generally based on or modeled upon policies endorsed by the American Alliance of Museums, that provide ongoing operational or ethical guidance in accordance with the recognized standards of the museum profession. These include a **Code of Ethics**, a **Strategic Plan (2014-18)**, **Collections Policies** (with additions), and a **Disaster Preparedness Plan** (updated 2015).

II. Comparison of Agency-Relevant Federal Laws/Rules and State Laws/Agency Rules

These state legislative authorizations, federal mandates, state rules and internal policies are complementary. Considered together they define the mission and basic operational structure of a professional museum and of the Maine State Museum in particular. They emphasize proper acquisition, care and management of collections in the furtherance of preserving Maine's cultural and natural heritage and in support of an educational mission of wide public

benefit. The museum's accreditation from the American Alliance of Museums, the national organization representing American museums, indicates the museum's determined and successful adherence to the highest standards of the profession: fewer than 10% of American museums are presently accredited.

Those state authorizations and rules that remain in legal force are frequently consulted by the museum and are an essential, ongoing, almost daily element in museum operations. Some of the authorizations, especially concerning archaeology, cannot however be fully implemented or sustained because museum resources are no longer adequate to do so; these will be discussed in greater detail below. Other authorizations can only be carried out at a basic level, for the same reason. These also will be discussed in greater detail.

III. Detailed Performance Assessment of Each Program Administered by the Agency

Technically, the Maine State Museum's budget structure divides the museum's funding into three programs, 0180 – Museum General Operations, 0174 – Research and Operation, and Z179 – Maine State Museum Operating Fund. Functionally, however, the museum has only one program. This program's interconnected functions center on preserving specimens and artifacts while using those materials to provide Maine people and visitors with educational experiences about Maine's natural and cultural past.

The museum's new mission statement, adopted in 2015, reflects the nature of the museum's work and mandates:

The Maine State Museum seeks to share what is meaningful about Maine and its place in the world, in order to inspire people to discover Maine's past, understand its present, and imagine its future.

A. Since its last Government Evaluation Act in 2007, the museum has realized many **accomplishments** that provide a foundation for performance assessment. These accomplishments include:

- Completion of an extensive, scientific **survey of teachers and students who participate in museum education programs**. Survey respondents strongly viewed the museum's programs as excellent educational resources and of high value in terms of time, effort, and cost. Teachers agreed that their students are academically enriched by museum programs and are able to receive educational experiences at the museum that are unavailable elsewhere. The survey also provided important feedback that will direct future improvement of museum education programs, such as balancing favorite program offerings with new, fresher ones and working to upgrade museum exhibits to provide opportunities for more interaction and hands-on learning.
- Opening of several major exhibits, many of which were initiated and completed through new research and collections, along with successful private fundraising efforts.

These exhibits included ***At Home in Maine***, the largest single, private and federally funded exhibit ever opened at the museum (the 5,600 square foot exhibit remains on view today); ***Popham Colony: The First English Settlement in New England***, organized to commemorate 400 years of English settlement in Maine (also still on view); ***Uncommon Threads: Wabanaki Textiles, Clothing, and Costume***, a first-time bringing together of Wabanaki textiles from collections throughout the United States and Canada and, like ***At Home in Maine***, made possible by large federal and private grants; ***Folk Art from the Collections of the Maine State Museum***, organized as part of a multi-museum cooperative effort in connection with the Maine Folk Art Trail; ***Malaga Island, Fragmented Lives***, recipient of two national awards for excellence and featuring archaeological collections and documents from Malaga Island on the 100th anniversary of the community's eviction by Maine's state government; ***Maine Voices from the Civil War***, commemorating the sesquicentennial of the Civil War and featuring collections that are among the state's best in terms of quality and scope; ***The Passionate Photographer: Kosti Ruohomaa's Maine and Magazine Photojournalism***, the museum's most recent large exhibit and the first to be shown in a brand new gallery that expands the museum's capacity to show temporary exhibits.

- **Presentation of more than 40 smaller exhibits**, some of which were short-term and featured new collections acquisitions, others of which were longer-term and featured collections on loan, such as recently-discovered tourmaline specimens from the historic Mount Mica quarry, and the Maine Labor Mural, placed on exhibit in the atrium of the Cultural Building.
- Continuation and expansion of the museum's popular series of **educational programs for school audiences**. Some programs were inspired by new exhibits, such as *Malaga Island, Fragmented Lives*. Others were refined and offered to meet Learning Results educational standards. School children, numbering about 16,000 annually, came to the museum from throughout the state to participate in these programs. The organization, content development, and delivery of these programs continue to be a major effort.
- **Informal learning and education programs** expanded at the museum through the state's two largest one-day science education programs, **Bug Maine-ia** and **Maine Earth Science Day**, each drawing an average of 1,500 students. These major events were supplemented by an average of ten additional special programs for children, families, and adults each year, including an annual lecture series sponsored by the Friends of the Maine State Museum, book signings, performances, an annual model train celebration, and events associated with special exhibits. Museum staff provided on-the-job training for a number of volunteers and interns in all aspects of museum work.

- **Many significant additions to the collection** continued to enhance the museum's essential core function and strengthen its status as the premiere museum of Maine's natural and cultural past. Highlights of new collections acquisitions since 2007 include: geological collections from the Maine Geological Survey; biological and entomological collections from the Department of Inland Fisheries and Wildlife and University of Maine; a 13,000 year old mastodon tusk; an engraved silver brooch presented to a Penobscot man in diplomatic negotiations between 1810 and 1820; a late 1800s painting of the Mt. Kineo Hotel; a complete osteological collection, including the skeletal remains of over 125 Maine vertebrate species; the last three sardine cans packed in the United States just prior to the closing of Stinson's Seafood in Prospect Harbor; a collection documenting the life of schoolgirl diplomat Samantha Smith; documents relating to the Revolutionary War's Penobscot Expedition; the finest handmade 19th century Maliseet man's clothing ensemble known; an 1810 hearse from Alna; a 1757 agreement between Samuel Waldo and the Count of Nuewieds to establish a German settlement in Maine; a rare painting of the now-extinct passenger pigeon; an unusually complete Civil War uniform and diaries; an extraordinary Civil War period quilt; and an unrivalled collection of early Maine-made firearms and accessories.
- In addition to acquisition, the **care and management of museum collections** realized great strides with the move, funded by a special state appropriation, from leased collections storage space to the museum's existing storage facility. This move involved a major assessment of collections in the leased space and related de-accessions to move some collections to better homes. It also involved a major upgrade of the existing storage space to include compacting shelving and space-saving re-organization. Another less welcome, but in the end very productive, collections move occurred when the museum's natural science collections were ordered to be moved from their existing space so that office space could be created in the space. The Maine State Library came to the museum's assistance and allocated some of their storage space to the museum's natural science collections. That move occurred in 2014; when the new space is completely vacated by the library and fitted out for the museum's collections, the museum's natural science collections storage needs will be much better served than previously.
- Along with museum exhibits and public programs, **public outreach** activities have grown since 2007. Principal among these was the development of a new website, aided by a grant from the Maine Office of Tourism. The expanded website brought a new more vibrant look, as well as a content management system that allowed for easy changes and updates. A small number of travelling exhibits and loans to other institutions, as well as regular talks and presentations at conferences and to community groups by museum staff, supplemented outreach efforts, as did numerous efforts by museum staff on a regular basis to respond to public inquiries in-person or by phone, email, and letter. Public outreach also included **new publications** by

museum and adjunct staff including: an award-winning book by Bruce Bourque and Laureen LaBar, *Uncommon Threads: Wabanaki Textiles, Clothing, and Costume*; *Fort St. George: Archaeological Investigation of the 1607-1608 Popham Colony* by Jeffrey Brain; *Everyday Lives: An Interim Report on Archaeological and Environmental Investigations of Malaga Island, Phippsburg, Maine* by Nathan Hamilton and Robert Sanford; *The Swordfish Hunters* by Bruce Bourque; *Malaga Island, Fragmented Lives* by Katherine McBrien; and *Maine Voices from the Civil War* by Laureen LaBar.

- Additional **outreach efforts** were directed to Maine's museum, historical society, and collections-holding institutions and included: three years of grants awarded and administered by the Maine State Museum to museums and historical societies as part of the New Century Community Program; in conjunction with the Maine State Archives, operation of the Cultural Resources Information Office for three years until funding ran out; implementation of a federal grant to survey and assess biological and geological collections held by state-funded institutions; workshops and trainings implementing a federal grant to consolidate databases summarizing conditions of historical collections state-wide and create a values-based assessment tool for management of museum collections by local Maine museums and historical societies; implementation of federal and private foundation grant funding to create the Cultural Emergency Resource Coalition and institute a series of disaster planning initiatives and trainings for forty collections-holding institutions state-wide; finally, a highly competitive three-year private foundation grant (in process) provided museum expertise and administration to a project to catalog an extraordinary collection of stereoviews and photo postcards held by the Maine Historic Preservation Commission in order to make these materials more publicly accessible.
- Major **staff changes** have defined the period since the last Government Evaluation Act report in 2007. The museum weathered a period of significant budget reductions beginning in 2010, which:
 - due to the elimination of two part-time visitor services positions, resulted in a reduction of days, from seven to five, that the museum was open to the public each week;
 - diminished the museum's capability to build and maintain exhibits because of the elimination of two full-time exhibit preparation positions;
 - eliminated the formal volunteer program due to the loss of a part-time volunteer coordinator; and
 - eliminated clerical support staff responsible for scheduling group visits to the museum, State House, and Blaine House.

Remaining staff have struggled to minimize the effect of these losses, but have either not been able to do so, or have taken on new responsibilities, thereby diluting the time and quality attention available for their basic, core work.

During this period, the museum's long-time director retired and a new director was hired. Several other staff retired or left for other jobs, creating opportunities for new hires or different job assignments. In the case of the education staff, retirements allowed for a major re-structuring, pay upgrades, and refinements in job responsibilities, thus increasing public services and better positioning the education division for future challenges.

- B. The detailed performance assessment of the museum and its work can best be described in the strategic plan, adopted last year by the Maine State Museum Commission, for the period 2014 – 2018. The plan adopts a vision and goals for the museum's work related to collections and exhibits, education, marketing and publicity, and finance, development, and public relations. As of October 2015, about one-half of the goals have been met, or substantially advanced. The others will form the basis of performance assessments over the next three years.

Selections from the Maine State Museum Strategic Plan 2014-2018

Collections and Exhibits

Vision for Collections

By 2018 or before, the Maine State Museum will:

- Be recognized as the state's chief institution for presenting and sharing the cultural and natural heritage of Maine, especially in relation to the use of authentic objects
- Achieve a quality of collections management and care generally consistent with the museum profession's highest standards
- Gain enhanced research understanding of museum collections and improved intellectual and physical control of them
- Acquire and employ for all collections a versatile and modern database system and bring into it most collections still documented by paper records
- Eliminate all cataloguing backlogs related to more current collecting
- Rationalize and improve the physical arrangement of major collections storage areas, building on the ability to acquire compacting storage systems
- Place substantial portions of its collections on-line at least in catalogue form, and preferably in digital representation also, to substantially increase public access to its holdings
- Achieve a level of staffing and funding to support sustained and adequate attention to the necessary processes and results of good collections management
- Develop and follow a collections development plan or equivalent, allowing targeted and rational collections growth in advance of exhibit demands, systematizing a process for the continuing deaccession of material no longer within the museum's mission, and reflecting long-term institutional goals and community needs and interests, while also recognizing institutional priorities and resource limitations
- Provide more development opportunities for collections management and curatorial staff

	Specific Goals - Collections	Schedule	Lead Responsibility
1.1	Planning, installation of new compacting shelving, movement of collections from Edison Drive storage, re-organization of existing collections storage, including natural science collections moved to former library space	Completed Oct. 2014	P. Work, N. Liberace, A. Jordan, S. McDonald
1.2	Acquisition of all relevant Proficio database modules, training, initial system deployment	By December 2014	P. Work, N. Liberace
1.3	Explore options for additional hours for collections management staff	By January 2015	B. Fishman
1.4	Continue to define and focus ongoing institutional collecting, meet evolving standards of collections content and management	ongoing	P. Work, Curators, B. Fishman
1.5	Initiate regular process of adding collections material to public on-line catalogue or equivalent, and intensify digitization efforts to document and publicize collections	By January 2015 and ongoing	P. Work, N. Liberace, Curators
1.6	Implement and pursue Hidde Collections grant to catalogue stereoview and photo postcard collections housed at MHPC	Complete by December 2016	N. Liberace, K. McBrien, B. Fishman, S. McDonald, P. Work
1.7	Work with other state agencies, particularly Maine Historic Preservation Commission, to assist in documenting museum-owned collections, and ultimately to define areas of responsibility	ongoing	B. Fishman, Curators, Registrar
1.8	Complete contract with Tilbury House publishing for book on the story of Maine, as reflected in museum collections, initiate project and see to completion	Contract by March 2014; completion by Jan. 2016	S. McDonald, B. Fishman, Curators, Educators
1.9	Complete definition and sorting of Blaine House collections and formally interpreting levels of museum responsibility	July 2014	L. LaBar, History Curators, Registrar

	Specific Goals - Collections	Schedule	Lead Responsibility
1.10	Ensure complete inventory of all History Division collections, including museum Archives if possible	Complete by July 2018	L. LaBar, K. McBrien, P. Work, N. Liberace, other curators, etc.

Vision for Exhibits

By 2018 or before, the Maine State Museum will:

- Develop at least one additional gallery for temporary exhibits and achieve the regular presentation of at least one new exhibit of significance every year or so; consider other physical modifications to existing galleries to allow for more flexible exhibit space
- Develop and follow an exhibit development process that is written down, encourages a 'team' approach, and clearly defines the roles and responsibilities of team members and the hierarchies and schedules of decision-making
- Ensure that the museum's Education Division is always closely involved in the development of any significant exhibit
- Develop and design exhibits that seek to make strong use of human 'stories,' to establish emotional and intellectual connections with visitors, to simultaneously address audiences of different ages and capacities, achieve clarity and consistency of physical presentation and labelling, express high levels of informational research, and present definable themes and self-evident paths of visitor circulation
- Regularly examine the possibilities for producing an accompanying publication for every significant exhibit developed by the museum
- Recognize the need to make good and regular use of the museum's natural science materials in relevant exhibits and consider connections with the present in all exhibits wherever appropriate
- Regularly consider involving other cultural agencies and community organizations in the development of relevant exhibits, and make regular use of the material and human resources available in other state cultural agencies
- Be well advanced in planning for the exhibits to honor the state's bicentennial in 2020
- Attend to the many small repairs needed by current exhibits, identify failed or outworn exhibit sections and make plans to replace or alter them, and identify those areas that could be enhanced through augmentation with new material, labels, or approaches
- Carefully examine the possibilities of bringing traveling exhibits to the museum for the purpose of offering expanded educational and recreational opportunities to visitors
- Provide development opportunities for staff engaged in exhibit preparation and the maintenance of building systems

	Specific Goals - Exhibits	Schedule	Lead Responsibility
2.1	Finish development of 'team' exhibit process and initiate its use	Initiate by January 2014, refine and have in regular operation by Jan. 2015	S. McDonald and Exhibit staff

	Specific Goals - Exhibits	Schedule	Lead Responsibility
2.2	Complete space planning and cost estimation for new exhibit gallery in museum; complete construction of gallery	Estimations by April 2014; completion of gallery by June 2015	B. Fishman, S. McDonald
2.3	Sustain active process of attending to repairs and augmentations needed in existing museum exhibits, especially improvements to labels, lighting, etc.	By Jan. 2015 and ongoing	A. Jordan, Joanna Torow, S. McDonald, D. Bassett, Curators
2.4	Move into active planning for at least one new exhibit each year, ensuring regular participation by Education Division	January 2016 and ongoing	S. McDonald, Curators, Educators
2.5	In planning for new exhibits, include identifiable themes, identify audiences, seek engaging personal stories and chances for audiences to engage with exhibit material, consider inclusion of natural science collections as appropriate, conduct thorough research, present clear and uncluttered design, include comprehensibility by different audiences	ongoing	Curators, Design and Installation staff, Educators, Administrators
2.6	Identify 2020 exhibit and be actively engaged in its planning and development	Oct. 2015	Curators, Design and Installation staff, Educators, Administrators

Education

Vision for Education

By 2018 or before, the Maine State Museum will:

- Ensure that Education Division staff members are involved in planning for all substantial new exhibits as part of the museum's team-centered exhibit development approach, and that major new exhibits include the development of accompanying education programs
- Ensure that the Education Division sustains its well-earned reputation for excellent programming and outstanding levels of visitor service
- Ensure that major museum exhibits and programs include an evaluation component for educational projects so that assessing the visitor experiences becomes less a matter of computing numbers of attendees and more about discovering what visitors did or did not learn and enjoy

- Be able to provide regular development opportunities for Education Division staff and volunteers where possible and in general achieve and sustain the elevation of skill levels and knowledge of learning strategies needed among staff to develop and support the wider variety and greater sophistication of programming called for in the plan
- Provide and support a refinement of educational programs, retaining some currently effective and popular programs while adding more in-depth and inquiry-based offerings attuned to evolving STEM and curriculum-based requirements. Essential will be the engaging of new and different audiences such as non-school visitors, adults, and families.
- Evolve and maintain a system to effectively solicit the opinions and input of education staff in the formation and evaluation of educational programs
- Employ new media and technologies to reach new and/or distant audiences while enhancing programming within the museum
- Emphasize in program development the creation of opportunities for visitor engagement and participation, encouraging visitors to make connections between their personal experiences and museum offerings, while being mindful of the value of including contemporary issues as well
- In developing programs, make use of appropriate current learning strategies (*e.g.* constructivism, visual thinking strategies, object-based learning, inquiry-based learning), helping teachers meet the needs of *Maine Learning Results*, the *Common Core* standards, and local curriculum requirements
- Consider, plan, and if possible implement improvements in museum infrastructure to provide more effective spaces in which public educational programs can occur
- Have a larger Education Division staff including a full-time scheduler, with Education staff responsibilities more clearly defined and better separated between public service and direct education. The Education Division will also consider the structure and implementation possibilities for a more effective framework for the Education Division as a whole, even within current staffing limitations
- Recruit more volunteers to assist in educational activities and increase the level and frequency of training
- Pursue gallery enhancements to improve the visitor experience and the presentation of exhibits, and to reduce time educators spend maintaining exhibits and related infrastructure, especially lighting

	Specific Goals - Educatio	Schedule	Lead Responsibility
3.1	Complete draft of Education Division Guiding Principles and Mission Statement, with full participation of Education staff	By 2013	J. Torow

	Specific Goals - Educatio	Schedule	Lead Responsibility
3.2	Ensure meaningful inclusion of Education Division in development of all museum exhibits	2014 and ongoing	B. Fishman, S. McDonald, J. Torow, and Education Supervisors
3.3	a. Include i Education Division budget a line for staff development, training; consider appropriate training opportunities to encourage development of skill required to keep abreast of current educational learning strategies and skills	Sept. 2014 and after	B. Fishman, S. McDonald, J. Torow
	b. Create a library of education publications available to staff and subscribe to publications that further staff learning in education	By Jan. 2015	J. Torow
3.4	a. Create and implement at least two new programs that better address Common Core standards or inquiry-based learning, as well as one pre-school program	Completed by July 2015	J. Torow and Division staff
	b. Create documents that clearly state program connections to standards and goals, objectives, and essential questions	March 2015	J. Torow and Division staff
	c. Initiate process to review existing programs and eliminate at least five of the current 25 presentations	Sept. 2014	J. Torow and Division staff
	d. Form an advisory group with teachers, education administrators, and Dept. of Education representatives to review programs and educational efforts	December 2014	J. Torow and Division staff
3.5	a. Plan and estimate costs for development of new dedicated space in museum for educational programs; raise funds and implement plan for new educational space	Cost estimation by April 2014; project completion by July 2016	B. Fishman, S. McDonald, J. Torow, Commission/Friends members
3.6	Review staff work requirements i galleries to encourage more nuanced or active engagement with visitors and more opportunities for interpretation	Sept. 2014	J. Torow, Education Supervisors

	Specific Goals - Educatio	Schedule	Lead Responsibility
3.7	a. Consider Education staff structure optimization plan and initial ways to separate visitor service from educational program delivery within current resources, while providing opportunities to develop new programming b. Through state budget requests, staff reorganization, or other funding methods, ensure that the scheduler position becomes full-time	Dec. 2014 December 2015	J. Torow, S. McDonald, B. Fishman B. Fishman
3.8	Initiate and complete process to gain improved content and scheduling control of State House tours by non-museum guides; bring into museum intellectual and budgetary control if possible	Completed by Jan. 2016	J. Torow, B. Fishman
3.9	Dedicate funds or otherwise initiate a plan and process to improve physical presentation conditions of permanent exhibits	By Jan. 2015; implementation by areas during 2014-2016 and ongoing	J. Torow, A. Jordan, Administrators, Education Supervisors, Curators

Marketing and Publicity

Vision for Marketing and Publicity

By 2018, or before, the Maine State Museum will

- Create a part-time staff position in coordination with the Friends that is responsible for marketing, and possibly for related activities such as events planning and membership development, or have formally and effectively assigned these responsibilities to other staff, or developed a method to otherwise contract for some improved level of these services
- Develop and complete a project to improve the lobby of the Cultural Building, at least to the extent of creating a more welcoming and effective museum entrance with more possibilities for improved visitor services, museum operations, and the display of materials related to regional attractions
- Design and implement a new logo for the museum
- Establish an annual budget line for marketing and related expenses
- Revise or upgrade the museum's website to provide more and more frequently changed content, presented with greater clarity and fewer words, and with some new graphics and clearer informational paths for searches

- Devise and produce through a communications plan new and coordinated promotional materials that present the museum 'brand' in a more consistent manner and present museum information more effectively to the public
- Improve internal museum signage and reduce signage clutter
- Reinforce relations with the City of Augusta and its Chamber of Commerce and involve the city more effectively in museum activities
- Explore and achieve through grant funding ('capacity-building') or other opportunities projects to address specific museum deficiencies in public marketing
- Increase effective use of social networking media
- Equip museum galleries with wi-fi capacity and/or some level of audio or smart phone programming, recognizing that to achieve these outcomes will require intense content development efforts
- In general give the museum a regular, consistent, and reasonably effective marketing presence

	Specific Goals – Marketing and Publicity	Schedule	Lead Responsibility
4.1	Complete plans and cost estimations for new entrance design, fund it, and build it	Estimations by April 2014; completion by December 2016	B. Fishman, S. McDonald, Museum Commission/Friends
4.2	Design and accept new museum logo	By March 2015	B. Fishman, Commission
4.3	Work with legislature to seek reversion to museum of admissions revenue	By 2017	B. Fishman, Commission
4.4	Achieve funding for part-time or project-oriented contracted marketing/publicity assistance	By 2017	B. Fishman, Commission/Friends
4.5	Install wi-fi access for some galleries and provide smart phone or similar content for selected exhibits	By 2018	B. Fishman, S. McDonald, J. Torow, Curators
4.6	Establish a plan and consistent process to address need for museum signage improvements and label changes	2015 and ongoing	B. Fishman, S. McDonald, Museum Staff
4.7	Dedicate a specific sum in museum budget for advertising and marketing	2015-2016 budget and after	B. Fishman, S. McDonald
4.8	Review museum printed publicity for effectiveness and consistency, once new logo selected	2015 and ongoing	B. Fishman, S. McDonald, J. Torow
4.9	Seek to create a stronger relationship with City of Augusta	2014 and ongoing	B. Fishman, Commission
4.10	Fund upgrade of website with some new features and process to achieve more active content	By January 2016	S. McDonald, B. Fishman, Commission

Finance/Development/Public Relations

Vision for Finance/Development/Legislative Relations:

By 2018, or before, the Maine State Museum and its Commissioners, Director, and staff while working collaboratively with the Friends of the Maine State Museum will:

- Instill and strengthen in Museum Commissioners and board members of the Friends of the Maine State Museum the obligation to support the museum financially
- Integrate the Friends of the Maine State Museum organization more effectively into the work of the museum and enhance its ability to support the museum's fundraising efforts
- Sustain general legislative support for the museum and seek additional funds for specific projects, while maintaining good contact with legislators and regularly informing them of museum activities and progress
- Identify and prioritize major fundraising initiatives that have a good chance of success and can engage Commissioners, Friends Board members, and significant community support
- Establish an improved museum budget format ('consolidated budget')
- Seek ways to support some level of paid or contracted development staff help
- Develop a variety of outreach and familiarization efforts to assist fundraising and museum recognition
- At the staff level continue to emphasize and pursue grant application initiatives appropriate to the museum's mission and needs

	Specific Goals - Finance, Development, and Legislative Relations	Schedule	Lead Responsibility
5.1	Complete/review policy statement revisions begun by Governance Committee, including defining expectations and financial responsibilities of Commissioners	Jan. 2015	Jon Doyle, Bernard Fishman, Commissioners
5.2	Create and employ consolidated budget format	Nov. 2014	B. Fishman, S. McDonald, Commissioners
5.3	Revise letter of understanding and work plan with Friends; implement changes to promote better Friends integration with museum (staffing, budget, committees, database, etc.)	April 2014- July 2015	B. Fishman, C. Micoleau, L. Frinsko, Commissioners, Friends Board
5.4	Identify major fundraising initiative and pursue to completion	Sept. 2014 –Dec. 2016	B. Fishman, Commissioners, Friends
5.5	Commission/Friends to create Outreach/Sponsorship Committee on Commission, to identify and plan special outreach efforts with emphasis on corporate engagement	Sept. 2014 and ongoing	C. Micoleau, L. Frinsko, B. Fishman, Commissioners, Friends Board

	Specific Goals - Finance, Development, and Legislative Relations	Schedule	Lead Responsibility
5.6	Pursue exploration of possibilities for state tax-exempt status for Friends	Feb. 2014 and ongoing	J. Doyle, C. Micoeau, L. Frinsko
5.7	Explore possibilities of creating a part-time fundraising position for museum/Friends or contracting for elements of such services	2015-17	B. Fishman
5.8	Work with museum store to create on-line mini sales catalogue	Sept.-Dec. 2014	S. McDonald, B. Fishman, Commissioners, M. Lagueux
5.9	Plan, fund and execute legislative event at museum for new legislature and for subsequent new legislatures	Nov. 2014 –Jan. 2015, and ongoing	L. Frinsko, J. Doyle, Commissioners/Friends, B. Fishman



Maine State Museum Commission members pose in front of new logo at the museum's entrance (see Strategic Plan Marketing and Publicity Goal 4.2)



The museum's recent major collections re-organization (see Strategic Plan Collections Goal 1.1) involved moving thousands of objects in storage, installing space-efficient compacting shelving, and re-installing objects in new locations.



The museum's educational programs for school groups are undergoing a process of re-evaluation and upgrade to enhance connections to Maine Learning Results, Common Core standards and inquiry-based learning (see Strategic Plan Education Goal 3.4).



One of the most significant recent museum acquisitions is this rare Malecite capote, or coat, with matching leggings and moccasins. Worn by men for winter work in the woods, the capote dates from the mid-1800s. This piece will be featured in an upcoming book about the museum's collections (see Strategic Plan Collections Goal 1.8) and in an exhibit scheduled for 2016 (see Strategic Plan Exhibits Goal 2.5).



The first exhibit has opened in a new museum gallery, which will feature temporary exhibits, changing annually. (see Strategic Plan Exhibits Goal 2.2).

IV. Organizational Structure, Position Count, Job Classes, Organizational Flow Chart

General responsibility for administering the work of the Maine State Museum lies with the Maine State Museum Commission, a governor-appointed body of fifteen members especially qualified and interested in the several fields of museum activity. The Maine State Museum Commission's unique authority is the appointment of the museum director, who is charged by law with carrying out the specific provisions of law governing the museum's activities.

The Maine State Museum is a fully functioning quasi-independent agency of state government. All museum budget and financial activities are under the purview of state government purchasing rules; all museum accounts fall under administration and legislative authority. All personnel matters, including employee salary and benefits, are administered within the state's human resources system.

In addition to state-funded staff and operational backing, the museum receives important support from the non-profit 501c3 organization, the Friends of the Maine State Museum. The Friends is the museum's private support organization, as designated by the Maine State Museum Commission, and is solely organized to foster support for the museum. The Friends do this principally by raising critical private support, taking on special projects, and administering the museum's membership program.

Position count, job classes, and an organizational chart follow on the next pages.

C. Position Count and Job Classes

Permanent Full-Time Positions - General Fund

Museum Director	Public Service Executive III	88
Deputy Director	Public Service Manager II	30
Chief Scientist	Museum Specialist III	28
Chief Curator of History and Decorative Arts	Museum Specialist III	28
Chief Archaeologist and Curator of Ethnology	Museum Specialist III	28
Chief Educator	Museum Specialist III	28
Registrar	Museum Specialist III	23
Curator of Historical Collections	Museum Specialist III	23
Exhibits Preparator	Museum Specialist II	23
Curator of Photography, Art, and Archives	Museum Specialist II	23
Graphics Specialist	Museum Specialist II	23
Education Supervisor	Museum Education Specialist II	22
Educator Supervisor	Museum Education Specialist II	22
Collections Manager	Museum Specialist I	19
Conservation Specialist (job share)	Museum Specialist I	19
Educator	Museum Education Specialist I	18
Office Associate	Office Associate II	13

Permanent Part-Time Positions - General Fund

Museum Educator	Museum Education Specialist I	18
Visitor Services Specialist	Museum Technician I	15
Visitor Services Specialist	Museum Technician I	15
Visitor Services Specialist	Museum Technician I	15

Permanent Full-Time Position – Museum Store Special Revenue Account

Museum Store Manager/Buyer	Inventory/Property Associate II	16
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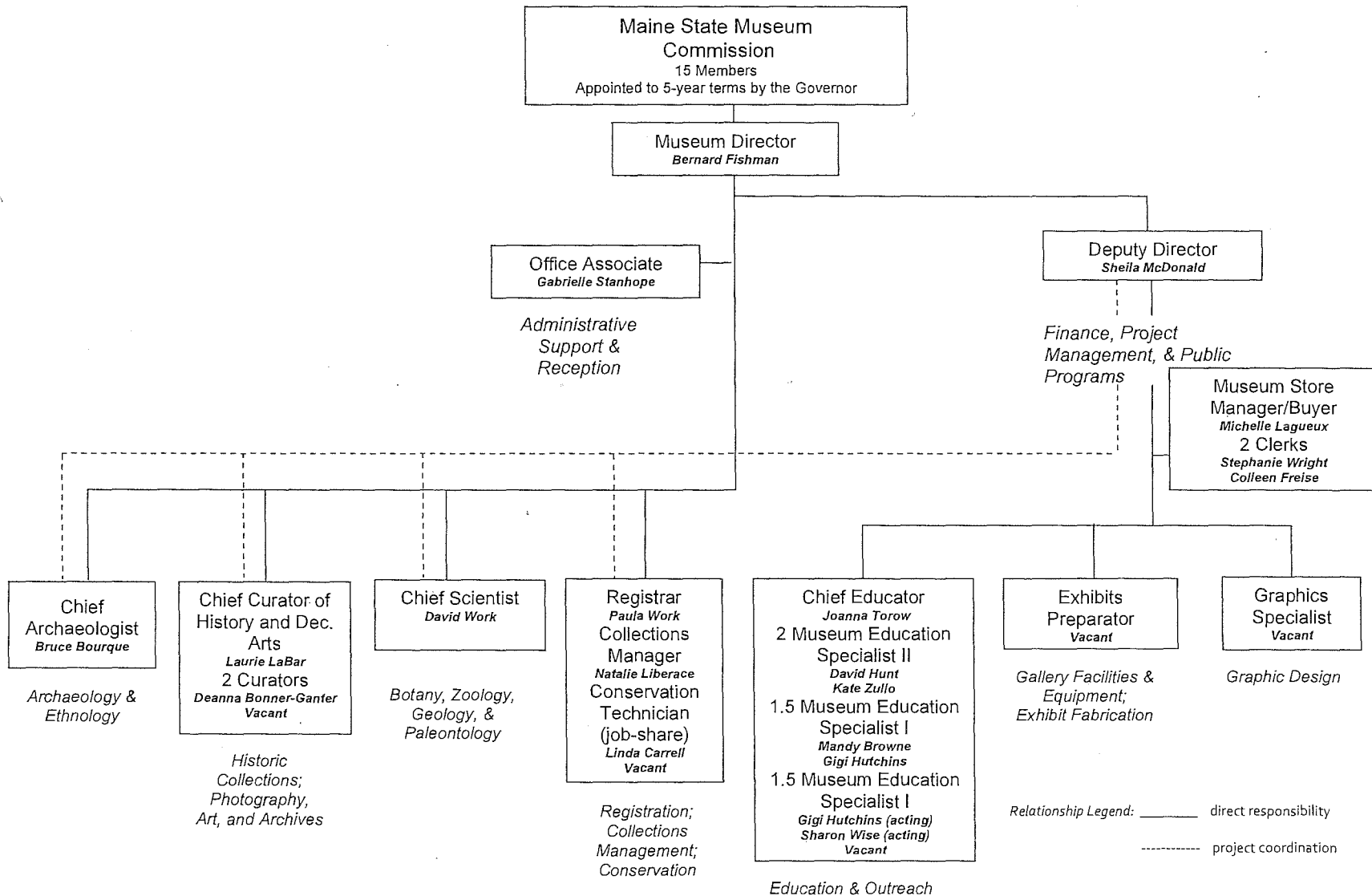
Permanent Part -Time Positions – Museum Store Special Revenue Account

Museum Store Clerk	Customer Representative Assistant	5
Museum Store Clerk	Customer Representative Assistant	5
Museum Store Clerk	Customer Representative Assistant	5

Non-State Positions Working on Museum Programs

Coordinator of CERC Program	Part-time; funded by a one-year grant
Historic Photograph Cataloguer	Full-time; funded by a three-year grant
Friends of the Maine State Museum Development Director	Full-time; funded by a two-year grant
Friends of the Maine State Museum Assistant Development Coordinator	Part-time

Maine State Museum Organization Chart



V. Compliance with Federal and State Health and Safety Laws

The Maine State Museum is committed to abide by state and federal regulations that bar discrimination based on race, color, national origin, disability, age, sex, or sexual orientation, and that require accessibility for persons with disabilities. The museum is also mindful of the health and safety of employees, volunteers, and visitors and is careful to observe workplace safety standards as is required under federal and state guidelines.

Occupational Safety and Health Act

Section 5 of the federal Occupational Safety and Health Act of 1970 says that each employer will furnish a place of work to each employee that is free from recognized hazards that are causing or are likely to cause death or serious physical harm to the employees; and each employer will comply with the occupational safety and health standards of this act. This section covers environmental hazards, ergonomics, as well as workplace violence; the museum fully adheres to the requirements of this act and cooperates with inspections that ensure compliance.

Video Display Terminal Operation

Maine law establishes that employers shall annually educate and train all operators of video display terminals. Museum staff members have all been trained.

Drug Free Workplace

The Drug Free Workplace Act of 1988 requires that employees of the grantee not engage in the unlawful manufacture, dispensation, possession, or use of controlled substances in the grantee's workplace or work site. The museum carefully observes this prohibition.

VI.

Ten-Year Financial Summary

Maine State Museum Expenditures

Fund	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15
General Fund	1,619,144	1,585,966	1,625,125	1,632,909	1,510,458	1,365,347	1,420,657	1,436,786	1,613,487	1,468,422
New Century Program	2,610	23,364	8,637	7,727	11,040	4,980	-	-	-	7,520
TOTAL GENERAL FUND	1,621,754	1,609,330	1,633,762	1,640,636	1,521,498	1,370,327	1,420,657	1,436,786	1,613,487	1,475,942
Federal Fund	147,017	95,582	104,760	300,812	36,289	14,381	-	25,363	29,623	15,108
Special Revenue*	160,560	165,117	462,405	565,513	200,321	136,460	157,064	178,350	178,486	285,262
New Century Bond	60,792	68,416	25,084	67,174	123,737	24,370	-	-	-	-
TOTAL ALL FUNDS	1,990,123	1,938,445	2,226,011	2,574,135	1,881,845	1,545,538	1,577,721	1,640,499	1,821,596	1,776,312

Positions

General Fund Positions	22.5	22.5	22.5	20	20	19	19	19	19	18.5
Special Revenue Fund Positions				1	1	1	1	1	1	1

* Includes total of 017424 (Private Contribution Revolving); 018023 (Museum Sales Program Revolving Fund); 018025 (Maine State Museum Endowment for Publishing); and beginning in FY15, Z17901 (Maine State Museum Operating Fund)

VII. Regulatory Agenda and Summary of Rules Adopted

04 073	Chapter 501 – Use of Museum Facilities
	Chapter 502 – Reproduction of Museum Collections
	Chapter 505 – Collections
	Chapter 506 – Public Access and Use of Museum Collections
	Chapter 511 – Conservation Center
	Chapter 521 – Public Services
	Chapter 531 – Maine State Museum Store
04 089	Chapter 551 – Acceptance of Works of Art from Estates
	Chapter 100 – Rules for Implementing an Act to Preserve Maine’s Archaeological Heritage

Summary of Rules Adopted

04 073 - Chapter 501 – Use of Museum Facilities

Provides rules and regulations for the use and security of materials and facilities of the Maine State Museum

04 073 – Chapter 502 – Reproduction of Museum Collections

Establishes that collections of the Maine State Museum are held in trust for the people of the State of Maine; reproductions of selected items may be approved by the museum in accordance with this rule.

04 073 – Chapter 505 – Collections

Sets forth rules and regulations regarding acceptance, use, and disposition of museum collections as a means of preserving the historical, cultural, and environmental heritage of the State of Maine according to the provisions of 27 MRS Sections 81 through 90-A and 27 MRSA Sections 371 through 378.

04 073 – Chapter 506 – Public Access and Use of Museum Collections

Establishes standards and procedures governing access to and the use of collections of the Maine State Museum

04 073 – Chapter 511 – Conservation Center

Establishes rules and regulations for the Conservation Center

04 074 – Chapter 521 – Public Service

Establishes that the function of the Maine State Museum is to interpret and present the collections and the knowledge acquired through research to all citizens of this state in a meaningful and educational manner with the primary objective of developing an understanding of the environment, cultural, and historical development of Maine according to the provisions of 27 MRS §85.6-7

04 073 – Chapter 531 – Maine State Museum Store

Establishes rules for the Maine State Museum Store Sales Program

04 073 – Chapter 551 – Acceptance of Works of Art From Estates

Clarifies rules and regulations regarding acceptance of works of art from estates in lieu of estate taxes

94 089 – Historic Preservation Commission and Maine State Museum

Chapter 100 – Rules for Implementing an Act to Preserve Maine’s Archaeological Heritage

Sets forth the standards and procedures for access to records containing information regarding the locations or other attributes of archaeological sites that are in the possession of the Maine Historic Preservation Commission, the State Museum, the Bureau of Parks and Lands, other state agencies, or University departments

VIII. Efforts to Coordinate with Other State and Federal Agencies to Achieve Objectives

The Maine State Museum has a long history of collaboration and association with other governmental organizations to better pursue its mission and programs.

This kind of collaboration is most evident in museum educational activities, exhibits, and collections care and development, but is characteristic of almost every aspect of the museum’s work.

To begin with, the museum is one of seven members of the Cultural Affairs Council, which meets regularly to discuss matters and plan joint actions that affect the participating agencies. These matters might involve coordinating or examining legislative agendas, seeking or distributing grant funds through some coordinated effort, as with the New Century Grant program, sharing information generally or describing areas of operational or intended mutual

cooperation, considering institutional operations and growth, the delivery of public services, marketing, facilities needs and improvements, or otherwise addressing issues of mutual concern and potential joint action.

Concerning federal agencies, the museum receives no ongoing operational federal funding, but is frequently successful in securing project grants from federal agencies, particularly the Institute of Museum and Library Services (IMLS). An IMLS grant in 2006-8, through its Museums for America program, allowed the museum to undertake the first state-wide assessment of geological and biological collections held throughout Maine, including those held by schools in the University of Maine system. Another IMLS grant in 2009-11 allowed the museum to undertake statewide surveys and assessments that helped advance collections care in a variety of collection-holding institutions, and create a state-wide consortium to advance good collections care. These projects enabled the museum to advise many other entities about the best professional practices, and also better plan for the future development of its own collections. In addition, it put the museum in connection with institutions no longer able to fully care for their own science collections and wishing to contemplate the future of those holdings. In the aftermath of these surveys, science collections were donated to the museum from UM Farmington and UM Orono. UM Orono is considering another science collection transfer to the museum in 2016. The museum thus provides the state a great service in caring for inactive or mothballed collections that no longer fit the missions or budgets of the original institutional owners, allowing the materials to stay in Maine and continue to be used here for educational purposes. The museum's science collection is now the largest in Maine, and the museum has developed an active program of short-term educational loans of scientific material to educational institutions which will use such specimens in ongoing laboratory and course work. In recent years, the museum's collections lending program has supplied material to numerous educational institutions, including UM Farmington, UM Orono, and UM Presque Isle.

The museum has also assisted other state agencies in this way, including the Maine Dept. of Inland Fisheries and Wildlife, Maine Forest Service, and Maine Geological Survey. The museum has accepted collections from these agencies and has helped them with educational loans and assistance as necessary, as well as making possible the preservation and research use of the transferred collections and continuing educational access to them. In one of these transferred collections, museum researchers were able to discover six new species not previously known to have been present in Maine. The museum's biological collections become ever more useful as interest in Maine's environmental history increases and the rate of climate change and its effects intensify on the state's lands and in its waters.

The museum manages the substantial collection of historical portraits that constitute the State House Portrait Collection, and supervises their display in the State House. In 2014 the museum was successful in securing the agreement of the Legislative Council to the first policy document governing the Portrait Collection since the state acquired its first painting (on consignment) in 1836. The policy includes some regular funding for the conservation and care of the paintings, assuring their permanent preservation. The museum also cares for the state's collection of historic flags, including the Maine regimental flags from the Civil War. Through 2004, the

museum raised some \$ 500,000 to restore the Civil War flags and to have careful reproductions of them made for display in the State House, while carefully protecting the originals. The museum also cares for the substantial and varied collections at the Blaine House, which range from the ceremonial silver salvaged from the sunken *USS Maine* to the pass signed by Abraham Lincoln allowing Congressman James G. Blaine to visit the newly captured Confederate capital of Richmond. In 2013-15 the museum conducted an exhaustive, digitized inventory of the Blaine House collections to provide the data to allow good decisions to be made about the use, placement and security of those items.

The museum has regular and significant contact with state agencies in activities beyond the collection surveys, collection transfers, and educational loans, and this kind of cooperation has intensified in recent years. As mentioned above, the museum is among the state agencies that participate in the Cultural Affairs Council and its regular meetings. In 2012-13 the museum ended a divisive state-wide political issue by working with the Dept. of Labor and the state's Executive to place the well-known Labor Mural paintings on long-term display in the Cultural Building. Also in 2013 the museum secured a major grant to catalogue, digitize and make publicly available some 22,000 historic photographs held by the Maine Historical Preservation Commission (MHPC). As state historical materials these photographs are technically the legal property of the museum, but they had been assembled by the MHPC and managed as an uncatalogued reference collection there for a period of over 40 years. The museum's involvement aims to place the documentation and accessibility of this remarkable resource on a fully professional footing, and to greatly increase its availability to the public and for educational purposes. This project will continue until 2016. Also in 2013, and continuing to the present, the museum founded and secured outside funding for CERC, the Cultural Emergency Resource Coalition, which assists cultural organizations in Maine to formulate risk assessments and disaster prevention and recovery plans. On the Executive Committee of CERC, in addition to the museum, are the Maine State Library, the MHPC, the Maine State Archives, and the Maine Emergency Management Agency (MEMA). CERC has directly aided nearly 40 Maine cultural entities to complete disaster plans and is working very closely with MEMA, which has been enormously supportive of this effort, to connect the state's community of collecting institutions with the process of planning for emergencies. Through the museum's work with CERC, many of the state's most significant historical and cultural possessions are receiving newly elevated levels of care and protection.

The museum cooperates quite frequently with other state agencies in the development of exhibits, regularly borrowing materials and, as outlined above, lending materials and expertise. In recent years the museum has developed exhibits in cooperation with the veterans' facility at Togus and for other state agencies. In 2011, the museum worked closely with the University of Southern Maine in the development of its award-winning *Malaga Island, Fragmented Lives* exhibit. The museum is presently working with the MHPC on the development of an exhibit honoring Maine's role in World War I, to be hosted by the museum in its new exhibit gallery. The Military History Museum at Camp Keyes, associated with the Maine National Guard, is also working with the museum on this project. In the past the Military Historical Society, which operates the military museum, has consulted with the Maine State Museum on numerous

matters of professional concern, mainly collections care and exhibits, and the museum has both donated and loaned to it collection items that derive from its own holdings.

An unusual example of inter-agency cooperation was the museum's enterprise in seeking funding from the legislature and administration for a staff position to be shared among the State Museum, State Archives, and State Library for the purposes of digitizing and cataloguing collections. The three agencies share a significant and similar need for this kind of work, and the museum successfully proposed this position in 2014, possibly the first three-agency job share in modern state history. Another case of significant agency sharing occurred in 2014 when the museum was at short notice informed that it would have to give up some of its collection storage space in the state Liquor/Lottery building in Hallowell to make room for the consolidation there of certain state offices. Good museum storage requires conditions of climate control, safety and security that are not easy to find or inexpensive to create, and for a time it seemed that no other space the state had available would satisfy the basic conditions needed for acceptable collections movement and care. The Maine State Library generously came to the rescue and donated to the museum space from its own storage areas suitable for the museum's requirements. In return, the museum helped the library acquire moveable storage units on rails that allow the Library's materials to be more efficiently stored in the space remaining to it.

The museum has a robust and well-developed public service function that is part of the work performed by its Education Division. In recent years the museum has received nearly 50,000 visitors annually, including 16,000 or so in educational groups receiving structured tours or programs. A basic aspect of the museum's work is the coordination and confirmation of tour schedules with State House and Blaine House staff when groups visit the capitol and want to include those locations in their tours. As part of this process the museum has arranged several rounds of training from Capitol Police in security matters, inviting the other two state agencies in the Cultural Building to take part. The museum has also organized inter-agency NAMI Maine Mental Health training in 2014 and 2015. This preparation is not wasted: in 2014 a museum staff member was able to prevent a child abduction that was attempted in the Cultural Building and was formally commended by the legislature for that brave and effective act.

IX. Identification of Constituencies Served, Noting Any Changes or Projected Changes

The Maine State Museum has the entire state of Maine as its constituency as well as many visitors beyond Maine.

In a broad way, the museum serves all the citizens of Maine through its constant work of collecting, preserving and interpreting the most compelling or most representative materials and information relating to the cultural and natural history of our state.

More specifically, about 30% of the museum's visitation of nearly 50,000 annually is represented by school classes engaged in structured visits. These visits usually include a program provided by museum staff related to ongoing class curricula or topics of study.

Approximately half of all fourth-graders in Maine visit the museum during the year. The schools sending classes are located throughout the state, including in some of its more remote areas. In 2014, classes came to the museum from over 200 localities in Maine. The museum does not charge any admission for school groups, but despite the schools' increasing transport costs and the intensifying scholastic requirements making class schedules less flexible, the number of school visitors has remained constant in recent years, testifying to the high value the schools attach to museum programs and the responsiveness of museum staff to their needs.

Another category of educational visits to the museum is that of home-schooled students. Some 1,500 pupils being schooled at home come to the museum each year, and this number is growing. The museum is an active participant in the programs that occur on Home School Day and is becoming a more and more significant factor in this kind of educational experience.

Approximately 30% of the museum's visitors are out-of-staters, many receiving some of their strongest impressions of Maine from what they see at the museum. In this way the museum is a valuable ambassador of Maine to those that visit temporarily or vacation here, and helps Kennebec County economically by drawing tourists to this area. The museum is also a kindly and non-partisan ambassador for state government, being located in the shadow of the state house itself.

The out-of-state segment of the visitation has substantial possibilities for growth, but that is unfortunately hampered because several years ago the funding necessary to keep the museum open on Sundays (\$28,000) was discontinued. Approximately 2,500 visitors came during Sunday openings, roughly evenly divided between state residents and visitors. In this context we should also not fail to mention that up to 40% of the museum's visitation is made up of Mainers who do not come in educational groups but visit mainly as families or in affinity groups. The museum reinforces what it means to be a citizen of Maine and the special pleasures and pride that association with Maine conveys. Pride in Maine is the fundamental reason the museum was created years ago, and the museum's presence is an important educational and emotional benefit in reminding our citizens of important values and qualities we all should share.

The museum also lacks any funds for marketing. Despite these limitations the museum is Augusta's chief tourist attraction and one of the highlights of any visit to Maine.

The museum in its professional capacities aids many organizations in Maine and in this role has been growing in effectiveness and importance in recent years, creating an expectant constituency of institutional assistance. Elsewhere in this report the museum's creation and administration of CERC (Cultural Emergency Resource Coalition) has been mentioned. This enterprise, funded by the museum exclusively through grants, has brought careful and sustained emergency planning to scores of cultural organizations, including museums, historical societies, libraries, and state agencies. The museum has engaged in numbers of cooperative projects with state agencies, historical societies and educational institutions to assist in documenting or managing collections of importance to Maine. One of the museum's largest current enterprises of this kind is its three-yea, grant-funded project to fully document, digitize

and make accessible to the public 22,000 historic photographs managed by the Maine Historical Preservation Commission.

In a typical year the museum will send its staff to several historical societies or museums to advise them on aspects of collections management: in 2014 museum staff assisted the Belgrade Historical Society and the North Haven Historical Society in this manner and also advised a number of local groups of collectors or historical enthusiasts. In the longer period covered by this report the museum was able to secure two rounds of grant funding to assess numbers of collections held by institutions throughout the state and give advice about professional collections care. As part of these projects the museum also provided prospective consideration about the ultimate dispositions of such collections if organizations anticipated being eventually unable to properly care for them.

In the period covered by this report the museum has also acted as a pass-through funder to various organizations when block grants have been available through the Century Fund, as directed through the Cultural Affairs Council.

One of the museum's growing activities is the lending of small collections, especially relating to natural history or science, to educational institutions for class instruction. In the last year the museum has lent such collections to UM Orono, UM Farmington, Colby College, and Cony High School in Augusta. As the museum has perhaps the largest natural history collections in the state, making some of its contents publicly available under controlled circumstances is an important professional duty and directly assists educational institutions that cannot maintain such large and diverse collections themselves.

An often under-considered constituency is that provided by museum volunteers. The museum gives dozens of volunteers informative and engaging work that helps fill their time with stimulating activities and enormously benefits the museum and the people of Maine. In FY 2015 the museum received about 2300 hours of volunteer service, more in total hours than a full-time staff position. This help is of particular value when staff levels are low. In 2014 and 2015 this was especially the case in the Education Division because of administrative delays that prevented the expeditious filling of several positions vacated by retirements.

The museum also provides a regular and constant service of answering public questions about Maine history, objects of interest, or other informational matters. The museum receives thousands of inquiries of this kind every year, despite the abundance of information now easily available on the internet. Members of the public evidently feel that the museum is a trustworthy and eminently approachable institution, and we are glad of this regard and this attention.

X. Use of Alternative Delivery Systems, Including Privatization, in Meeting Goals and Objectives

The Maine State Museum recognizes that it is not possible for every citizen to visit the museum. In light of this important fact, and in its commitment to all citizens, the museum makes every effort to disseminate its resources and holdings through other media and venues. A few examples follow.

- The Maine State Museum's website, through an on-line collections database, electronically provides access to information and images for over 600 objects in the museum's collections. This database will continue to grow as resources become available.
- The museum's website, with its educational content related to major exhibit projects, such as *Malaga Island*, *Fragmented Lives* and *Maine Voices from the Civil War*, can be used by classroom instructors long after the exhibits themselves have ended. It is also a way to make the exhibits of the museum available to anyone worldwide with access to an Internet connection. The museum has created additional information on the website for those interested in the scholarly publications of the museum staff.
- In cooperation with Maine Historical Society, the museum has brought one of Maine's finest historical journals, the John Martin Journal and Scrapbooks, to light with full transcriptions, images, and analysis. This is available through Maine Memory Network, linked to the museum's website, and is another example of the profound ways that the Internet can make historical collections accessible beyond the walls of the museum.
- The museum has a publications program that brings the expertise and research of the museum staff to the public in a more permanent format. A major publication featuring highlights from the museum's collection is in progress and scheduled for release in 2016. Other titles reflecting the work and outreach of museum permanent and adjunct staff are:
 - Hunter, Julia, and Earle G. Shettleworth, Jr. *Fly Rod Crosby: The Woman Who Marketed Maine*. Tilbury House and Maine State Museum, 2000
 - Bourque, Bruce J. *Twelve Thousand Years: American Indians in Maine*. The University of Nebraska Press, 2001
 - Spiess, Arthur E., and Robert A. Lewis. *The Turner Farm Fauna: 500 Years of Hunting and Fishing in Penobscot Bay, Maine*. Maine State Museum, Maine Historic Preservation Commission, Maine Archaeological Society, 2001
 - Brain, Jeffrey Phipps, with Peter Morrison, and Pamela Crane. *Fort St. George Archaeological Investigation of 1607-1608 Popham Colony*. Maine State Museum, Maine Historic Preservation Commission, Maine Archaeological Society, 2007

- Bourque, Bruce and Laureen LaBar. *Uncommon Threads: Wabanaki Textiles, Clothing, and Costume*. Maine State Museum and University of Washington Press, 2009
 - Hamilton, Nathan and Robert Sanford. *Everyday Lives: An Interim Report on Archaeological and Environmental Investigations of Malaga Island, Phippsburg, Maine*. University of Southern Maine and Maine State Museum, 2012
 - Bourque, Bruce. *The Swordfish Hunters*. Bunker Hill Publishing, 2013
 - McBrien, Katherine. *Malaga Island, Fragmented Lives*. Friends of the Maine State Museum, 2013
 - LaBar, Laureen. *Maine Voices from the Civil War*. Maine State Museum, 2013
- Museum staff members make every effort to include time in their schedules for public presentations on the work of the museum, as well as participation in professional conferences and seminars, thus extending the reach of the museum and increasing the knowledge of the museum's work around the state, and beyond.
 - Artifact loans and loaned exhibits are part of the life of museums. The Maine State Museum borrows items from, and loans artifacts to, other museums, thus increasing the public's interest in the museum and bringing a continual array of new opportunities for learning to the public.

Digitization

Digitization is a new, permanent and very valuable direction for museums to take in making their collections available to the public. The Maine State Museum has begun the process of providing digital access to its collections, as is mentioned above in the summary of what is on the museum's website and in referring to the analysis and posting of the John Martin Journal and Scrapbooks. But the task of presenting a truly representative digital selection of museum objects, with proper documentation, let alone vast stretches of the collection or even collection catalogue lists without images, will be a monumental one, needing much more in time and resources to accomplish than most people might realize.

As mentioned elsewhere in this report, the museum has a grant-funded cooperative digitization and documentation project with the Maine Historic Preservation Commission that is now at the end of its second year: about 10,000 items have so far been processed, using one full-time staff person for most of that period, but the images have not yet been posted and the whole project is but half complete. Imagine the effort required to do the same with 100,000 images, or more, recalling that the museum's collections comprise about 800,000 objects. In this context the museum is very grateful for the legislature's willingness to apportion one-third of an FTE, within a position shared with two other agencies, for museum digitization/cataloguing purposes, and this will certainly advance our digitization efforts, but robust and more comprehensive collection digitization will require much more staff involvement and greater capacity in the website. In addition, it should be recognized that posting more of the collections on-line will

mean more public research requests and inquiries, requiring yet more staff time: a highly desirable outcome, but one with consequences for resources.

There is no shortcut to the intensive human involvement needed for developing, caring for, managing, interpreting, exhibiting and digitizing collections. And in this case, to achieve the magic and potential of digitization will require a very significant initial outlay in staff time, followed by a continuing permanent commitment to supporting that digitization with the ability to respond to public inquiries about the wealth of new material made available. Unfortunately, in this case technology will not save costs, but increase them, though for an important public benefit.

XI. Identification of Emerging Issues

A. Staff Insufficient to Execute Mandates

The museum by its enabling legislation and subsequent mandates is expected to follow professional standards in the assembling and protection of its collections, and to further the educational and cultural interests of the people of the state. In addition, the museum is expected to preserve and interpret specimens (biological, geological) and artifacts found on, in, or excavated from sites within state control. The museum no longer has the requisite staff to fully execute these requirements.

Over the past fifteen years the Museum's budgets have been reduced to such a point that its staff, 30 full-time equivalents in 1991, has now, beginning in FY16, been reduced to 19 full-time equivalents; this includes an increase, generously made possible by the legislature, of one .5 FTE to help provide scheduling and other visitor services support. In constant dollars the museum's current FY16 state budget of \$1.7 million is about 30% *lower* than the budget of 1990. At the same time the museum's collections have *grown* by some 50% to about 800,000 items, professional standards have risen markedly, requiring new equipment, tasks, and staff skills, public expectations of collection and informational access have increased, and educational program demands from schools have become more complex and sophisticated. The museum's current staff levels cannot support the levels of collections acquisition and care, research, exhibition, and public outreach and education envisioned as normal and expected when the museum was created, and cannot keep up with modern technical needs and improvements.

To achieve its mandates at a basic level in accordance with modern requirements, the museum would need, in addition to present staff, 2 additional full-time curators; 1 full-time educator; a half-time position for public outreach and information; a half-time position for collections care and documentation; a half-time position for development; and a full-time position for exhibit preparation: 5.5 additional FTEs in all. Please note that this would still be at a level of staffing considerably below that enjoyed fifteen years ago. Without these positions, collections care and documentation will continue to lag, public access will be less robust than appropriate (it would be very desirable to increase staff in order to have hours restored for Sunday openings),

exhibits will appear at a slower rate than desirable, educational programs will not fully satisfy the public need, archaeological rescue and storage will continue to be inadequate, and the museum will continue to fall behind in its ability to meet modern professional standards and incorporate new technologies.

A major, additional structural limitation regarding staffing is the difficulty experienced in making the most efficient and rational use of the staff actually available. Current civil service requirements hamper in various ways the creation and sustaining of an effective work force. Staff re-organization at the whole-institutional level is nearly impossible, the removal of under-performing employees or their placement in positions better suited to their capacities extremely difficult, and the ability to reward high-performing employees entirely insufficient. Because there is no mandated retirement age, some employees stay in their positions beyond the point where their skills or capacities are sufficient to fully perform their assignments, leading to unhappiness on the part of the afflicted staff members and compensatory burdens on other staff. More flexibility in these areas would lead to a much more productive and on the whole happier staff, and would result in a better level of public service.

B. Inadequate Facilities Endangering Collections and Limiting Museum Progress

The Cultural Building, housing the museum and two other state cultural agencies, is in dire need of a significant refit. The building opened in 1971 and has never had a major upgrade or substantial refurbishment. Exterior surface losses, internal leaks, poor loading dock facilities, inadequate and outdated lighting, poor internet access, pest problems, terrible public bathrooms, and outmoded windows and elevators are just some of its routine deficiencies.

Most distressing from the museum's point of view is the Cultural Building's utter inability to maintain relatively stable and acceptable levels of temperature and humidity as required by professional museum operational standards. The ambient temperatures throughout the year are often too cold to provide a comfortable working environment for staff on the fifth (office) floor or for visitors and staff on the lower floors. At other times it may be excessively hot. It is *always* too damp in the summer and too dry in the winter for the proper and safe display and storage of collections. In the two separate storage facilities the museum uses outside the Cultural Building, consisting of a portion of the Bureau of Alcoholic Beverages and Lottery Operations building in Hallowell (known as the 'Annex'), and part of the building known as 'Blossom' on the East Campus of the former AMHI facility, the same destructive inability to maintain safe environmental conditions for collections is evident. Besides being distressing to the public and to those who work in these buildings, such conditions are gradually and irreversibly damaging the museum's collections, and so the state's investment in preserving these essentially priceless relics of our heritage is being constantly compromised. Although the buildings used by the museum were not specifically designed to achieve environmental conditions that would meet current professional tolerances and needs, the problem is not mainly structural: all these buildings were able to maintain basic, reasonably acceptable levels of climate control years ago when their climate control systems were newer and better

maintained. All three facilities require new, modern systems to control temperature and humidity, for the good of the irreplaceable historical and scientific materials they contain.

The museum is close to running out of space to properly store its growing collections and it cannot easily consider caring for new archaeological collections, once a notable part of its work. The museum could also benefit from additional public exhibit and programming space.

Two years ago the museum was able, through a long-sought budget request, to consolidate two collection storage facilities into a single one through the installation of space-saving compact (moveable) shelving. The result was a substantial financial savings to the state because the museum was able to relinquish a leased storage space as a result and move materials kept there to a state-owned property. But now all available space in existing museum facilities is being used with reasonable efficiency. A museum devoted to preserving the state's heritage must be able to regularly add to its collections to carry out its mission, something that is becoming more difficult, especially for larger items. As the Maine State Library, Maine State Archives, and Maine Historic Preservation Commission are also in need of additional collections management space, it would seem prudent for the state to consider how these collective needs might be met, perhaps through a new or refurbished joint facility, before the inevitable and healthy growth of these agencies is curtailed too severely by their lack of expansion space. The extent of the collections care space the Museum requires, based on foreseeable needs, is in the range of 8-10,000 sq. ft.

The museum, in its current space in the Cultural Building, lacks three essential dimensions of space usage: adequate exhibit space; any space for educational activities, especially for school visitation which is higher for the Maine State Museum than for any other museum in Maine; and space for public lectures or similar adult programs.

The museum needs about 5,000 sq. ft. of additional public exhibit space. In addition, the museum has had plans drawn up for a 2,500 sq. ft. education center, equipped with modern technology, that could replace two existing areas containing outmoded exhibits and provide the facilities to deliver the kinds of programming that schools now clamor for (the cost of this would be about \$ 550,000); and the museum, and indeed the other neighboring agencies in the Cultural Building, would jointly be able to make excellent use of a flexible program area that could seat about 125-150 people and perhaps provide space for small performances as well. Such an audience-oriented space might also be a useful adjunct for the legislature and other state agencies.

It is the studied opinion of the museum management that an entirely new building, as once contemplated, is not needed; the basic, though limited, facilities presently available are adequate for many essential uses. What the museum needs is a meaningful upgrade to existing facilities and an annex or connected addition that could contain the additional space requirements as briefly described above. Indeed, an annex built at a fraction of the cost of a new building could be designed to incorporate elements essential to all the agencies in the building, and also accommodate the addition of two or three additional agencies, such as the

Maine Historic Preservation Commission, Maine Arts Commission, and the Military Historical Museum now at Camp Keyes. This kind of planned physical synergy would bring significant efficiencies and savings in operational costs. It would also bring dramatic public benefits through physical adjacencies and consolidations that would improve service and make the Cultural Building, and Augusta, even more of a destination and more of a source of pride for Maine.

XII. Policies on Managing Personal Information, Implementation of Information Technology, and Adherence to the Fair Information Practice Principles

Personal Information

If requested, the identities of donors of objects to Maine State Museum collections are kept confidential. This is standard museum practice nationwide.

According to state law (12 MRS §377), the locations and attributes of archaeological sites known to the Maine State Museum (including those on private property) are kept confidential in order to protect the sites from unlawful excavation and harm.

In 2013, the museum requested legislation to protect the confidentiality of certain research and personal information obtained by museum staff during the preparation of exhibits or publications. Legislation was enacted (12 MRS Section 86-B) that identified museum draft research, publications, and exhibit materials as confidential and not public records until the publication or exhibit materials are complete and presented to the public, or the individual authorizes the release of personal information, or dies, or if requested in writing, has been deceased for up to 25 years.

Beyond these confidential matters, the museum has no specific policies regarding the management of personal information and adheres to all relevant state laws and Maine state government policies.

Implementation of Information Technologies

The Maine State Museum's website provides information on the museum's collections, resource information for archaeological scholars, on-line reservations for group tours, program information for instructors, hours of museum operation, information on the Friends of the Maine State Museum, and appropriate contact information for staff members. There are links to other related websites. The website also features updates on the activities and programs of the museum, along with information about the museum store. The site is designed to make the contents of the museum accessible to anyone with access to the Internet.

Additional major information technology applications connected with the museum's work are a collections database and a database used to schedule group tours of the museum, State House, and Blaine House. The major collections database is currently in the process of being changed to a new system that better meets the museum's diverse collections management needs. That database is currently planned to reside on the servers managed by the Secretary of State, thus

saving scarce museum funds and providing more opportunities for interface with other large collections management databases (e.g. at the Maine State Archives).

Implementation of information technologies for the other day to day work and public services of the museum is conducted through the policies of the state's Office of Information Technology.

Evaluation of Agency Adherence to the Fair Information Practice Principles

The Maine State Museum's website is linked directly to the Maine.gov website which lists in detail the privacy policies of the State of Maine.

XIII. Detailed Information on Paperwork Required to be Filed with the Agency by the Public and Paperwork-Reduction Efforts

None are required.

MAINE STATE MUSEUM COMMISSION, November 2015

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