

AGENDA
MUSEUM COMMISSION
December 13th, 2022 6:00 PM
Harding House, 4th & Court, The Dalles
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Public comment :

Individuals wishing to address the Museum Commission on items not already listed on the Agenda may do so during the first half-hour; please wait for the current speaker to conclude and raise your hand to be recognized by the Chair for direction. Speakers are required to give their name and address. Please limit comments to five minutes, unless extended by the Chair.

CALL TO ORDER

- ROLL CALL: Elizabeth - Eric - Mike - Julie - Traci - Dawn-
Paulette
- APPROVAL OF AGENDA

MEMBERS OF THE PUBLIC & COMMENTS

~~Mike Middleton, Wasco County Finance~~
Denise Dietrich-Bokum, Foundation Ex-Officio
Crystal Davis-Ross, Lead Docent

MATERIALS- (will be addressed per agenda, below)

AGENDA
NOVEMBER MINUTES (DRAFT)
FOUNDATION REPORT

FINANCIAL REPORTS
LEAD DOCENT REPORT
STRATEGIC PLANNING RETREAT NOTES
DRAFT ACCESSION AND DEACCESSION POLICY

OLD BUSINESS:

- Review and approval of the Agenda (**vote**)
- November Minutes (**vote**)
- Volunteer Appreciation party December 15th

NEW BUSINESS:

- Draft Accession and Deaccession Policy (**vote**)
- Results from Planning Session Retreat on December 6th & action items

NEXT MEETING: January 10th, 2023



Commission Meeting – December 12, 2022
Meeting Minutes

Commissioners Present: Elizabeth Wallis, Julie Reynolds, Eric Gleason, Paulette Brook, Traci Griffiths, Mike Wacker
Excused: Dawn Rasmussen
Staff: Crystal Davis-Ross, Lead Docent
Members of the Public: Denise Dietrich-Bokum (Foundation Ex-Officio)

The meeting was called to order at 6:05pm by Chair Elizabeth Wallis.

3. NEW BUSINESS

A. Review and Approval of Agenda

Eric moved to approve the agenda; second by Traci. The motion passed unanimously to accept the agenda as presented.

B. Approval of November 2022 Minutes

Mike suggested that we include full names in the minutes to avoid confusion, and it was clarified that we will complete the names to include Ron Hageman and Randy Katz. Julie moved to accept the November minutes as corrected, with Mike seconding. Motion was passed unanimously.

C. Foundation Report

Denise reported that several grants were brought to our attention; one was forwarded to Paulette and another to Elizabeth. The MAP and CAP were discussed.. We should review these as they can help dovetail and direct strategic planning. Local DAR was also mentioned, and the Foundation really needs to coordinate /cooperate with the Museum to secure funding and make decisions. Also discussed was to adopt an object as a way of funding instead of or in addition to memberships. Discovery Center has a kids room option for adopting objects and also, their adopt-a-raptor program is quite popular.

Volunteer hours were 4 hours, with a value of \$80. No new activity in PR or promotion. Also discussed throwing in bios and photos of Foundation members. Continuing accounting system digitalization including setting up a chart of accounts online and verifying balances. She noted that is different than finances.

As of the end of November, she is still awaiting a check from Avingrid; did receive a check at the end of last week, but she didn't know the amount. Randy and Ron agreed to the building committee, and Eric has the information for them. There will be 5 people from the Foundation attending the volunteer party. Next meeting is in mid-January.

Elizabeth expressed confusion about grants because she felt that there is a fair amount of back-and-forth going on about who is driving after the grants. Denise indicated that the strategic plan is going to drive the grants; we need to put things on hold until we see what the final strategic plan is so we can find the right grants that fit specific needs. Paulette said that if a grant is out there that has merit to it, we should look at it and see if we can tweak it to do something with the Museum. Denise countered that we have a limited bandwidth to work on grants and would hate to put a lot of resources into something that may or may not be a huge priority, then not be able to respond to something that indeed fits our needs, like the vehicle building. It's a Yes but... situation.

Crystal interjected that we do have some small needs, like lights for all the cases. Currently, she picked up 2 lights at Home Depots during the special Christmas time pricing. We need to light all cabinets because the stuff on the

bottom never gets seen... this could be a small grant request. She said she thinks we need to look at every grant that comes along.

Eric mentioned the Wasco Cultural Trust is launching their grant program up to \$2,000 and those aren't too difficult to go after. Elizabeth said this would be a great place for the Foundation to get their feet wet. Every grant she has applied to requires a balance sheet from the group making the request. Eric didn't think that was not required; Denise mentioned the WCCT requirements from the sign grant from 2 years ago. There might also be a waiting period before we have to go for it again.

Elizabeth reiterated that the Foundation should not wait for the Commission. Denise mentioned that it would be helpful to have a list of about 4-6 project funding priorities prepared for the January 10th meeting as a place to start to go after some of the smaller grants, and that would provide an idea of where to focus. Paulette mentioned that these grants are out annually and biannually; and the ones we got info on had likely already passed. Denise added that at least this could be something to plan for, rather than scrambling at the last minute to prepare a grant.

D. Financial Report

Elizabeth reported that we are in a healthy financial position and doing great. Revenues are up; admissions are up 321% over FY last year, despite still having some shutdowns last year.

Memberships are low, which is probably the only thing that jumped out on the financials. Crystal and Julie have been working on the newsletter. When the newsletter goes out, that should help with memberships.

Traci asked what R&M meant on the expense page – it was determined to be repair and maintenance.

E. Lead Docent Report

Crystal has gotten acquainted with a professional painter, John Hageman (brother of Ron Hageman), who is willing to paint our kitchen area for free. He is working with Sherwin Williams to get the paint for free, and is planning on doing it the week after Christmas. One of the volunteers is working to patch the holes and remove the wires that go nowhere in advance of the painting. We are also looking through the collections for display items, cleaning display cases, and checking into lights for the cases. Eric asked if Crystal had found any good stuff; she reported seeing items with no names, no numbers, no locations, and some things that looked pertinent which she set aside even though they did not have any numbers.

She also reported finding a picture in the hallway between the bathrooms featuring wagon trains with families. Found out the printer is from Portland, and it turns out that he only prints from glass negatives. He has also sent some other The Dalles-pertinent photos thumbnails if we want to purchase. Paulette and Crystal thought we have some glass negatives upstairs that we could ask him to print for us, as he has the method to do so. Elizabeth thought perhaps we could have the Foundation to get a grant to get some of these prints and negatives framed to protect them. Some were 8X10, others were 3X2. There is a box of 4X4 that were glass negatives somewhere in the Museum. There were some images of the old Mill Creek Motor Hotel before Safeway back in the days of the Shamrock. Those were fun to see.

Eric mentioned that he thought the Discovery Center had equipment to scan glass negatives but Crystal said she talked to them and spoke to Sue Buce twice, who said that they don't have a large format printer. Eric also mentioned a new iPhone app that you can use to scan the images, but Crystal said we need some kind of tripod that points the camera straight down to capture the image. Several Commission members said that they have tripods. Paulette suggested that Deena Honald, who is a great local photographer, might volunteer to take the photos. Elizabeth mentioned that this is just going into the digital archive. Crystal will reach out to Deena.

Crystal said she is targeting getting the newsletter out by the end of the year.

F. Eric and Traci Reappointments

Elizabeth reported back that she got official word back from the City that both Eric and Traci were reappointed to the Commission.

G. Planning Retreat Results / Action Items

Because the strategic planning meeting happened outside for the meeting context, she wanted to have this come up for a formal vote.

Everyone has had a week to think of the take aways from the retreat, and she wanted to see if there are any further conversations from the Commission members about agreeing on focusing the Museum on the following:

Pre-contact 1850 - 1920s, with a focus on 1957 specifically (Celilo Falls).

She mentioned this could trigger a bylaw rewrite, based on the refocusing of the Museum on these time periods. This would also affect inventory, accessioning / deaccessioning, grant requests, etc.

Elizabeth made a motion to amend the Fort Dalles Museum mission statement to state:

"Article 2

Section 1: The purpose of the Museum Commission is to provide oversight to operations.

Section 2: The mission of FDM and Anderson Homestead is to be dedicated to the preservation, conservation, education, and interpretation of the military, architectural, agricultural, transportation, and diverse cultural history which is unique to the Wasco County area."

Paulette said that the mission statement does not need to be amended as it is broad-stroke brushes and covers things. It was mentioned that the new verbiage should be used instead in application to accessioning / de-accessioning policies.

Elizabeth withdrew her motion.

The Commission agreed to table the action items for the strategic plan until the January meeting. It was also requested to review the Museum assessment project to see what has been done and what still needs to be done.

H. Native Collections

Julie reported that she and two volunteers, Gretchen and Barbara, have been participating in the Confluence Field School for Museums learning how Native items are / should be presented. There have been 3 weeks of online sessions, and they have been listening to Native speakers on how our museums are presenting the history of the area and early inhabitants of the Columbia River Gorge. They are learning all about history, the river, the importance of funerary objects and cultural items, reconciliation, and Native schools. Traci asked if we have anything in our collection. Eric mentioned that there are items in our collection that need to be repatriated which were originally collected from Memaloose Island, including human remains. Susan Buce had gone through everything with our Museum and there were things that were pulled to be examined more closely, and then the entire collection needs to be reviewed. Eric said the Museum has 2 wooden figurines which looked like they could have been grave items. They are currently stored in an upstairs closet and not on display. He noted that we have been trying to go through the process of finding out their history prior to being repatriated.

Our Museum inherited items from the WinQuatt Collection; many items went up to the Burke Museum. Many of those items were donated by local community members and include some of the pictographs before the dam went in there, and there's a canoe in there. There are various items in boxes, which means this is an ongoing project. We should invite local Native community members to help advise on how to display these items.

Elizabeth asked if we could obtain the notes from the online Confluence sessions to share with the Commission, as this would be an invaluable tool for the rest of us. Julie mentioned that most of this content is on the Confluence Project website.

Paulette also mentioned that Crystal had asked about the Native collection. As a result, Paulette had been working through Past Perfect to see what Native items we have, as well as cleaning up the language to reflect more appropriate modern references. We need to also invite Native people to the Museum to review to make sure we are on the same page.

I. Draft Accession / Deaccession Policy

Paulette worked on a 13-page new policy; Elizabeth directed the Commission to reference Section 4.3 for this discussion. We don't have formal collections bylaws at this point, but we have ones in draft form. Paulette and Elizabeth have been going back and forth on them.

Objects will be accepted or otherwise acquired for the Fort Dalles Museum's collections according to the following conditions:

- Objects must be relevant to and consistent with the mission statement and the purposes and activities of the Fort Dalles Museum.
- The purpose of the accession collection is to collect and preserve the history of the City of The Dalles, Wasco County, and specifically and limited to the period of time before First Peoples interacted with settlers, to 1850 - 1920s, with a focus on 1957 specifically (Celilo Falls).

Paulette wanted to also focus on Section 43A2: objects collected for the Museum will be designed for use in either the accession (permanent) or non-exigent (non-accessioned) collections.

Eric suggested that we should include some kind of numbers on non-accessioned items; it was agreed that we could designate them with a specific code or category number to let future folks know that this was not an oversight.

Elizabeth mentioned that the Commission is in charge of deciding whether something can be accessioned or not.

Paulette highlighted that accession will have pre-eminence over everything else unless it loses its ability to preserve its function. Additionally, she had a question about Policy Point #43B4: Obscene, defamatory, invasion of privacy-what objects / items might this pertain to? Eric suggested that this might reference racist descriptions from the past.

Paulette wanted to also discuss heavily damaged items – whether we should accept something so severely damaged? Eric said it could be a rare photograph – sounds like a case-by-case basis.

Paulette also mentioned the process of accepting something (referencing digital and hard copies). Paulette said we have to have hard copies, and keep them onsite, with backups of paper in everything, including the donor request form, deed of gift, and any other paperwork related to the item. She also mentioned the policies on number things, year when the item comes in, and order when they come in, which is SOP of what we are doing now. She has also made some changes in entering them into the database. Paulette reported that there are also boxes with manilla envelopes in them that contain 100s of documents. Trying to digitize all of that information is impossible; instead, she is entering those items into Past Perfect. She has broken those individual sections out and given them new accession numbers; she has kept the old but put the new numbers – in there twice but the image is only in there once. It is a lot of work involving 100,000s of pages.

Deaccessioning policies will need to be broken down into multiple steps, and Paulette is working on this now. It should be noted that there were some deteriorating pieces that had broken down to the point of being health hazards, so they have been removed. Paulette had run these past Elizabeth to keep her in the loop.

Denise made a comment that the policy came from another source; there were some references to personnel we don't have. She did mention that there was a great reference to having the director act as the curator. Elizabeth said that the policy language will be cleaned up to reflect the Fort Dalles Museum.

J. Vandalism

Eric reported some vandalism had taken place at the Fort, and a window had gotten broken in the Anderson House with 3-4 other ones with BB holes in them. He attempted to replace the pane, but will need to remove the window and take it into the basement to redo it. This is a test run as all the Anderson House windows had been purchased as part of the restoration, but will need to be replaced eventually as the putty isn't holding. Julie suggested a potential weatherization grant could help. If this works, then it will be quick and easy to replace the other ones.

It was mentioned that Crystal should report the vandalism to the police; we could include a no admittance sign chain to try and provide more deterrence from a legal point. Eric indicated that he could install the chain now.

K. Old Automobiles in collection owned by someone else

Eric mentioned that Crystal did not feel comfortable reaching out about the Ladd car collection. Eric said he would be glad to reach out and see about the status of those items in our collection. Paulette said she needs to look into Past Perfect to see if there is any info in there about the cars. Then, we can reach out to Ladd then perhaps after the first of the year to let them know that the Museum is planning its long-term goals, and if the cars are going to become part of the permanent collection, we need to plan ahead financially to preserve them.

The next meeting is scheduled for January 10, 2023 at 6pm.

5. MEETING ADJOURNMENT

The meeting was adjourned at 7:17 pm.

Respectfully submitted,
Dawn Rasmussen
Fort Dalles Museum Board Secretary
January 6, 2023

Notes for Museum Financial Statements as of November 30th, 2022

These amounts are pre-audit and closing processes are still occurring but are pretty much complete at this time. The amounts are subject to change. This is the 5th fiscal month of the 2023 fiscal year – as such, the straight-line budget execution is 41.7%.

Revenues:

- Total Resources (Revenues) are \$39,825 greater than last fiscal year at this time
 - Primary revenues – not including Memberships are all well above the straight-line execution rate of 41.7%
 - Admissions are up 321% over last FY at this time with a budget execution of 91%
 - Operating revenues are executing at 85% overall
 - This means the Museum should blow past the budgeted revenue. 91% of the budgeted admissions and the spring/summer visits are still to come. This is a very strong outlook
- Beginning fund balance revenues are still being reviewed – no changes are expected
 - Beginning Fund balance shows a increased \$32,233
- Interest is up as rates are now increasing - \$1,557 more than last FY
- Wasco County transfers are fully transferred in (From General Fund & Special Economic Development Fund)
- The Dalles has made all scheduled payments
- Memberships are low, perhaps more than expected

Expenses:

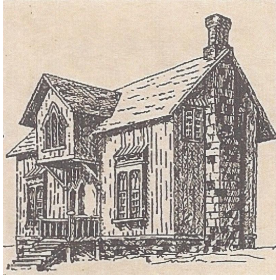
- Personnel costs are executing at 32% due to staffing
- Operational costs are executing at 21% vs the straight-line rate of 41.7% so the Museum is well within budget expectations.
- No concerns in Capital or Contingency
- The \$18K in Capital – Building Improvements was included in the budget to specifically utilize the Martin Donation restricted funds
- The prior fiscal year is in the closing process – no further changes are expected

Summary:

The Museum has finished the year strong with a strong start to the new fiscal year. The admissions at \$22,795 by the end of November means having double that by the end of June is not out of the realm of possibility. That means Admissions are on the path to reach \$40K+ by the end of the fiscal year. This type of performance in Admissions puts the Museum on a path to have fully recovered from the COVID hit to revenues.

November 2022 Museum Financial Report

| | | FY23 | | FY23 | | FY23 - | | FY23 / | |
|-------------------------------|--------|----------------|----------------|----------------|-----------------|-------------|----------------|-------------|--------|
| | | Budget | FY23 Actual | FY22 Actual | Actual - Budget | Budget | FY22 | FY22 | FY22 % |
| Revenues: | | | | | | | | | |
| Nonoperation Revenues | | | | | | | | | |
| Beginning Fund Balance | 400000 | 90,011 | 114,903 | 82,661 | 24,892 | 128% | 32,242 | 139% | |
| Restricted Fund Balance | 400100 | 144,374 | 144,374 | 144,374 | - | 100% | - | 8% | |
| Interest | 417100 | 1,500 | 2,086 | 528 | 586 | 139% | 1,557 | 395% | |
| Transfer General | 451010 | 17,500 | 17,500 | 17,500 | - | 100% | - | 100% | |
| Transfer Economic Develop | 452080 | 5,000 | 5,000 | 5,000 | - | 100% | - | 100% | |
| Transfer Capital Fund | 453260 | - | - | 12,500 | - | #DIV/0! | (12,500) | 0% | |
| The Dalles | 412175 | 22,500 | 9,375 | 9,375 | (13,125) | 42% | - | 100% | |
| Total Nonoperational | | 280,885 | 293,238 | 271,939 | 12,353 | 104% | 21,299 | 108% | |
| Operating Revenue | | | | | | | | | |
| Admissions | 411150 | 25,000 | 22,795 | 5,416 | (2,205) | 91% | 17,379 | 321% | |
| Memberships | 411345 | 3,000 | 65 | 270 | (2,935) | 2% | (205) | -76% | |
| Merchandise | 411220 | 2,000 | 981 | 301 | (1,019) | 49% | 680 | 226% | |
| Donations | 419100 | 2,500 | 3,803 | 3,131 | 1,303 | 152% | 672 | 21% | |
| Total Operational | | 32,500 | 27,644 | 9,118 | (4,856) | 85% | 18,525 | 303% | |
| Total Revenues | | 313,385 | 320,882 | 281,057 | 7,497 | 102% | 39,825 | 114% | |
| Expense: | | | | | | | | | |
| Operational | | | | | | | | | |
| Personnel | 51 | 56,137 | 17,947 | 19,455 | (38,190) | 32% | (1,507) | -8% | |
| Advertising & Promotion | 521100 | 5,000 | - | 422 | (5,000) | 0% | (422) | -100% | |
| Postage | 521125 | 500 | - | - | (500) | 0% | - | 0% | |
| Contracted Services | 521500 | 30,000 | 2,561 | - | (27,439) | 9% | 2,561 | 0% | |
| Telephone | 522100 | 1,400 | 591 | 875 | (809) | 42% | (285) | -33% | |
| Utilities | 522115 | 7,000 | 1,638 | 3,626 | (5,362) | 23% | (1,988) | -55% | |
| Meals, Lodging & Registration | 523500 | 1,000 | 208 | - | (792) | 21% | 208 | 0% | |
| R&M Equipment | 525115 | 500 | - | 200 | (500) | 0% | (200) | -100% | |
| R&M Buildings | 525130 | 5,000 | 523 | 1,422 | (4,477) | 10% | (899) | -63% | |
| R&M Grounds | 525145 | 5,000 | - | 1,546 | (5,000) | 0% | (1,546) | -100% | |
| Supplies | 526100 | 4,500 | 886 | 290 | (3,614) | 20% | 596 | 205% | |
| Books | 526190 | - | 318 | 515 | 318 | #DIV/0! | (197) | -38% | |
| Equipment-Copier | 527125 | 1,032 | - | 290 | (1,032) | 0% | (290) | -100% | |
| Total Operational | | 117,069 | 24,672 | 28,642 | (92,397) | 21% | (3,969) | -14% | |
| Capital | | | | | | | | | |
| Building Improvements | 533105 | 18,000 | - | - | (18,000) | 0% | - | 0% | |
| | | 18,000 | - | - | (18,000) | 0% | - | 0% | |
| Contingency | | | | | | | | | |
| Contingency | 570000 | 178,316 | - | - | (178,316) | 0% | - | 0% | |
| | | 178,316 | - | - | (178,316) | 0% | - | 0% | |
| Gain/(Loss) | | - | 296,209 | 252,415 | 296,209 | | 43,794 | 17% | |



**Fort Dalles Museum and Anderson
Homestead Foundation**

PO Box 591
The Dalles, OR 97058

FDMAH Monthly Report
November 2022

Fundraising/Projects

No recent activity.

Financial/Grants

Several grants have been brought to our attention. Several were forwarded to Paulette and Elizabeth in Nov. We discussed both the MAP (Museum Assessment Program) and CAP (Collections assessment for Preservation). It might be a good time to review these as they could dovetail with and help direct strategic planning. Local DAR was also mentioned. The Foundation can't do this on their own and will need to coordinate and cooperate with the Commission to secure grant funding.

Discussed the "Adopt an Object" way of funding instead of or in addition to memberships. The Discovery Center has a kid's room where people can fund certain items, and the Adopt a Raptor program is quite popular.

Volunteer

Volunteer Hours (Museum support) for November were 4.0, est value (4 x \$20) \$80.

PR/Marketing/Promotion

No new activity.

Other

During Nov meeting the following items were reviewed/discussed:

- Still awaiting photos (in some cases) and bios for Foundation members.
- Continued digitization of our accounting system including setting up chart of accounts online and verifying account balances (bldg. fund, technology, endowment and more) online.
- The results of the Avangrid volunteer effort. Still awaiting check from them for employee volunteer hours.
- Randy Kaatz and Ron Hageman agreed to be on building committee. Contact info forwarded to Eric Gleason to contact them.
- There will be 5 attending the Volunteer party on Dec 15, 3 Foundation members plus 2 spouses.

Next meeting is on Jan 16, 2023.

Submitted,
Denise Dietrich-Bokum
12/11/2022

Report from the Fort

12/13/2022

I have contacted a professional painter, John Hageman, to paint the Kitchen area of the Museum. He will paint at no cost to us, he is asking Sherman Williams if they can donate the paint. I should know more about this next week.

We are looking through the collections for new display items. Cleaning display cases, and checking into lights for the cabinets.

FORT DALLES MUSEUM

Strategic Planning Retreat – December 6, 2022 Key Session Discussion Points

1. Why are we here? (What is our “why?” for this strategic meeting?)

- To define and plan to build credibility and awareness
- Focus on Fort Dalles Museum’s sustainability and stewardship because we care

2. Definition of what we want to focus on

□ □ □ TAKEAWAY: □ □ □

The commission members agreed to focus the museum on the following:
[Pre-Contact] + [1850 - 1920s] + 1957 [Celilo Falls]

Discussion points:

- Pre-contact indigenous peoples [15,000 years - major trading center and largest “city” west of the Mississippi with up to 180,000 people meeting here each fall to trade
- Fort Dalles Museum time period [1850 - 1877]
- Anderson House [1895 - 1950]
- Barn [1888 or 1890?]
- Sorosis [1902]
- Museum opening [1905] - second oldest museum in Oregon, oldest one in continuously operating in same location
- Celilo Falls covered over by dam [1957]

Including:

Waterways [Pre-Contact]
Beginning of the City of The Dalles
Oregon Trail emigrants
Homesteaders
Wagons [1870 - 1920]
Vehicles [1925]

Other partners:

Wasco County Museum / Discovery Center
Maryhill Museum

3. Concerns – what are we worried about?

- Financial support (city / county)
- Future funding
- How to grow
- Staffing / bandwidth
- Native American collection
- Resources
- Lobbying / influence
- Collections
- Greater tourism presence to attract visitors
- Safety
- Technology
- Space limitations
- Preservation
- Succession planning
- Working conditions

4. Affirmations – what are we doing well?

- Volunteers
- Lead docent
- We get great reviews
- Maintain good relations with large revenue streams (cruise ships)
- Grounds look fantastic
- Completed some long-term maintenance goals
- Board
- Financially on target to budget
- Great support from county finance, tech, and facilities
- Great inventory of items
- Good neighbor relations

5. What are some long-term goals / what is on our wish list?

- Make inventory complete, searchable, and online
- 1 paid PT staff member
- Master plan
- Director
- Assistant director
- Scale model of original fort
- Video production
- Installation of video monitors for playing videos
- More grant funding (Foundation)
- Weather-proof vehicle storage
- Re-evaluate mission / focus of museum then deaccession non-relevant items
- Better community partner collaboration
- Living history events
- Traveling educational outreach
- Museum joint partnerships with other museums
- Better use of barn which is currently underutilized
- Vehicles in parades

□ □ □ TAKEAWAY: □ □ □

FOCUS CATEGORIES AND PRIORITIES

Collections

- Preservation (4 votes)
- De-accession of non-relevant items (4 votes)
- Inventory complete, online and searchable
- Weatherproofing
- Scale model of fort
- Native American collection
- Video

Financial Support

- Vehicle building (5 votes)
- Member relations / recognition (2 votes)
- Lobbying and influence (1 vote)
- Future funding
- Grant funding (Foundation)
- Resources (corporate donations)
- Membership card

Staffing / Bandwidth

- New volunteer recruitment (5 votes)
- Director / Assistant Director (2 votes)

- Technology (1 vote)
- 1 paid PT staff
- Working conditions
- Safety
- How to grow
- Space limitations

Succession Planning

- Master plan (5 votes)
- Volunteer recruitment (3 votes)
- Branding statement

Community Relations / Educational Outreach

- Museum joint partnerships with other museums (3 votes)
- Living history events (2 votes)
- Greater tourism presence (2 votes)
- School events (1 vote)
- Advertising
- Parades
- Community partner collaboration
- Events

NEXT STEPS:

1. We now have specific priorities in each category.
2. The Commission will need to discuss how to put the actual strategic plan and actions together as a roadmap forward.
3. Each priority item will need the following:
 - a. Task owner (staff, volunteer, board, contractor, etc.)
 - b. Action we are asking them to take to fulfill that strategic goal
 - c. Deadline as to when this is hope to be completed

The key of strategic plans is to have a tangible document for moving forward that provides clear expectations, actions, deadlines, and expected outcomes. It is also an adaptable document that can be updated to adjust for any unanticipated challenges or opportunities.

4.3 Policy & Procedure

4.3.A Collections Acquisitions

Objects will be accepted or otherwise acquired for the Fort Dalles Museum's collections according to the following conditions:

4.3.A.1 Objects must be relevant to and consistent with the mission statement, and the purposes and activities of the Fort Dalles Museum.

The purpose of the accessioned collection is to collect and preserve the history of the City of The Dalles/ Wasco County; specifically, and limited to:

- (1) the period of time before First Peoples interacted with settlers;
- (2) 1850-1920, with a preference on the military history of Fort Dalles, pioneer and homesteading activities in the area, and;
- (3) the years that pertain to the construction, completion, and impact of The Dalles Dam on Celilo Falls and those who rely upon the falls, for the education, recreation and cultural enrichment of visitors.

4.3.A.2 Objects collected for the Museum will be designated for use in either the "accessioned" (i.e. Permanent) or "non accessioned" (i.e. Education or Exhibit Prop) collections when they are accepted by the Museum. If an object is accepted as "non accessioned," it will so state on the Deed of Gift. Objects suitable for the non accessioned collections shall be multiples of objects in the accessioned collection, reproductions or replicas, or those intended for study, use as exhibit props, those lacking in relevant provenance, or objects in poor and deteriorated condition. Objects designated for the non accessioned collections will be those assessed at the sole discretion of museum staff to be of no potential value to the accessioned collection of other nonprofit Museums and/or similar cultural institutions.

4.3.A.3 Authority to evaluate and approve a potential acquisition / accession shall be vested in the Curator of Collections, the Museum Commission, and/or the Executive Director (as appropriate).

4.3.A.4 Objects in the accessioned collection shall have permanence in the collections so long as they retain their physical integrity, identity, authenticity, and usefulness to the Museum.

4.3.A.5 While the Museum makes no specific warranties to transferors of the future care and preservation of objects donated, it will endeavor to provide the highest practices of due care, specifically: preventative conservation, storage, handling, and display under conditions that will ensure the object's availability for future generations, in keeping with professional museum standards.

4.3.A.6 The Museum will grant preference to the acquisition of objects for the accessioned (i.e. Permanent Collection) over those of the non accessioned collections.

4.3.A.7 An object that will, in all probability, result in major future expense on the part of the Museum should be carefully considered before it is accepted.

4.3.B Provenance & Legal Title

Prior to accessioning a collections object, the transferor must provide reasonable proof (i.e. item has been in the family for a number of years) that he/she can and will convey good, clear legal title.

4.3.B.1 Museum staff should have reasonable assurance that an object has not been exported from its country of origin in violation of that country's law, the ethical guidelines defined by the United Nations (UNESCO) Treaty of 1972, or in violation of federal or state antiquity laws.

4.3.B.2 The Museum shall not acquire animals or animal parts, feathers or other bird parts, nests, or eggs in violation of international agreements, federal, or state law.

4.3.B.3 Title to all objects acquired for the collections should be obtained free and clear, that is to say without restrictions or limitations. However, conditions (where accepted by the responsible Museum staff member) should be stated clearly in an instrument of conveyance, made part of the

accession records for the item(s), and strictly observed by the Museum in all activities involving the accessioned collections item(s). All restrictions or limitations must be unanimously approved by the assembled Museum Commission and the reason(s) for the acceptance of said restrictions clearly stated in writing.

4.3.B.4 If the use of the object is restricted or encumbered by (1. An intellectual property (copyright, patent, trademark, or trade name, or (2. By its nature (e.g., obscene, defamatory, potentially an invasion of privacy, physically hazardous etc.), acceptance of the object must be in writing and must be approved by the assembled Museum Commission. Documentation to this effect will state in writing why said object is accepted and will be made part of the object's accession file. A legal instrument of conveyance, setting forth an adequate description of the object(s) and precise conditions of transfer, should accompany all gifts and purchases and should be kept on file at the Museum. In the case of sales and conditional gifts, this document should be signed by the seller or donor and by an authorized Museum representative. In the case of unconditional gifts, the document needs to be signed only by the donor.

4.3.C Tax Consequences of Donations

Donations to the Museum are tax deductible (to the extent provided by law) as charitable contributions for the value of the property as determined by an appraisal, receipt, or other valid documentation, minus the value of any goods or services received by the donor in exchange for the gift.

4.3.C.1 The responsibility of providing an appraisal lies with the donor. Staff members shall not appraise donations, as this represents a clear conflict-of-interest on the part of the Museum, while at the same time interposing the Museum between the donor and the mandates of the Internal Revenue Service (IRS).

4.3.C.2 No acquisition shall be appraised by a trustee, staff member, or any other person closely associated with the Museum, although under limited circumstances staff may render impartial assistance to donors seeking

independent, qualified appraisers. (See U.S. Tax Reform Act of 1984 and Internal Revenue Service regulations relating to the Act for further clarification).

4.3.C.3 For information regarding tax deductions, donors should consult Internal Revenue Service (IRS) Publication 561, “Valuation of Donated Property,” and Publication 526, “Income Tax Deduction for Contributions,” or contact their own tax specialist.

4.3.D Accessions Documentation

An electronic and physical file arranged by accession number in chronological order shall be maintained under supervision of the Curator of Collections. These accession files shall contain the muniment, transfer documentation, or instrument of conveyance of each acquisition from each source. The muniment shall be of a form that proves the Museum’s unqualified, good, clear legal right to accessioned items. No accession file or its contents (whether active or “deaccessioned”) shall ever be destroyed, purged or otherwise altered in any manner. All other facts pertaining to the circumstances of acquisition, care, use, deaccession, and disposal should be adequately documented in the Museum’s collections records.

4.3.D.1 Acquisitions to the Permanent Collection shall be promptly accessioned upon receipt and acceptance under a system approved by the Executive Director or Commission and overseen by the Curator of Collections.

4.3.D.2 Acquisitions designated for the Permanent Collection shall be promptly registered in the Accession Ledger, maintained by the Curator of Collections. As each donation is recorded a copy of the “Accession Record” (derived from the PastPerfect collections management system) shall be printed and placed in the accession file. Every 3-5 years copies of the Accessions Records and the handwritten Accession Ledger sheets shall be permanently bound and placed in the Accession Record Book. All accession books are to be kept in the fire proof cabinet(s) with the accession records.

4.3.D.3 A unique number shall be assigned to each donation and to each object within each donation to the Museum's Permanent Collection. Numbers shall be used for collections recordkeeping. All objects shall be legibly marked with their unique numbers in a permanent but reversible medium. All records pertaining to a particular object shall be marked with that object's unique accession, or catalog number.

4.3.D.4 The numbering system in use at the Museum will be a variation of the tripartite system commonly used in American museums. The first part of each collection item number shall consist of the four numbers corresponding to the year in which the donation was made. The second part of the number will be separated from the first by a period, and shall be chronologically assigned to represent the order in which different accessioned collections are donated within a given calendar year (e.g. the thirty-second collection donated in 1989 would thus be assigned the number 1989.32). The third segment of the three-part number shall be separated by a period from the first two parts, and shall be assigned to create a unique number identity for each object within the accessioned collection. "Object numbers" will thus represent a numerical ranking of objects within the donation (e.g. the fifth object in accessioned collection 1989.32 would bear the identifying object number 1989.32.5). Lower case letters shall be used in conjunction with an accession number to reflect the existence of related or detachable parts, or a duplicate (e.g. two duplicate photographs of the same subject would be numbered 1989.32.5a & 1989.32.5b). Collectively, this number shall be known as the "accession number" (i.e. the catalog number) and will be used as the basis for the maintenance of collections records.

4.3.D.5 Once the decision to accession has been made, a copy of the Deed of Gift shall be drafted and sent to the donor, along with a letter of thanks, for the donor to sign and return. The accession number for the donation shall appear within the letter of thanks as a reference number.

4.3.D.6 A Deed of Gift Form **MUST** be executed for **ALL** accessioned collections items. This form must be signed and dated by the donor and countersigned / dated by the Curator of Collections (or the Executive

Director, where appropriate) in order to effect a legal transfer of the donated items. The donation should be listed in sufficient detail to accurately identify each individual item (and its subsequent or related parts) in a given accession (eg. the correct listing of a donation of household items on a Deed of Gift Form would include, “lamp, teapot, dinner plate, etc.” rather than the more generic and less descriptive “household goods.”) The fully executed Deed of Gift then becomes part of the permanent accession file, and represents the Museum’s legal title to the donated object(s).

4.3.D.7 Once the Deed of Gift is fully executed, a photocopy of the Accession Record shall be placed in the accession file, illustrating the date of accession, name of donor (unless anonymous), and a complete, detailed listing of the donation, including each object’s assigned accession number.

4.3.D.8 The accession number shall be placed upon the Deed of Gift Form, ~~as the accession file folder (in the upper, left-hand corner of the folder tab),~~ as well as upon the object itself (see Sections 4.3.D.11 – 4.3.D.14 below). ~~The folder to be utilized for the purposes of housing accessions information shall be a full-cut, acid-free, legal-sized folder measuring 8 ½” x 11.”~~ The accessioned object shall be numbered thereon (as appropriate), and also tagged with an acid-free tag which includes the accession number, a brief description of the object (eg. “vase,” “chair,” etc.), a location code, and a date whenever possible (e.g. ca. 1972).

4.3.D.9 All accessioned collections objects are to be entered into the PastPerfect collections management system. Staff members should bear in mind that the section “Contacts” should be filled out with the donor’s name, address, and information first. The accession and individual catalog records shall then be entered per PastPerfect instructions (see the PastPerfect manuals in the Registrar’s Office for accessions entry procedure).

4.3.D.10 Each accessioned object shall then be cleaned and repaired at this time (at the discretion of the Curator of Collections), housed in the appropriate acid-free materials, numbered, tagged, and placed in the

appropriate storage location. Where deemed necessary by collections staff, a brief condition report may be completed and added to the accession file.

4.3.D.11 When numbering objects with a dark background (non-archival), a white acrylic paint, rapidograph ink or appropriate archival pen, and reversible Soluvar B67 lacquer (in that order) shall be utilized to number an accessioned collections object. For an object with a light background, Soluvar B67 lacquer shall be employed, followed by the accession number in archival ink, and finished with lacquer again.

4.3.D.12 Books are to be numbered with a No. 2 lead pencil on the back, inside cover, in the lower, right-hand corner, or as near thereto. If unable to number in that area, the next position chosen should be the back, inside cover, upper right-hand corner, followed by the lower left-hand corner of the opposite page, and finally the upper left-hand corner of the opposite page if all previous positions on the back and inside cover are unavailable. If none of these options are possible, the book should be numbered on the front, inside cover, upper left-hand corner, followed by the lower left-hand corner if unavailable, etc.

4.3.D.13 All paper, photographs, prints and other “archival” materials are to be numbered with a No. 2 lead pencil, reasonably sharp but pressed with care. Standard English number symbols shall be utilized (eg. the number “7” should be shown as “7” and NOT crossed).

4.3.D.14 When numbering photographic materials, the object number should appear on the print AND the negative, either on the print itself or written upon the archival sleeve of the negative. Photographic negatives will be prefaced by an “N-“ (eg. “N-1998.12.1” representing a negative accessioned as the first item in the twelfth accession of 1998).

5.1 Definitions

Deaccessioning-The process used to formally approve and record the removal of a collection item or group of items from the Museum’s collections.

Disposal- The act of physically removing a collection item or group of items from the Museum's collections.

5.2 Principles

The deaccessioning and disposal of collections is fundamental to the work of the Museum, in that it permits for a considered and constant re-evaluation of the collecting efforts of the Museum in light of extant resources, changing audience demographics, and shifting mission-driven objectives. The Museum disposes of collection items by a variety of methods, including: donation, transfer, exchange, sale, repatriation, and destruction. The Museum requires responsible, disciplined deaccessioning of collections via a rigorous adherence to the following principles:

5.2.A As a general rule, collections are acquired for the collections of the Museum only when there is a good faith intention to retain the material for an indefinite time period. Collections are retained as long as they continue to serve the goals and mission-driven objectives of the Museum and can be properly maintained and used;

5.2.B Deaccessioning and disposal are a legitimate part of responsible collections management practice. Prudent collections management includes judicious consideration of appropriate deaccessioning and disposal. The periodic review, evaluation, deaccessioning, and disposal of existing collections are intended to refine and improve the quality and relevance of the collections, with respect to the Museum's mission and purposes. Deaccession and disposal procedures are designed to ensure thoughtful, well-documented consideration of each proposed collection item in the context of the long-term interests of the Museum, the general public, and the collection object.

5.2.C Deaccessioning and disposal occur for a variety of reasons, such as: deterioration of collection items beyond usefulness, duplication or redundancy of collection material, insufficient relationship of collection items to the mission and goals of the Museum (such that they are judged

to be better placed elsewhere), repatriation, and selection for consumptive research or educational use.

5.2.D The Museum disposes of collections by a variety of methods, such as: donation, transfer, exchange, sale, repatriation, and destruction.

5.2.E Collections may be deaccessioned and disposed of only in accordance with established authority and only when consistent with applicable law and professional ethics. All applicable federal, state, local, and international laws, treaties, and regulations and any other applicable restrictions will be observed and documented during the Museum during the deaccessioning and disposal process.

5.2.F Proceeds realized from the disposal of collection items must be designated either for further collections acquisitions, or for the preventative conservation, due care, and maintenance of existing collections.

5.3 Policy & Procedure

5.3.A Collections Deaccessions

No accessioned object or collection shall be removed from the Museum's register and physically disposed of except by strict conformity to the following rules:

5.3.A.1 The authority to propose a potential deaccession / disposition shall be vested in the Curator of Collections and/or the Museum Director (as appropriate). As the staff member most directly responsible for collections management, the process shall be initiated by the Curator of Collections (or Museum Director when there is not a Curator of Collections). When the Curator of Collections and/or Museum Director deem it advisable to deaccession any object or collection owned by or deposited with the Museum and the proposed deaccession is duplicative, superfluous, deteriorated, incompatible with the mission, or otherwise deemed to be disposable, the Curator of Collections shall prepare for the Museum Director and the Museum Commission a deaccession recommendation. Deaccessions having an estimated value of less than

two thousand five-hundred dollars (\$2,500) may be appropriately disposed of by the Museum Director in an approved manner. Deaccessions having an estimated value of greater than two thousand five-hundred dollars (\$2,500) must be approved by the Museum Commission. Upon deaccession, the deaccessioned object or collection may be disposed of as provided by state law. Objects with a value of less than \$2,500 may be disposed of in any approved manner. Objects with a value of more than \$2,500 must be appraised and offered to the public at auction. Disposal of collections objects through sale shall be conducted solely for the advancement of the Museum's mission, and use of proceeds from the sale of collection materials is restricted to the acquisition and/or direct care of collections.

5.3.A.2 No donated object shall be deaccessioned for any reason within two (2) years of the date of its acquisition (see U.S. Tax Reform Act of 1984 and IRS regulations for further clarification).

5.3.A.3 While a Deed of Gift ostensibly provides the Museum good, clear legal title, as a matter of courtesy to the donor or his/her heirs the Museum will endeavor to notify the donor or his/her heirs of the intent to deaccession and will explain the reasons thereof (where practicable). Further to this effect, the Museum will exercise a reasonable effort to determine the last known address of the donor.

5.3.A.4 An acquisition fund shall be created to which all net proceeds resulting from reaccessioning of collections objects are deposited and which (with Board approval) withdrawals are made only for collections acquisitions and/or direct care of the existing collections. This fund shall be known as the *Museum Acquisition Fund Collection*.

5.3.B Deaccessions Documentation

5.3.B.1 Once it has been determined that a deaccession proposal shall be prepared, the Curator of Collections shall draw up the following forms for submission to the Executive Director (and eventually the Museum Commission) for signature and approval: (1. A Deaccession Memo shall

list a brief description of the items proposed for deaccession, the accession number, the reason for deaccession, the party to whom transfer is to take place, and an estimation of the value of said objects; (2. A Letter of Transfer which shall convey the reasons for the deaccession and shall specify transfer to the appropriate party or institution. ~~Three copies of each form shall be drawn up, with one each to be placed in the appropriate accession file, the transfer book, and in the files of the Museum Director. The Curator of Collections shall sign each of the Letters of Transfer, as well as the Deaccession Memos. The Museum Director shall initial each of the Memos, and the transfer shall be deemed complete when the transferee party shall countersign each of the Letters of Transfer. In the case that there the museum does not have a Curator of Collections, the chairman of the Museum Commission must initial, since the Museum Director would be acting as the Curator of Collections.~~

5.3.B.2 A complete record of ALL deaccessions shall be maintained by the Executive Director and the Curator of Collections, and retained within the appropriate accession file. Such deaccessioned” files are kept with the accession files, and NONE of the accession files (whether active or deaccessioned) are EVER DESTROYED, PURGED, OR OTHERWISE ALTERED in any manner. If the total donation has been deaccessioned, the word “DEACCESSIONED” is ~~printed in red on the accession file folder, in the upper right-hand corner of the file tab. The accession number, by contrast, appears in black pencil on the upper, left-hand side of the full tab of the acid-free accession file folder.~~

5.3.B.3 When an object is deaccessioned, it shall be so noted in all relevant fields of the PastPerfect collections management database, ~~and a copy of the “deaccession” record shall be placed in the accession file. A copy of this record shall also be placed in the Transfer Book, maintained in the fireproof collections record cabinets which also house the accessions files.~~

5.3.B.4 ~~The listings in the Accession Ledger and the bound Accession Record Book pertaining to the deaccessioned object(s) shall be lined~~

~~through IN RED PENCIL, with the deaccession date and the initials of the Curator of Collections (or Executive Director, as appropriate) clearly visible therein.~~

5.3.C Disposition of Deaccessioned Collections Objects

In considering various alternatives for the disposition of deaccessioned collections objects, the Museum shall take into consideration that:

5.3.C.1 The manner of disposition is in the best interests of the public the Museum serves, the public trust embodied in owning and maintaining collections, and the scholarly or cultural communities at whose behest the Museum conducts its operations.

5.3.C.2 Preference shall be given to retaining state or national materials that are part of the historical, cultural, or scientific heritage of the State of Oregon, United States of America, respectively.

5.3.C.3 Consideration shall also be given to placing the objects (via gift, exchange, or sale) in another tax-exempt public institution where they may serve the purpose(s) for which they were initially acquired by the Museum. If the deaccessioned collections objects are offered for sale elsewhere, preference should be given to sale at advertised public auction or to the public marketplace in a manner that will best protect the interests, objectives, and legal status of the Museum.

5.3.C.4 Deaccessioned collections objects may NEVER be given away or sold privately to anyone associated with the work of the Museum (i.e. Museum employees, Museum Commission members, Friends of Board members, employees of the County of Wasco, volunteers, docents, interns, or any other party representing or otherwise associated with any of the aforementioned groups).

5.3.C.5 Retail outlets connected with the Museum, or its allied organizations, shall not be used in any way for the purpose of disposing of collections objects.

5.3.D Restrictions On Deaccessioning & Disposition

Before deaccessioning or disposing of any objects from the collections, a reasonable effort should be made (on the part of responsible staff) to ascertain that the Museum is free to do so. Where restrictions as to use or disposition of the objects under question are found to apply, the Museum should act accordingly:

5.3.D.1 Mandatory restrictions should be observed strictly unless deviation from their terms is deemed ‘impossible, impractical, or unethical’ and duly authorized by a court of competent jurisdiction.

5.3.D.2 Collections objects to which precatory restrictions apply should not be disposed of until reasonable efforts are made to comply with the restricting conditions. If practical and reasonable to do so (in consideration of the value of the collections objects in question) the Museum should notify the donor if it intends to dispose of such objects within five (5) years of receiving the gift, or within the donor’s lifetime, whichever is less.

5.3.D.3 If any question exists as to the intent or force of gift restrictions governing a collections object proposed for deaccession and disposal, Museum staff should seek the advice of competent legal counsel.