

**Ermatinger House Strategic Plan**

**Oregon City, Oregon**

---



prepared for  
**City of Oregon City**

prepared by  
**Architectural Resources Group**  
**Portland, Oregon**

May 2015

---





**Ermatinger House Strategic Plan**  
Oregon City, OR

**Architectural Resources Group**  
May 15, 2015

- 1. Introduction and Background**
- 2. Context: Ermatinger House**
- 3. Context: Oregon City Museums**
- 4. Interviews**
- 5. Case Studies**
- 6. Recommendations**
- 7. Bibliography**
- 8. Appendices: Reference Materials**
  - A. License to Allow Operation of the End of the Oregon Trail Center in Oregon City**
  - B. Additional Potential House Museum Case Studies**
  - C. Documents from Monteith Historical Society**
  - D. Sample Maintenance Checklists**

**1. Introduction and Background**

The City of Oregon City engaged Architectural Resources Group (ARG) to complete a Strategic Plan for the Ermatinger House, which is located at 619 6th Street in Oregon City. A major rehabilitation of the home, which is owned by the City of Oregon City, was completed in Spring 2015.

ARG Principal Matthew Davis completed this Strategic Plan for the Ermatinger House, which focuses on three questions that are central to the house's ongoing preservation and operation as a house museum:

- How should the Ermatinger House be managed and what governance structure should be pursued?
- How should the Ermatinger House be interpreted and programmed?
- What immediate next steps should be taken now that the rehabilitation of the house is complete?

It bears reiterating that the purpose of this study was to identify necessary next steps in making the Ermatinger House a sustainably managed and financed house museum. Consideration of other uses of the building was not part of this study, beyond a handful of side comments in the discussion below.

### ***Historical House Museums***

The historical house museum model is unquestionably a centerpiece of historic preservation in America. As Richard Moe, former President of the National Trust for Historic Preservation (NTHP) notes, “there can be no question that house museums constitute the bedrock of the American preservation movement.”<sup>1</sup> Stephanie Meeks, current NTHP president, recently stated that current estimates count approximately 15,000 historic house museums nationwide.<sup>2</sup> (By comparison, there are approximately 14,000 McDonald’s restaurants in the U.S.) Over the past several years, however, many preservation advocates have begun to question the viability of this house museum model. Meeks, for example, recently referenced the “disconnect between the impulse of wanting to save an old house and the economic reality of running a house museum.”<sup>3</sup> According to Meek, in 2002 the average house museum incurred a cost of \$40 per visitor while taking in only \$8 per visitor. “That is the definition of unsustainable, and no amount of creativity in the gift shop is likely to bridge that gap,” Meek notes.

The challenges facing house museums are essentially two-fold. The first challenge is to mobilize sufficient funds and human resources to support the building’s ongoing operation, including providing interpretive and sales staffing, managing any artifacts collections, and designing, installing and updating exhibits. The second challenge is to mobilize sufficient funds to support the ongoing maintenance and repair of the building itself. “As every homeowner knows,” Moe explains, “it costs a great deal of money to keep a house – particularly an older house – in good condition.”<sup>4</sup> Both of these financial challenges must be addressed within the context of shrinking municipal budgets and smaller private donor bases.

This background on the plight of the house museum is not intended to encourage pessimism, but rather to underscore how important it is that the various stakeholders involved be very thoughtful and strategic as they begin to chart the next phase of life for the Ermatinger House.

### ***Document Overview***

This study is divided into five main sections. Section 2 consists of a summary history of the Ermatinger House, including its recent rehabilitation. Section 3 describes the constellation of heritage properties in Oregon City. Section 4 describes the interviews that ARG conducted with City officials and various other stakeholders, including members of the informal Ermatinger House friends group and multiple local heritage professionals. Section 5 includes case studies of three house museums in the Pacific Northwest that offer important insights relevant to Ermatinger House. In Section 6, based on the challenges, opportunities and best practices brought to light through the interviews and case studies, the report concludes with a series of recommendations regarding the future management and interpretation of the Ermatinger House.

## **2. Context: Ermatinger House**

### ***Historical Background***

The Francis Ermatinger House was listed on the National Register of Historic Places in 1977. Built in 1844, the two-story, Greek Revival house is one of the oldest surviving structures in Oregon. In addition to its architectural rarity, the house is significant as the home of the Hudson’s Bay Company (HBC) Chief

---

<sup>1</sup> Moe, “Are There Too Many House Museums?” 4.

<sup>2</sup> Meeks, “House Museums: A 20th Century Paradigm.”

<sup>3</sup> Ibid.

<sup>4</sup> Moe, 8.

Trader Francis Ermatinger (1798-1858), who in 1845 was elected as Treasurer of Oregon's Provisional Government. As such, the house is an important relic of Oregon's pre-statehood period and adds to the understanding of HBC's presence in the Oregon Territory as well as the founding of Willamette Falls (as Oregon City was initially called). The house is also associated with the naming of Portland, reputedly hosting the dinner party at which the famed Lovejoy-Pettygrove coin flip occurred in 1845. The Ermatinger House's period of significance extends from the building's construction in 1844 until Francis Ermatinger's death in 1858, after which the house was sold out of the family.

In 1910, the Ermatinger House was moved from its original location near 5th Street at McLoughlin Boulevard to a hillside site at 1018 Center Street. The Ermatinger House was listed on the National Register of Historic Places in 1977. In 1986, the house was acquired by cultural heritage advocate Ruth McBride Powers, who financed relocation of the house to its present site, City-owned land at Sixth and John Adams Streets. The Ermatinger House opened to the public for tours in 1987. The house was deeded to the City of Oregon City in 1996, and maintenance of the building became the responsibility of Oregon City Parks and Recreation. By the end of the 1990s, the house exhibited substantial deterioration and was in need of significant rehabilitation.

### ***Textile & Living History Museum***

Prior to the building's recent rehabilitation, the Ermatinger House was operated as The Historic Francis Ermatinger House Textile & Living History Museum. The house was operated on behalf of Parks and Recreation by volunteer staff drawn from an informal Ermatinger House friends group. During this period, the house featured exhibits focused on Victorian-era clothing and textiles, and hosted regular special events, including Victorian clothing sewing workshops, Victorian living history teas, and ghost tours. These events featured extensive first-person storytelling by "living historians" in period dress.

### ***2011-2015 Rehabilitation***

The rehabilitation of the Ermatinger House began in late 2011 and was completed in the spring of 2015. The multi-faceted rehabilitation project included:

- re-roofing both the main building roof and the addition roof;
- providing a full height basement under the entire building, with new access stairs from the exterior;
- adding a code compliant ADA ramp and bathroom;
- converting the current kitchen into an ADA entrance and moving the kitchen functions into a work room;
- returning the current stair to its historic location and enclosing it;
- seismically upgrading the building to meet current code requirements;
- providing all new electrical upgrades;
- providing all new mechanical equipment; and
- rehabilitating all historic components of the building to allow the building to be used as a museum and visitor center.

The rehabilitation, for which Architectural Resources Group was the lead architect and conservator, was paid for with funds from a wide variety of sources, including the City of Oregon City, Clackamas County, the federal Community Development Block Grant Program, the State Historic Preservation Office (SHPO), the National Trust For Historic Preservation, the Historic Preservation League of Oregon (now Restore Oregon) and the Oregon Recreation and Parks Department.

### **3. Context: Oregon City Museums**

Oregon City has a very rich history. The literal end of the Oregon Trail, Oregon City was the first major locus of significant, permanent European American immigration to the region. As territorial capital, Oregon City served as the political, economic, industrial, and social center of a region much larger than today's state boundary. Not surprisingly, Oregon City possesses several museums dedicated to interpreting this multi-faceted history.

#### ***Fort Vancouver National Historic Site: McLoughlin and Barclay Houses***

The McLoughlin House, the home of Dr. John McLoughlin from 1846 to 1857, was designated a National Historic Site in 1941. McLoughlin established Ft. Vancouver in 1825 and served as Chief Factor of the British Hudson's Bay Company (HBC), before moving to Oregon City in 1846 and aligning with American interests. His central role in the development of the Oregon Territory led a later state legislature to dub him the "Father of Oregon." In 2003, the house and the adjacent Barclay House (associated with Forbes Barclay, an HBC physician as well early mayor and school superintendent of Oregon City) were added to the Fort Vancouver National Historic Site and are now managed by the National Park Service.

The McLoughlin House, like the Ermatinger and Barclay houses, was moved from its original location along the Willamette River to the bluff overlooking the old downtown. The McLoughlin House, which is three blocks from Ermatinger House, opened as a museum in 1910 and features authentic furnishings, artifacts and early photographs from McLoughlin's era of residence. The Barclay House accommodates offices for the National Park Service and McLoughlin Memorial Association (MMA), as well as a gift shop.

#### ***William L. Holmes House at Rose Farm***

William and Louisa Holmes came to Oregon in 1843 and their home, completed in 1847, is among the oldest in Oregon City. The house and surrounding property served as an important center of social and political events in early Oregon City. Joseph Lane, Oregon's first territorial governor, delivered his 1849 inaugural address from the house's balcony. Today, the house is owned and operated by the McLoughlin Memorial Association and is occasionally open to the public.

#### ***Museum of the Oregon Territory***

The Museum of the Oregon Territory opened in 1990 and is operated by the Clackamas County Historical Society. The Museum features permanent exhibits on Clackamas County history, including Native American artifacts and the personal belongings of early settlers, as well as seasonal exhibits on specific aspects of Clackamas County life. The Museum also houses a genealogical and historical research center, and a ballroom available for special events rental. Financial considerations have prompted occasional closures of the Museum, which most recently reopened in 2011.

#### ***End of the Oregon Trail Interpretive and Visitor Information Center***

The End of the Oregon Trail Interpretive Center, which is located at the end of the Barlow Road portion of the Oregon Trail, features rotating displays on the Oregon Trail and Clackamas County history. The Center showcases living history interpreters as well as artifacts. The End of the Oregon Trail Interpretive and Visitor Information Center is operated by nonprofit organization Clackamas Heritage Partners, which is also known as Historic Oregon City.

#### ***Stevens-Crawford Heritage House***

This American Foursquare-style house, which sits next to Ermatinger House, was built for Oregon City pioneers Harley and Mary Stevens in 1908. Their daughter Mertie transferred ownership of the house to the Clackamas County Historical Society in 1963, requesting as part of the agreement that the house be

operated as a museum. The house's 15 rooms feature furniture and artifacts associated with the Stevens family. The house, which also includes displays of souvenir plates, children's toys and Native American baskets, continues to be owned and operated by the Clackamas County Historical Society.

#### **4. Interviews**

The Ermatinger House Strategic Plan draws on the insights and guidance culled from multiple meetings and individual interviews with key stakeholders, including City of Oregon representatives, members of local heritage groups (including the informal Ermatinger House friends group), and other experts. These meetings and interviews were conducted in March, April and May of 2015.

##### ***City Representatives***

Matthew Davis conferred regularly with City personnel throughout the duration of the project. The project was managed by Oregon City Community Services Director Scott Archer. In addition, Matthew and Scott held meetings with other key City representatives to discuss project objectives, including City Manager David Fraser, Planner Christina Robertson-Gardiner and City Commissioner Rocky Smith (who is also a member of the Ermatinger House friends group).

##### ***Ermatinger Friends Group***

On March 11, 2015, Matthew Davis, Scott Archer and Christina Robertson-Gardiner met with representatives of the longstanding, though not formally incorporated, Ermatinger House friends group. The purposes of the meeting were many, including updating the friends group on the status of the rehabilitation and reviewing how the house was programmed and interpreted before the rehabilitation. Representatives of the friends group present at the March 11 meeting included:

- William Becker
- Rolla Harding
- Marge Harding
- Connie Jarrett
- Mike Jarrett
- Cheryl Rice
- Rocky Smith
- Holly Swogger

##### ***Local Heritage/Advisory Groups***

On April 8, 2015, Matthew Davis, Scott Archer and Christina Robertson-Gardiner met with representatives from several Oregon City heritage and advisory groups to draw on their knowledge and expertise and gather their insights regarding best practices for house museums in the twenty-first century. The discussion focused on different approaches to programming, interpretation and governance. Representatives of local heritage and advisory groups present at the April 8 meeting included:

- End of the Oregon Trail Interpretive and Visitor Information Center: Gail Yazzolino
- McLoughlin Memorial Association: Denyse McGriff
- Oregon City Parks and Recreation Advisory Committee: Roger Fowler-Thias, Dan Tupper

On May 13, 2015, Matthew Davis had a phone conversation with Claire Blaylock, Executive Director of the Clackamas County Historical Society, to discuss these same issues of programming, interpretation and governance.

### ***National Park Service***

On April 15, Scott Archer and Matthew Davis met with Tracy Fortmann (Superintendent) and Alex Patterson (Chief of Maintenance) from the Fort Vancouver National Historic Site to describe the strategic planning process currently underway for the Ermatinger House, answer initial questions they had, and discuss different approaches to owning and operating historic properties.

### ***Case Study Representatives***

In compiling the three case studies (see next section), Matthew Davis interviewed the following individuals:

- Shanna Stevenson, Vice President, Olympia Historical Society and Bigelow House Museum
- Ed Hodney, Parks and Recreation Director, City of Albany
- Chet Houser, President, Monteith Historical Society
- Bill Tennent, Executive Director, Jefferson County Historical Society
- Steve Bailey, Site Manager, Rothschild House and Commanding Officers Quarters, Fort Worden State Park

### ***Other experts***

Finally, well-known preservation architect and author William J. Hawkins III provided guidance to ARG throughout the project. Hawkins is intimately familiar with the Ermatinger House and provided extensive historical information to ARG in support of the rehabilitation.

## **5. Case Studies**

As part of this Strategic Plan, ARG developed three case studies that examined successful, small house museums in small cities. These case studies focused on (1) how the friends group (or some analogous body) works together with the relevant governmental jurisdiction; and (2) how the museum is interpreted and programmed.

In identifying potential case study properties, ARG focused on the following parameters, in order to make the case studies as relevant to Ermatinger House as possible.

- Modestly-sized residence
- Location in small to medium-sized town
- Pacific Northwest location
- House of 19th century vintage
- Managed through co-stewardship arrangement (preferably)
- Not the primary location for a historical society (preferably)

ARG identified the following three properties – based on setting, age, size and governance structure – as the most directly relevant to the Ermatinger House:



- Olympia Historical Society and Bigelow House Museum, Olympia, Washington (<http://olympiahistory.org/wp/>)
- Thomas and Walter Monteith House, Albany (<http://albanyvisitors.com/historic-albany/museums/monteith-house/>)
- Rothschild House, Port Townsend, Washington (<http://www.jchsmuseum.org/Rothschild/history.html>)

As described below, each of these case studies has its own lessons to offer the Ermatinger House's present and future stewards. Several additional house museums in Oregon and Washington that may serve as useful case studies are identified below in Appendix B.

### ***5.1 Olympia Historical Society and Bigelow House Museum, Olympia, WA***

Listed on the National, State and Olympia Registers of Historic Places, the Bigelow House in Olympia, Washington is a 1850s Carpenter Gothic home that retains its historic furnishings (along with artifacts and papers) and more than one acre of the family's original land claim. The house, one of the oldest in the state, was built by lawyer and Territorial Legislator Daniel R. Bigelow and his schoolteacher wife Ann Elizabeth White. Both were influential figures in Washington's early history.<sup>5</sup>

The House was acquired by the non-profit Bigelow House Preservation Association (BHPA) in the mid-1990s. The last generation of the Bigelow family continued to live in the house and have a life estate in the property until their deaths in 2005. In 1993, the BHPA secured private funds as well as funding from the State Legislature to undertake a rehabilitation of the Bigelow House, which was completed in 1995. A condition of the grant was that BHPA acquire the house and contents. The BHPA obtained additional funds from the legislature in 2010 for more rehabilitative work, and other restoration and rehabilitation work has been funded through the Thurston County Heritage Grant program.



*Contemporary view of west (front) façade of the Bigelow House. Courtesy of Olympia Historical Society/Bigelow House Museum.*

#### ***Role of the City***

The City of Olympia helped facilitate the acquisition of the Bigelow House by giving the Association a bridge loan (since paid back) to help buy the house. Today, the City mows the lawn at the house, since it is adjacent to a small City park. Formerly, the City also paid for some staff time to support fundraising and other activities at the House, but that is no longer the case.

---

<sup>5</sup> This summary of OHS/BHM was based on a conversation with Shanna Stevenson, Vice President, Olympia Historical Society and Bigelow House Museum (March 23, 2015) and reflects edits requested by OHS/BHM Board members.

### *Governance*

After operating the Bigelow House Museum for nearly two decades, the Bigelow House Preservation Association merged with the Olympia Historical Society in 2014 to form the Olympia Historical Society and Bigelow House Museum (OHS/BHM). Specifically, the Society and Museum has a house committee that is charged with maintaining and programming the Bigelow House. Because the Bigelow House was already established as an important heritage location at the time of the merger, participants felt it was important that “Bigelow House Museum” be incorporated as part of the name of the newly merged group.

Members of OHS/BHM cite several motivations for the merger, including:

- Shared membership: There was a significant overlap in membership between the Olympia Historical Society and the Bigelow House Preservation Association.
- Broader appeal: By merging, the groups felt they “could be much stronger together and be able to appeal to a wider group of folks with a broad interest in Olympia history.”
- Increased volunteer capacity: The merger also created “a stronger organization to run the activities at the house.”
- Simpler, more effective fundraising: Before the merger, an individual left bequests to both groups, at which point it became clear that more could be done with the funds if they were unified across both groups. More generally, the merger simplifies fundraising efforts by preventing members from working in competition.
- OHS needs: The Olympia Historical Society, which was founded in the 1990s, needed a physical presence and focus for their efforts.

According to OHS/BHM members, while still less than a year old, the merger has “worked out well” thus far. In particular, the goals of broader appeal and increased volunteer capacity appear to have been well-founded. For example, the annual holiday home tour event to benefit the Olympia Historical Society and Bigelow House in 2014 was able to draw upon volunteers from the previously separate organizations for a successful event.

### *Interpretation*

The interpretive plan for the Bigelow House consists of documents, artifacts and furnishings related to the Bigelow family. Because the Bigelow family was such an important pioneer Washington family, this approach provides an authentic and moving backdrop for the interpretation of much of Washington’s Territorial Period, including the role of Daniel Bigelow in the early years of the Territorial government and the Territorial Suffrage movement. As OHS/BHM members explain, “the history of the Bigelow family is really the early history of Olympia.” Because the house was in the continuous ownership of the Bigelow family during the twentieth century, later changes made to the house, including a 1950s-era kitchen, are also part of the interpretative program. The Olympia Historical Society and Bigelow House Museum are currently looking to acquire additional space to accommodate the display and interpretation of historical artifacts associated with Olympia history that are not related to the Bigelow family.

### 5.2 Thomas and Walter Monteith House, Albany

The 1849 Thomas and Walter Monteith House is listed on the National Register of Historic Places as an individual resource and is the centerpiece of the National Register-listed Monteith Historic District, which is located on the west side of downtown Albany, Oregon. Brothers Walter and Thomas Monteith arrived in Oregon in 1847 via the Oregon Trail and founded the town of Albany.<sup>6</sup>

The house was acquired by the City of Albany in 1975, after which it underwent a painstaking restoration that accorded with the federal *Secretary of the Interior's Standards for Restoration*. The Monteith Historical Society was incorporated in 1978 in part to help secure federal grants to support the restoration. The restoration involved removing non-historic features, repairing wood siding and wood windows, and re-creating the appearance of the building's original roof and two-story porch on the primary elevation.<sup>7</sup> The Monteith House, one of the most historically accurate period houses in the State of Oregon, opened to the public as a historic house museum in 1982.

#### Governance

From its public opening in 1982, the Monteith House has been owned by the City of Albany, with the nonprofit Monteith Historic Society (MHS) providing financial and volunteer resources for its maintenance, restoration and operation. Despite this longstanding and successful arrangement, there is no formal contract between the City and the MHS regarding operation of the Monteith House. Ed Hodney, Albany's Parks and Recreation Director, is in the process of developing such a contract.



Monteith House. Courtesy of Monteith Historical Society.

The MHS uses the house as their headquarters. In addition to covering general operating expenses, the MHS staffs regular hours, does fundraising, and addresses minor maintenance issues. (Though contracting and state and local purchasing requirements are overseen by City facilities maintenance personnel.)

Until recently, the City devoted very limited funding to the house beyond covering monthly utility bills. Within the past few years, however, the City established a capital reserve for the Monteith House with monies generated through the transient lodging tax. This reserve is dedicated to capital projects and repairs at the house, which has included repainting, fence repairs and chimney repair, as well as a new roof next year.

#### Interpretation

Most of the artifacts on display at the Monteith House relate directly to the Monteith family. Because the house historically also hosted a store, this includes a wide array of hardware-related artifacts as well

<sup>6</sup> "Monteith House, <http://albanyvisitors.com/historic-albany/museums/monteith-house/>, accessed April 15, 2015.

<sup>7</sup> National Park Service, "Illustrating Four Treatments in Oregon," [http://www.nps.gov/tps/education/workingonthepast/case\\_studies/monteith1.htm](http://www.nps.gov/tps/education/workingonthepast/case_studies/monteith1.htm), accessed April 15, 2015.

as more personal family possessions. The period of interpretation extends from the house's construction in 1848 through 1870, reflecting members of the Monteith family's involvement in the Civil War. The MHS is holding a retreat in April 2015 dedicated to developing an interpretive plan. Through the years, many artifacts have been donated to the MHS, only some of which relate to the 1848-1870 period of interpretation. In response, MHS is working to develop a more systematic approach to the accession and recordation of artifacts. The goal is to use a computer software program to develop a comprehensive and organized record of artifacts in its possession.

The programmatic focus at the Monteith House is on artifacts and interpretation, not on hosting special events. The house's small lot precludes indoor/outdoor events such as weddings. (Like the Ermatinger House, the Monteith House has been relocated from its original location.) At the same time, the house's small rooms do not accommodate presentations or other large public gatherings.

#### *Audience*

School groups, mostly 2nd and 5th graders, constitute Monteith House's primary patrons in April, May and early June. They typically give tours to one to three classes per day. Typically, these students visit multiple sites in Albany, including the regional museum, the carousel and the railroad station. The MHS sends information packets to teachers ahead of time to help them prepare their classes for the tour.

More broadly, the Monteith House benefits from being part of a larger collection of historical attractions in Albany. They capitalize on this by operating a trolley car tour that stops at multiple locations in Albany, including the Monteith House. The MHS also does a holiday variants of the trolley tour at Halloween and Christmas.

#### *Recommendations*

Chet Houser, President of the Monteith Historical Society, has several recommendations regarding the Ermatinger House, which are included below in Section 6.

### **5.3 Rothschild House, Port Townsend, WA**

The Rothschild House in Port Townsend, Washington was built in 1868 in the Greek Revival style. The house, which is located at 404 Taylor Street, was individually listed on the National Register in 1970 and is also a contributor the Port Townsend National Historic Landmark District.



*Rothschild House. Wikipedia (public domain image).*

The home was built for D.C. H. Rothschild and his family. Rothschild was a native Bavarian who had come to Port Townsend in 1858 and opened what became a successful, marine-oriented mercantile. The Rothschild family continued to inhabit the building until Eugene Rothschild donated the house to the Washington State Parks and Recreation Commission in 1959. The State then undertook a major restoration of the house, which included new concrete flooring, new support structures, and replacement of deteriorated wood elements. The house was opened

to the public in 1962 and is particularly notable for its extensive collection of period furnishings, nearly all of which belonged to the Rothschild family.

### *Governance*

Since the mid-1970s, the Rothschild House has been managed by the Jefferson County Historical Society (JCHS) for Washington State Parks. This arrangement is memorialized in a written agreement, though it is not a formal contract as no money changes hands. The JCHS manages one other state park property, the Commanding Officer's Quarters at Fort Worden State Park. (The JCHS is headquartered in the Jefferson Museum of Art & History in downtown Port Townsend.)

At the Rothschild House, State Parks is responsible for paying the utilities, maintaining the house, and completing necessary repairs, while the JCHS is responsible for staffing the house and changing the exhibits. The JCHS uses the collected admissions revenue to pay for a part-time site manager, but otherwise relies on volunteer staffing.

### *Programming and Interpretation*

Because there is little electricity and no heat source other than the fireplaces, the Rothschild House is open from May through September. During that time, it is open daily from 11am to 4pm. Most of the furniture in the house is from the late 1860s or 1870s, and the house even features original wallpaper. The period furnishings and intact décor of the house are complemented by a special exhibit that changes once per year. The JCHS has a collections manager and a conservator who assist with planning and implementing the exhibits in order to attract repeat visitors. These exhibits typically focus on historic textiles and clothing and are usually set up in the house's dining room and parlor.

### *Visitor Profile*

Approximately 85 percent of visitors to the Rothschild House come from outside Port Townsend. Most of these are from the Pacific Northwest but also includes Canadian, European and Japanese tourists. Many visitors walk to the house from the adjacent downtown. The house also hosts regular school group and Boy and Girl Scout troupes. The house is on the bus tour route for visitors who arrive in Port Townsend in the spring and the fall via American Cruise Lines ships, and the house is opened specially to accommodate these visitors.

## **6. Recommendations**

ARG used the insights generated through the case studies, multiple stakeholder interviews, and general understanding of historic house museums to make the following series of recommendations regarding the ongoing operation of the Ermatinger House. These recommendations fall into five general categories:

- 1) Define the governance structure.
- 2) Prepare the building for use.
- 3) Develop an interpretive plan.
- 4) Develop a fundraising plan.
- 5) Develop a maintenance plan.

Category 1 (define governance structure) is the highest priority as it sets the parameters according to which all subsequent recommendations are pursued. Categories 2 (prepare building for use), 3 (develop an interpretive plan) and 4 (develop a fundraising plan) are essential to the building's ongoing operation and should be pursued within the next year. Category 5 (develop a maintenance plan) is a longer-term recommendation.

### **6.1 Define Governance Structure**

We recommend that the City of Oregon City continue to pursue the long-term goal of transferring the Ermatinger House to the National Park Service as part of the Oregon City unit of the Fort Vancouver National Historic Site. This is an appropriate home for the Ermatinger House given its close historical association with Fort Vancouver, the Hudson's Bay Company, and the McLoughlin House. Adding the Ermatinger House to the National Park property would give the Ermatinger House the prominence it deserves and would bring a greater pool of resources to bear on its ongoing maintenance and operation.

Regardless of the ongoing discussions with NPS, there is a pressing need to formalize the management approach to the Ermatinger House Museum. We recommend that the City develop a formal written agreement with a nonprofit entity regarding the ongoing management of the house. This agreement could be similar in content and form to the City-issued license allowing Clackamas Heritage Partners to operate the End of the Oregon Trail Center. (This license agreement is included below as Appendix A.) In particular, this agreement should identify the respective responsibilities of the City and the nonprofit with respect to the Ermatinger property. Most likely, the nonprofit group would take responsibility for operating and programming the house, while the City would take responsibility for ongoing maintenance of the building and grounds. We also recommend that, as in the Clackamas Heritage Partners case, this agreement establish fundraising benchmarks and expectations for the nonprofit. (See Recital F in Appendix A.)

This nonprofit entity is expected to involve the members of the existing informal Ermatinger House friends group, whose passion for preserving and programming the house is well-known. With that as a given, there are many forms this nonprofit could take, but we recommend that it be either a stand-alone Ermatinger House friends group, or a newly constituted committee of the McLoughlin Memorial Association that is expressly charged with operating the Ermatinger House. We discuss the latter approach first.

#### *Merged McLoughlin/Ermatinger Group*

We recommend that the McLoughlin Memorial Association and the existing informal Ermatinger House friends group discuss the possibility of incorporating the friends group as a formal committee of the MMA. All, or nearly all, members of the informal friends group are already members of MMA, and the McLoughlin, Barclay and Ermatinger houses have a closely shared historical significance. Such a merger could bring several advantages, including economies of scale achieved through:

- Joint purchase of supplies;
- Coordinated marketing efforts; and
- Shared staff, including fundraising staff.

Such a merger could also bring the advantages of increased volunteer capacity and broader tourist appeal mentioned above in the Olympia Historical Society and Bigelow House Museum case study (Section 5.1). Indeed, that case study would be particularly relevant if this approach is pursued given the recent merger of those two Olympia groups.

At the same time, establishing a new, separate committee charged with managing the Ermatinger House responds to the desire of the existing informal friends group to maintain an identity for the Ermatinger House that is differentiated from the McLoughlin and Barclay Houses. In other words, such a merger should be handled in a manner that the Ermatinger House does not become a mere adjunct of the McLoughlin House (as the Barclay House essentially is) but instead retains its own distinct identity.



A longer-term advantage of this approach is that it would likely be more appealing to the National Park Service in the event that the Ermatinger House is added to the Oregon City unit of the Fort Vancouver National Historic Site. MMA already works with the NPS on the management of the McLoughlin and Barclay Houses. If the Ermatinger House friends group were a committee of the MMA, then NPS could maintain its existing relationship with MMA following acquisition of the Ermatinger House and would not need to coordinate with two separate Oregon City nonprofits.

*Stand-alone Ermatinger House Friends Group*

If merger with the MMA is deemed impossible or undesirable, the existing Friends group should pursue formal incorporation as a nonprofit. The Friends group should develop several documents in support of this incorporation, including:

- Bylaws
- Mission Statement and Committee Goals and Objectives
- Member Roles and Responsibilities
- Board Member Roles and Responsibilities

Chet Houser, President of the Monteith Historical Society, submitted to the author several sample governance documents that the Monteith Historical Society uses, including:

- Bylaws of the Society, including the collections policy and a sample job description
- Board offer job descriptions
- Board member roles and responsibilities

For reference, these documents are collected below in Appendix C. In addition, Mr. Houser emphasized that he would be happy to speak with Ermatinger stakeholders further about the MHS experience.

In developing these documents, the Ermatinger House friends group should proactively lay the foundation for an organizational structure that encourages new board members with new ideas and connections to get involved.

Mr. Houser recommends that the Ermatinger House friends group contact Sheri Stuart, the State Historic Preservation Office's Oregon Main Street Coordinator. Ms. Stuart has been a very useful resource to the Monteith Historical Society in helping them understand the various documents and policies that are important but often neglected in establishing a management framework for and operating a house museum. Examples include conflict of interest, records destruction, and whistleblower policies. Ms. Stuart shared sample policies from many different museums with the Monteith group. In particular, she recommended that the handbook for new and existing board members include the following sections:

- Articles of Incorporation
- Bylaws
- Mission Statement and Committee Goals and Objectives
- List of Board Members, position held, phone number, email, and address
- Committee List
- Staff/Docent Job Description
- Minutes of Last Six Full Board Meetings
- Budget & financial statements

- Short Historical Perspective of the Local Program
- Explanation of the Sources of Funding or Methods of Fundraising
- Written Policies & Procedures of the Local Program (if any)
- Job Description or Responsibilities of a Board Member
- Job Description or Responsibilities of a Committee Member
- Legal Considerations (e.g. Insurance, IRS requirements, Contracts, etc.)
- Calendar of Meetings and Events
- List of Reading Materials
- Recent press releases

As part of its incorporation, the Ermatinger House friends groups should begin to develop these various types of reference documents.

### ***6.2 Prepare Building for Use***

The Ermatinger House will not quite be ready for immediate occupancy following completion of the rehabilitation project. One key task will remain: selecting wallpaper and affixing it to the interior walls. This is not a trivial task, as the Ermatinger House should be finished in wallpaper that is representative of the house's period of significance. As part of the rehabilitation project, ARG had several samples taken of the wallpaper formerly extant at the Ermatinger House. These samples should be given to someone conversant in mid-nineteenth century wallpaper styles, who can make appropriate wallpaper selections. At the time of the rehabilitation, ARG estimated that the cost to finish the Ermatinger House in custom wallpaper would be approximately \$15,000. The City should work with the nonprofit entity to identify (1) the process by which a historic wallpaper consultant will be engaged, and (2) a funding stream for the undertaking.

### ***6.3 Develop an Interpretive Plan***

The nonprofit entity charged with interpreting and programming the Ermatinger House needs to develop an Interpretive Plan for the building. This plan is an essential reference that defines the museum's (1) mission and identity; (2) interpretive scope and content; and (3) programmatic approach.<sup>8</sup>

#### ***6.3.1 Define Identity***

A key component of the foundational documents discussed above in Section 6.1 is the development of a clear and rigorous mission statement for the Ermatinger House Museum. This brief statement should answer several key questions:

- What is the purpose of the museum?
- Why should people be interested in visiting the museum?
- Why should donors be interested in funding activities at the museum?

In particular, the mission statement should emphasize that the Ermatinger House is a public resource, and the City and nonprofit entity are stewards of that resource.

In developing the mission statement, the nonprofit entity should identify who the target audiences for the Ermatinger House Museum are. This could include families, tourists, residents, organizations, members, and donors, each with their own interests and motivations.

---

<sup>8</sup> This section draws on the approach laid out in van Balgooy, "Interpretive Planning at Historic Sites: A Three-Part Harmony."



### **6.3.2 Define Content**

Rigorously defining the mission and identity of the Ermatinger House Museum lays the groundwork for the core piece of the Interpretive Plan, which defines the historical themes to be interpreted at the site and identifies the artifacts and related resources available to support that interpretation. Questions to be answered include:

- What portions of the building will be open to the public?
- What is the period of significance that is the basis for interpretation?
- What furnishings and artifacts will be displayed? How will they be exhibited?
- How will existing artifacts be inventoried?
- What is the ascension policy for acquisition of additional artifacts?
- What share of the space will accommodate rotating exhibits?

We offer some thoughts below as to how the Ermatinger House Museum could begin to answer these questions.

#### Extent of Public Access

The Interpretive Plan should identify which areas of the Ermatinger House will be interpreted for the public and which areas may be dedicated to other uses. Certain areas may need to be retained for use as private storage. In addition, the City may wish to pursue a strategy according to which portions of the Ermatinger House are used as City offices or rented out for use as office space or meeting rooms. The small size and restrictive layout of the Ermatinger House may make such a strategy ultimately untenable, but the City's preferred approach should be established at the outset in order to define the extent of the space to be interpreted.

#### Core Interpretation: 1840s and 1850s

Clearly defining the period of interpretation to be represented at the house is a necessary precursor to defining an artifact ascension policy that has sufficient focus to be manageable and historically meaningful. We recommend that, to the extent possible, artifacts and exhibits focus on the Ermatinger House's period of significance, which extends from the house's construction in 1844 through the 1850s. Interpretive themes related to this period of significance include:

- Francis Ermatinger and the Ermatinger family
- The 1845 Lovejoy-Pettygrove coin flip and the founding of Portland
- The Founding of Oregon City
- Hudson's Bay Company in the Pacific Northwest
- Oregon's Provisional Government

The first two of these five themes are unique to the Ermatinger House and consequently should be given special consideration. The other themes are much broader and are already addressed at the McLoughlin House and other nearby heritage properties. Because of this, for these broader themes, the Interpretive Plan should consider (1) what aspects of the local story are not being told elsewhere and (2) which of those aspects relate to the Ermatinger House. The ultimate goal is to develop an interpretive program at the Ermatinger House regarding these important and dramatic themes that complements, rather than duplicates, content already represented elsewhere.

#### Additional Interpretation: Late Nineteenth Century

The main challenge in interpreting the Territorial Period at Ermatinger House is that, other than the house itself, few to no artifacts of the period directly associated with the house remain. As a result, it is expected that interpretation in portions of the house will focus on themes from the second half of the nineteenth century, including:

- The use of the house (including as a boardinghouse) following the departure of the Ermatinger family; and
- Victorian life in Oregon City

It is the author's understanding that this period was the interpretive focus at the house prior to the rehabilitation, and it could continue to be represented at the house. That said, these themes should be limited to a room or two of the house and should remain subsidiary to the primary interpretive emphasis on the house's status as an exceedingly rare survivor from the Territorial Period.

#### Artifact Management

Once the interpretive themes have been defined, the Interpretive Plan should lay out a plan for how the Ermatinger House should be furnished and, more broadly, how the museum's collection of artifacts should be managed. As part of the rehabilitation of the Ermatinger House, preservation architect and author William J. Hawkins III developed a preliminary furnishings plan for the Ermatinger House based on an 1843-1858 period of significance. This plan blended furnishings from a variety of sources, including:

- Items from the Fort Vancouver National Historic Site, which could potentially be loaned to the City of Oregon City;
- Items commonly used in the Territorial Period or reproductions of same, which could be purchased; and
- Items similar to those on the list of furnishings that Francis Ermatinger ordered from the East Coast, some of which Hawkins himself has purchased.

This preliminary furnishings plan will serve as a useful starting point once the preferred scope and extent of Territorial Period interpretation in the Ermatinger House is established.

As public stewards of irreplaceable historic materials, house museums should place considerable emphasis on maintaining an artifact collection that is carefully assembled and recorded. To address this, the Interpretive Plan for the Ermatinger House Museum needs to include an Artifacts Acquisition and Management Policy that specifies:

- How the Museum's collection of artifacts is to be inventoried.
- Guidelines regarding the acquisition of additional artifacts, including what types of artifact donations can be accepted.
- The process by which artifacts are removed from the collection.

For the Ermatinger House, any artifacts management plan should start with a systematic inventory of the existing artifact collection, portions of which may not relate to the historic themes identified above and should be expunged from the collection. Once it has been reduced to the relevant items, the artifact collection should be comprehensively and systematically catalogued, preferable using database

software that allows for easy and frequent updating. According to Chet Houser of the Monteith Historical Society (see Section 5.2), the staff at the Willamette Heritage Center in Salem are expert in artifact ascension and recordation and would be a useful resource to the Ermatinger House Museum.

### **6.3.3 Define Methods**

Finally, the Interpretive Plan should identify the various methods by which content will be distributed to the intended audiences. These methods include on-site methods, print communication methods, and online communication methods:

- On-site Methods: tours, exhibits, period rooms, special events, festivals, school programs, lectures, concerts, films, audiotours, wayside markers
- Print Communication Methods: newsletters, brochures, books
- Online Communication Methods: websites, blogs, Facebook, Twitter, e-newsletters, videos, podcasts.<sup>9</sup>

For each of the methods above that are identified as worth pursuing, the Interpretive Plan should include a discussion of how that particular method would be staffed and administered.

A key piece of this part of the Interpretive Plan will be identifying guidelines regarding the design of permanent and temporary exhibits at the Ermatinger House. We recommend drawing on the expertise of the members of the American Alliance of Museums (<http://www.aam-us.org/>). There are also many books that address effective exhibit design.<sup>10</sup>

Prior to the building's rehabilitation, the Ermatinger House friends group's programmatic focus was on living history events – including Victorian clothing sewing workshops, Victorian living history teas, and ghost tours – that featured interpreters in period dress. It is expected that such an approach will continue as one of the cornerstones of programming at the Ermatinger House Museum. The Interpretive Plan, then, should identify what other methods will be used to supplement this living history approach.

The capacity of Ermatinger House to host public or private events is partially limited by the small size of both the house and the lot on which it sits. The house could not easily accommodate an indoor/outdoor wedding and reception, for example. That said, the Ermatinger lot is adjacent to two public parks (associated with the Public Library and the Pioneer Community Center) that presumably could be rented in tandem with the Ermatinger House to accommodate a larger event.

### **6.4 Develop a Fundraising Plan**

In conjunction with an Interpretive Plan, the nonprofit entity needs to develop a Fundraising Plan that provides relevant contextual information and lays out an approach to keeping the Ermatinger House financially solvent.

The aforementioned contextual information should include:

- Market research on local tourism trends (visitor counts at major attractions; visitor demographic trends).

---

<sup>9</sup> This list is based on van Balgooy.

<sup>10</sup> See, for example, Polly McKenna-Cress, *Creating Exhibitions: Collaboration in the Planning, Development, and Design of Innovative Experiences*.

- Based on estimated visitor numbers and predicted purchasing behavior, a discussion of what percentage of the house's operating budget is expected to come from earned income v. government funds v. private donations.
- An estimated annual cost of ownership for the building.

Based on this contextual information, the Fundraising Plan should identify both short-term and long-term fundraising strategies for the Ermatinger House Museum. In conjunction with the Fundraising Plan, a database of government funding sources and potential private donors should be developed. This database should be regularly reviewed and updated.

We close this section with a sampling of potential funding sources for the Ermatinger House Museum.

#### *State Heritage Grants*

The state of Oregon offers many types of heritage-related grants for which the Ermatinger House Museum could potentially qualify (see [http://www.oregon.gov/oprd/HCD/FINASST/Pages/grants.aspx#Museum\\_Grant\\_Program](http://www.oregon.gov/oprd/HCD/FINASST/Pages/grants.aspx#Museum_Grant_Program)):

#### Heritage Grant Program

The Oregon Heritage Commission administers the Heritage Grant Program, which provides matching grants to non-profit organizations, federal recognized tribal governments and local governments for projects that conserve, develop or interpret Oregon's heritage. Currently, \$200,000 per biennium is available.

#### Museum Grant Program

The Oregon Heritage Commission offers matching grants to public and non-profit heritage museums that meet certain qualifications. The grants support Oregon museums in projects for the collection and management of heritage collections, for heritage-related tourism, and heritage education and interpretations. Currently, \$100,000 per biennium is available.

#### Preserving Oregon Grant

The State Historic Preservation Office (SHPO) offers matching grants for rehabilitation work that supports the preservation of historic resources listed in the National Register of Historic Places or for significant work contributing toward identifying, preserving and/or interpreting archaeological sites. Currently, \$250,000 per biennium is available, and grant funds may be awarded for amounts up to \$20,000.

#### CLG Grant Program

The Certified Local Government (CLG) program offers matching grants to cities and counties that have been "certified" as historic preservation partners with both the state and the federal governments. These grants can be used for a wide-range of preservation projects, including National Register nominations, historic resource surveys, preservation education, preservation code development, building restoration, and preservation planning. Between roughly \$65,000 and \$200,000 is available per year, depending on federal allocation and state priorities.

#### *Grand Re-opening*

The upcoming grand reopening of the Ermatinger House should be used as a platform for a major fundraising campaign. The core message of this effort is simple – the rehabilitation is done; now we are fundraising to ensure the Ermatinger House's ongoing status as an interesting and active heritage

property. The grand re-opening itself would be the capstone event at which supporters would gather to celebrate the house's return to operation.

#### *"Coin-Flip" Related Fundraising*

As the site of the famed Lovejoy-Pettygrove coin flip, the Ermatinger House is of pronounced historical importance to the city of Portland. This connection could be leveraged to secure funds for the house. Though no funding was actually ever appropriated, the City of Portland has expressed interest in the past in providing some measure of funding to the Ermatinger House. In conjunction with the successful conclusion of the building's rehabilitation, this conversation should be reopened.

Related to this theme, outreach should be done to Coin Toss Brewing Company, a new Oregon City brewery that is scheduled to open in June 2015. According to its website, Coin Toss Brewing Company "was founded with a nod to the region's rich history, its pioneering spirit, and for the event that named Beervana, the center of the Craft Beer Universe!"<sup>11</sup> Such a company would presumably relish the opportunity to hold events at the Ermatinger House.

#### *Parks Foundation*

Members of the Oregon City Parks and Recreation Advisory Committee are exploring the possibility of creating a foundation with the mission of supporting parks in Oregon City, many of which are historic properties. Such a foundation could provide staffing and training, as well as grants.

### **6.5 Develop a Maintenance Plan**

Now that the major rehabilitation of the Ermatinger House is complete, the City and other stakeholders should develop a maintenance plan to ensure the building's ongoing operation and prevent it from returning to a state of disrepair. Sample maintenance checklists that Architectural Resources Group developed for the proposed mothballing of several barracks buildings at Fort Vancouver National Historic Site are included below in Appendix D. As is clear from those checklists, the necessary pre-requisite to effective maintenance of the house is the frequent and systematic monitoring of building conditions.

It is assumed that the City will be primarily responsible for ongoing maintenance at the Ermatinger House. That said, the nonprofit entity charged with programming the building could also support maintenance efforts by doing maintenance-related fundraising.

## **7. Bibliography**

Architectural Resources Group. "Francis Ermatinger House, Summary of Information Gathering: 30% CD Documents." Prepared for the City of Oregon City. April 27, 2012.

Catlin-Legutko, Cinnamon. "DIY Strategic Planning for Small Museums." Technical Leaflet #242, American Association for State and Local History, 2008.

Graham, Ruth. "The Great Historic House Museum Debate." Boston Globe, August 10, 2014.

Hague, Stephen G. and Laura C. Keim. "Developing Interpretive Plans." Small Museum Toolkit Blog (<http://smallmuseumtoolkit.blogspot.com/2012/11/developing-interpretive-plans.html>).

---

<sup>11</sup> <http://www.cointossbrewing.com>, accessed May 15, 2015.

Harris, Donna A. *New Solutions for House Museums: Ensuring the Long-Term Preservation of America's Historic Houses*. Lanham, MD: AltaMira Press, 2007.

McKenna-Cress, Polly. *Creating Exhibitions: Collaboration in the Planning, Development, and Design of Innovative Experiences*. Hoboken, New Jersey: Wiley, 2013.

Meeks, Stephanie. "House Museums: A 20th Century Paradigm." Address at Opening Plenary of National Trust for Historic Preservation Annual Conference, Indianapolis, IN, 2013.

Moe, Richard. "Are There Too Many House Museums?" *Forum Journal* 16, no. 3. Spring 2002, 4-11.

Slusarenko Architecture, PC. *Historic Ermatinger House & Living History Museum, Preservation Master Plan*. Prepared for Oregon City Parks and Recreation. June 2002.

van Balgooy, Max A. "Interpretive Planning at Historic Sites: A Three-Part Harmony." Engaging Places LLC website (<http://engagingplaces.net/2012/12/04/interpretive-planning-at-historic-sites-a-three-part-harmony/>).

Venerable Properties and Paul M. Falsetto, Architect. "Resolving Functional Obsolescence: Securing the Future of Oregon's Pioneer-Era Properties." Restore Oregon Special Report. March 2015.

**Appendix A: License to Allow Operation of the End of the Oregon Trail Center in Oregon City**

**Ermatinger House Strategic Plan • Oregon City, OR**  
Architectural Resources Group

## **LICENSE TO ALLOW OPERATION OF THE END OF THE OREGON TRAIL CENTER IN OREGON CITY**

THIS LICENSE ("License") is made this 18th day of July, 2012, by the CITY OF OREGON CITY, ("Owner"), and CLACKAMAS HERITAGE PARTNERS ("Licensee").

### **RECITALS**

A. The Owner owns the facility known as the End of the Oregon Trail on Kelly Field in Oregon City (the "EOT Center"). The location of the EOT Center is as generally shown on the map attached to this License as Exhibit A.

B. The Owner and the Licensee are aware of the provisions of the Oregon City Charter, Chapter X, Sections 40, 41, and 42(k) (the "Charter Provisions"). The parties agree and will continue to agree that this property continues to be a City Park as outlined under the Charter provisions and that the EOT Center is a compatible park use as outlined in Section 6 of this Agreement.

C. Licensee has been authorized by Clackamas County (the "County") to operate the Regional Visitor Information Center, which is located in close proximity to the EOT Center.

D. Licensee previously served as the agent of the Owner in operating the EOT Center until that relationship was terminated in 2010.

E. The Parties to this Agreement acknowledge that a condition of this license is that a member of the Oregon City Commission will be appointed to Licensee's Board of Directors

F. The Parties to this Agreement acknowledge that Licensee has received grants and other funds and, as a condition of this Agreement is that Licensee shall commit a minimum of \$20,000 towards improvement of the EOT Center. The parties also agree to work in good faith to seek funds for ongoing maintenance and operation of the site.

G. The parties now desire to enter into this License to permit the Licensee to operate the EOT Center under the terms and conditions identified below.

NOW, THEREFORE, for good and valuable consideration, the receipt and sufficiency of which is acknowledged, the parties agree as follows:

### **AGREEMENT**

1. **Term of License.** This License shall continue for approximately 18 months until December 31, 2013, unless the City Manager in his or her discretion determines that terminating this License is in the public interest. The parties may negotiate an additional term prior to the expiration of this license.



2. **Permission to Operate the EOT Center.** Licensee is hereby granted permission to enter onto and operate the EOT Center as set forth in this License. The operation of the EOT Center shall be in compliance with all applicable federal, state and local regulations. Licensee shall obtain prior written approval from the Owner before undertaking any physical improvements to the site or significant changes to the activities Licensee conducts on the site. Licensee shall be responsible for any and all damage or liability that results from its operation of the EOT Center. Damage to the EOT Center shall be repaired or replaced by Licensee to the satisfaction of the Owner at no cost to the Owner. Licensee must provide any and all tools and equipment necessary to perform the operations contemplated by this License.

3. **Grants.** Prior to seeking additional grants to fund its efforts, Licensee shall obtain the approval of the City Manager.

4 **No Compensation.** Licensee is not entitled to any compensation from the Owner under this License.

5. **Quarterly Report.** At the end of every quarter, Licensee shall provide a written report to the City Manager regarding the activities, programs and other significant actions undertaken by the licensee at the EOT Center. The written report will include an update to the City on Licensee's financial status.

6. **Revocation.** This License may be revoked at any time for any reason by the Owner upon thirty (30) days' written notice to Licensee stating that the Owner requires such termination.

7. **Limitations on Use.** As noted in recital B, this area is subject to the Charter Provisions and, thus, Licensee's use of the EOT Center shall be limited to uses that qualify as a park, including the preservation of the City's unique historical heritage.

8. **Miscellaneous Provisions.**

a. **Entire Agreement.** This document contains the entire, final, and complete terms of the License and understanding of the parties with respect to the subject matter hereof, and supersedes and replaces any and all written or oral agreements and understandings heretofore made or existing by and between the parties or their representatives with respect thereto.

b. **Waiver.** No waiver of any provision of this License shall be deemed, or shall constitute, a waiver of any other provision of the License, whether or not similar, nor shall any waiver constitute a continuing waiver. No waiver shall be binding unless executed in writing by the party making the waiver.

c. **Indemnity and Insurance.** Licensee acknowledges responsibility for liability arising out of Licensee's negligent performance of the activity permitted by this License

and shall hold City, its officers, agents, contractors, and employees harmless from, and indemnify them for, any and all liability, settlements, loss, costs, and expenses, including attorney fees, in connection with any action, suit, or claim caused or alleged to be caused by the negligent acts or activities performed by the Licensee, or the agents, contractors or employees of Licensee.

**d. Comprehensive, General, and Automobile Insurance.** Licensee shall maintain comprehensive general and automobile liability insurance for protection of Licensee and City and for their directors, officers, agents, and employees, insuring against liability for damages because of personal injury, bodily injury, death, and broad-form property damage, including loss of use, and occurring as a result of, or in any way related to, Licensee's actions pursuant to this License, each in an amount not less than \$1,000,000 combined, single-limit, per-occurrence/annual aggregate. Such insurance shall name City as an additional insured, with the stipulation that this insurance, as to the interest of City, shall not be invalidated by any act or neglect or breach of this Agreement by Licensee.

**e. Subcontractors.** Licensee is responsible for all of the operations and activities contemplated by this License. Licensee shall not delegate or subcontract its operations without the express written consent of Owner, which shall not be unreasonably withheld.

**f. Notices.** Any notice or other communication required or permitted under this License shall be in writing and shall be deemed given on the date of transmission when sent by facsimile transmission, e-mail transmission or when mailed by first class mail from within the United States and shall be sent to the parties at the following addresses, or at such other address as either party may hereafter designate by written notice to the other:

<b>OWNER:</b>  City of Oregon City Community Services Director 625 Center Street Oregon City, OR 97045	<b>LICENSEE:</b>  Clackamas Heritage Partners 1726 Washington Street Oregon City, OR 97045
---	--

**g. Amendment.** This License may not be amended, modified, or changed, nor shall any provision hereof be deemed waived, except only by an instrument in writing signed by the party against whom enforcement of any such waiver, amendment, modification or change is sought.

**h. Severability.** If any portion of this License or its application is construed to be invalid, illegal, or unenforceable, then the other portions of the License or its application

thereof shall not be affected thereby and shall be given full force and effect without regard to the invalid or unenforceable portions. Although Owner and Licensee acknowledge that the restrictions contained herein are reasonable, if any term or condition of this License is determined to be unenforceable because of its scope, duration, geographical area or similar factor, the court making such determination shall have the power to reduce or limit such scope, duration, area or other factor, and such covenant shall then be enforceable in its reduced or limited form.

i. **Attorney Fees.** In the event a party fails to perform any of its obligations under this License, such nonperforming party shall reimburse the other party for all costs and expenses, including without limitation, reasonable attorney fees, incurred in the enforcement of such obligations. In addition, in the event of any legal action to enforce or interpret this License, or otherwise related to this License, or in the event a petition in bankruptcy is filed by or on behalf of a party, the prevailing party, in addition to all other amounts that the other party may be required to pay, shall be entitled to recover such additional sum for the prevailing party's reasonable attorney fees and costs, as the applicable court determines to be reasonable in the action, including any proceeding at trial, on appeal, or on petition for review, and in any bankruptcy proceeding.

j. **Governing Law.** This License, and its formation, operation and performances, shall be governed, construed and enforced in accordance with the laws of the State of Oregon, without regard to its conflict of law principles.

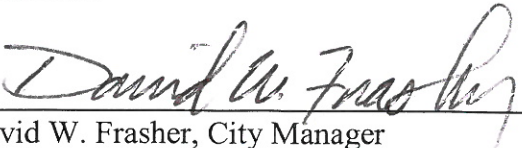
k. **No Third-Party Beneficiaries.** Nothing in this License, express or implied, is intended to confer on any person, other than the parties to this License or their permitted assignees, any right or remedy of any nature whatsoever.

k. **Captions.** The caption headings of the sections and subsections of this License are for convenience of reference only and are not intended to be, and should not be construed as, a part of this License.

l. **Counterparts.** This License may be executed in any number of counterparts, each of which shall be deemed to be an original instrument and all of which together shall constitute a single agreement.

EXECUTED as of the date hereinabove set forth.

**OWNER:**

  
David W. Frasher, City Manager

**LICENSEE:**

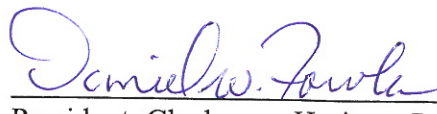
  
President, Clackamas Heritage Partners

Exhibit A – Map Showing Location of EOT Center

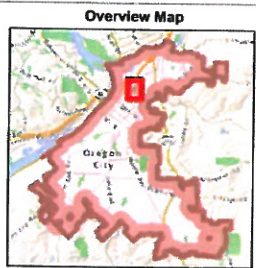


# Oregon City GIS Map



- Legend**
- City Limits
  - UGB
  - Taxlots

**Notes**  
End of the Oregon Trail Center site



The City of Oregon City makes no representations, express or implied, as to the accuracy, completeness and timeliness of the information displayed. This map is not suitable for legal, engineering, surveying or navigation purposes. Notification of any errors is appreciated.



0  261 Feet  
1: 3,129

City of Oregon City  
PO Box 3040  
625 Center St  
Oregon City  
OR 97045  
(503) 657-0891  
[www.orcity.org](http://www.orcity.org)





## **Appendix B: Additional Potential House Museum Case Studies**

**Ermatinger House Strategic Plan • Oregon City, OR**  
Architectural Resources Group

## **Appendix B: Additional Potential House Museum Case Studies**

In surveying house museums in Oregon and Washington, ARG identified the following properties that, in addition to the three case studies discussed in the Strategy Study, may offer useful lessons to Ermatinger stakeholders.

### **Anderson Homestead, The Dalles**

[http://fortdallesmuseum.org/?page\\_id=48](http://fortdallesmuseum.org/?page_id=48)

1895 log homestead managed by adjacent Fort Dalles Museum.

### **Beekman House, Jacksonville**

<https://sites.google.com/a/jvilleheritage.org/jacksonville-heritage-society/properties/beekman-house>

1870s Victorian home operated by the Jacksonville Heritage Society, who use it occasionally to host special events. Interpretation focuses on life of Beekman.

### **Brunk House, Salem/Rickreall**

<http://www.polkcountyhistoricalsociety.org/brunk-house/>

1861 two-story farm home operated by Polk County Museum. Extensive grounds and outbuildings may make this less directly relevant to Ermatinger.

### **Floed-Lane House, Roseburg**

<http://www.douglascountyhistoricalsociety.org/floed-lane-house/>

1854 Classical Revival house. Operated by Douglas County Historical Society.

### **Heslin House, Fairview**

<http://frwhs.org/heslin-house/>

1893 Victorian adjacent to a city park. Stocked with historic Heslin family artifacts. The house is owned by the City of Fairview but is operated by the Fairview-Rockwood-Wilkes Historical Society.

### **Hoover-Minthorn House, Newberg**

<http://www.thehoover-minthornhousemuseum.org/>

Boyhood (1880s) home of Herbert Hoover. Operated by the National Society of The Colonial Dames of America.

### **Robert Newell House, Champoege**

<http://www.newellhouse.com/>

Reconstructed 1840s home. Owned and maintained by the Oregon State Society of the National Society Daughters of the American Revolution.

### **John Tigard House, Tigard**

<http://www.tigardhistorical.org/the-john-tigard-house-museum>

1880 Queen Anne/Carpenter Gothic house with (non-original) period furnishings. Operated by the Tigard Historical Society.

### **Zimmerman House, Gresham**

<http://frwhs.org/zimmerman-house/>

Turn of the century farmhouse on 6 acres. House and grounds managed through partnership between City of Gresham and Fairview-Rockwood-Wilkes Historical Society: City owns the property and FRWHS owns the house and its contents.



## **Appendix C: Documents from Monteith Historical Society**

**Ermatinger House Strategic Plan • Oregon City, OR**  
Architectural Resources Group

## **Roles and Responsibilities of Board Members**

A Monteith Historical Society Board Member is in essence a trustee of the organization in both the literal and legal senses of the term. A trustee is accountable for the function and financial health of the organization. The board has the ultimate responsibility to see that the mission of the organization is carried out and is legally accountable for the organization's operations. The board, in partnership with staff and volunteers, makes policy and ensures it is implemented.

### **General Responsibilities**

- Know and understand the Monteith Historical Society's (MHS) mission, history, goals, policies, programs, and services.
- Read and have a thorough understanding of the Society's bylaws and be prepared to follow them and to see that they are enforced.
- Be willing to serve in a leadership position and undertake special assignments willingly.
- Sit on at least one standing committee.
- Avoid even the appearance of a material or financial conflict of interest with the policies and bylaws of the Society. Each board member is responsible for declaring potential or actual conflicts of interest.
- Serve as a representative of the Society to the public and act as an advocate for its mission.
- Understand that they are a member of a team with a responsibility to the members of the Society to ensure the health and well-being of the organization.
- Maintain a membership in the Society.
- Serve on the board without any form of compensation.
- Ensure compliance with applicable IRS and state regulatory agency requirements.
- Maintain the confidentiality of internal Society business.

### **Fiduciary Responsibilities**

- Assist in the adoption and implementation of sound business policies and practices, ensuring that the Society maintains a good credit rating and financial stability.
- Exercise prudence and care in the control and transfer of funds.
- Read and understand all financial documents.
- Assist in the development, review and approval of the annual budget.
- Ensure compliance with applicable IRS and state regulatory agency requirements.

### **Planning and Evaluation (to take place on a regular basis)**

- Understand the importance of a strategic plan; ensure it is reviewed, updated, and followed.
- Develop and approve policies and guidelines for the organization on an annual basis.
- Evaluate the performance of the Society and assess whether it is achieving its mission.
- Evaluate the board as a whole, board leadership, and committee effectiveness.

### **Fundraising**

- Assist in the development and implementation of the Society's fundraising and monitor its success.
- Participate through planning or attending a Society fundraiser at least once per year.
- Be willing to make personal contacts with potential donors such as individuals, corporations, and foundations.
- Promote membership in the Society.

## **Meetings**

- Be prepared for and attend all, or nearly all, board meetings, planning retreats, training, and committee meetings of which they are a member. If unable to attend a meeting, you will need to contact the Chair or another executive team member beforehand.
- Review minutes to ensure accuracy.
- Actively participate in meeting discussions in a manner consistent with their convictions, while supporting the majority decision on issues decided by the board. Ensure that discussions of complicated and controversial topics have been thoroughly covered.

## **Communication**

- Keep contact information current with the Secretary.
- Regularly check email or phone messages and reply in a prompt manner.
- All communication, in a group or private setting among board members, or when representing the Society, should be professional and courteous.

## **Staff (This includes contractors)**

- Hire, support, motivate, evaluate, and reward the staff.
- Ensure that there are clearly defined roles and responsibilities for the staff and that they are understood by both the staff and the board.
- Ensure sound personnel policies and procedures are in place, and that clearly defined roles and responsibilities for the staff are documented and understood.
- Offer support to the staff when necessary and/or requested.
- Avoid managing daily operations or asking special favors of staff without prior consultation with the board or appropriate chair person.

## **What I Expect from the Organization**

- Defined roles and responsibilities for Board and staff members.
- Clear processes for decision making and organizational planning.
- Timely and accurate financial reporting.
- Agendas and supporting materials provided in advance of meetings to enable informed deliberation prior to decisions.
- Staff support, e.g. developing draft proposals, distributing meeting minutes and meeting reminders, etc.
- The use of committees to assure efficient use of Board and staff time.
- The opportunity to use my skills and develop new skills.
- The opportunity to work collaboratively alongside peers in pursuit of similar historical interests.
- Compliance with applicable local, state, and federal laws.

## **Officer Job Description**

### **Title: President**

### **Time Required:**

4-8 hours per month and beyond that of a regular board member.

### **General Description:**

The President serves as the Chair of the Board of Directors. She/he assists in defining priorities and directions based on the published goals of the organization and board policies. The president acts as a link between the Monteith Historical Society (MHS) and the community, serving to explain the program to the public, helping to involve new people in the program and garnering both philosophical and financial support of the Society. The president also oversees the Society in a functional way, guiding and facilitating the working relationships within the Society.

### **Major Job Elements:**

- Chairs board meetings and the Annual Membership Meeting
- Determines the board meeting agenda
- Communication with the board, community, and staff
- Coordination within the organization to facilitate the decision making process
- Delegation of responsibility within the organization
- Supervising the performance of the staff

### **Other Job Elements:**

- Calls special meetings when necessary
- Respond to situations that require immediate attention
- Is a signer on the MHS checking and savings accounts

### **Reports to:**

The Board of Directors and general membership

### **Area of Major Time Commitment:**

Communication with board, community, and staff

### **Basic Skills of the Board President:**

- Good leadership, team-building and management skills
- Strong verbal and written communication skills
- Good listening skills
- Flexibility
- A strong belief in the mission statement and principles guiding the Society and a strong willingness to support them.
- A realistic understanding of the time and energy involved in holding an officer's position

## **Officer Job Description**

### **Title: Vice President**

### **Time Required:**

2-4 hours per month and beyond that of a regular board member.

### **General Description**

The vice president's role is that of support for the president. She/he shares the presidential responsibilities as delegated by the president; working in whatever capacities the present and vice president deem to be most beneficial to the organization. The vice president performs the duties of the president when the president is unable to do so.

### **Major Job Elements:**

- Responsible for the maintenance and updating of the board member handbooks
- De-facto member of the budget/audit committee
- Other roles, as determined by the president

### **Other Job Elements:**

- Performs the duties of the president when the president is unable to do so
- If the secretary is unavailable, perform or delegate the secretary's duties for a meeting.
- Serves as a signer on the Society's checking and savings accounts

### **Reports to:**

The Board President

### **Area of Major Time Commitment:**

Board member handbook

### **Basic Skills of the Board Vice President:**

- Good leadership, team-building and management skills
- Strong verbal and written communication skills
- Good listening skills
- Flexibility
- A strong belief in the mission statement and principles guiding the Society and a strong willingness to support them.
- A realistic understanding of the time and energy involved in holding an officer's position

## **Officer Job Description**

### **Title: Treasurer**

### **Time Required:**

8-10 hours per month and beyond that of a regular board member.

### **General Description**

The treasurer is responsible for fiscally monitoring the Society. This includes keeping all financial records up to date. The treasurer is ultimately responsible for seeing that the bills of the organization are paid in a timely manner.

### **Major Job Elements:**

- The timely payment of any Society debts incurred, including all taxes and fees due
- Preparation of a monthly and annual financial report to the board of directors which should be submitted for inclusion with the minutes of the meeting for the month following the reporting period.
- Maintain all financial books and records in an auditable format, according to standard accounting practices
- Serves a signer on the Society's checking and savings accounts
- De-facto member on the budget committee
- File the annual tax report to both state and federal government

### **Other Job Elements:**

- Maintains a complete set of financial records for the organization
- Provides financial information upon request

### **Reports to:**

The Board of Directors

### **Area of Major Time Commitment:**

Preparing monthly financial statements

### **Basic Skills of the Board Treasurer:**

- A good understanding of accounting principles and financial management
- Strong verbal and written communication skills
- Good listening skills
- Flexibility
- A strong belief in the mission statement and principles guiding the Society and a strong willingness to support them.
- A realistic understanding of the time and energy involved in holding an officer's position

## **Officer Job Description**

**Title: Secretary**

**Time Required:**

4-6 hours per month and beyond that of a regular board member.

### **General Description**

The secretary serves as the primary record keeper of the organization. She/he is responsible for transcribing the minutes at each board meeting and preparing an “official” copy for approval by the Board of Directors. The secretary is responsible for correspondence.

### **Major Job Elements:**

- Record keeping:
  - Transcribes minutes at board meetings
  - Prepares and distributes an “official” copy of the minutes for the Board no less than one week before the next board meeting
  - Changes official minutes to reflect board approved amendments to the minutes
  - Maintains the Society’s records in a form which is at all times accessible to board members and which is carried to board meetings for use as an historical reference of the organization’s discussions and actions. These records are, but are not limited to: minutes, bylaws, policies and procedures, and official correspondence from the past six months
  - Abide by the records and retention policy
- Correspondence:
  - Oversee necessary written communications within a timely manner
  - Delegate duties when necessary

### **Other Job Elements:**

- Serves as a signer on the Society’s checking and savings accounts
- Other duties as assigned by the president

### **Reports to:**

The Board President

### **Area of Major Time Commitment:**

Record keeping, especially minutes

### **Basic Skills of the Board Secretary:**

- Strong verbal and written communication skills
- Good listening skills
- Flexibility
- A strong belief in the mission statement and principles guiding the Society and a strong willingness to support them
- A realistic understanding of the time and energy involved in holding an officer’s position

**BYLAWS**  
**OF**  
**MONTEITH HISTORICAL SOCIETY**

*ARTICLE I - Name.*

MONTEITH HISTORICAL SOCIETY

*ARTICLE II - Purpose.*

Non profit 501 (c-3) corporation, herein also known as “the Monteith Historical Society” or “Society,” dedicated to: provide a house museum of early Albany history, to maintain the house and restore it to its original condition, to collect and display, artifacts relevant to the pioneer period of Albany's Development, and to give the community and school children an insight into pioneer life.

*ARTICLE III - Corporate Powers.*

All of the corporate powers, except such as are otherwise provided for in these Bylaws and in the Laws of the State of Oregon, shall be and hereby are vested and shall be exercised by the Board of Directors. The Board of Directors may by general resolution delegate to committees, or to the officers of the corporation, such powers as they may see fit.

*ARTICLE IV - Membership.*

Section 1. Membership in the Society shall be open to any individual or organization which have paid dues as established by the Board of Directors.

- A. Lifetime Member: The Board of Directors may designate any individual or organization as a lifetime membership member.
- B. Regular Member: Regular memberships shall be issued on an annual basis for the year beginning January 1 and ending the last day of December.
- C. Board Member: Those members elected to the Board of Directors pay the same annual dues as the regular membership.

Section 2. Each member shall be entitled to one vote for each vacancy on the Board of Directors to be filled at such election. Members shall also be entitled to one vote on matters which come before any annual or special meeting of the members.

Section 3. Membership is not transferable.

Section 4. Any member may withdraw from membership at anytime upon notice to the society. There will be no prorated refund on any membership fees upon resignation of a membership.

Section 5: The Directors and membership shall have no salary as such; however, they may be reimbursed for any expense which they incur on behalf of the Society, as approved by the Board of Directors. They may be compensated for services rendered as approved by the Board of Directors and in accordance to the Conflict of Interest policy.



Section 6. Annual Membership Meetings.

- A. The members shall meet at least once annually.
- B. Said annual meeting shall be held at the place to be designated by the Board of Directors of the Society before the end of each year, for the purpose of organization, election of directors, and the transaction of any other business which may properly come before the meeting.
- C. Notice of the time, place and purpose of the annual meeting of members shall be served either personally or by mail, not less than seven (7) nor more than fifty (50) days before said meeting, upon each member who appears upon the books of the Society as a member. Notice of the annual meeting may be waived by any member in writing.
- D. Quorum: At all meetings of the members, if the majority of the board members are present, it shall be necessary and sufficient to constitute a quorum for the transaction of business.

Section 7. Special meetings of the members may be called by the Board of Directors. Notice of all special member meetings shall be communicated electronically or in writing at least seven days before the meeting, to the usual place of business or residence of the member.

Section 8. Any changes to the Bylaws shall be by recommendation to the general membership and ratified by two-thirds (2/3) of those present.

*ARTICLE V - Directors.*

Section 1. The governing and policy setting body of the Society shall be the Board of Directors.

Section 2. Nominating Committee:

- A. A Nominating Committee shall be appointed by the *President* of the Board of Directors no less than thirty (30) days before the date of the annual meeting. Names of perspective directors shall be submitted in writing by this committee to the Board of Directors not less than ten (10) days before the date of the annual meeting.
- B. The chairman of the Nominating Committee shall submit the nominees of the Board of Directors to the general membership to be voted on at the annual meeting.
- C. The general membership may nominate a member for a position on the Board of Directors during the annual meeting prior to the vote.

Section 3. The Board of Directors will be comprised of at least nine (9) and not exceed the fifteen (15) member of the Society who have been elected by the general membership at the annual meeting, or who have been appointed by the Board of Directors as required to fill vacancies in order to meet the minimum number of directors.

Section 4. There shall be three (3) rotating periods for directors with terms staggered so that one-third (1/3) of the directors of the Society shall be elected annually. The term of office shall be three (3) years.

Section 5. Any director may resign at any time upon written notice to the Board of Directors.

Section 6. The directors may, at their discretion, create and make appointments to a Board of Advisors.

Section 7. Removal of directors and officers.

- A. Any officer may be removed from office by the affirmative vote of a majority of the full Board of Directors voting, either in person or by proxy, at any regular or special meeting called for such purpose.
- B. Any director may be removed from office by the affirmative vote of a majority of the members voting, either in person or by proxy, at a meeting called for such purpose. A director may be considered for removal after missing more than two consecutive meetings.

Section 8. Any vacancy of the Board of Directors occurring during an unexpired term shall be filled by election of a new director by a majority of the Board of Directors. Said new director shall serve the unexpired term of the vacated directorship.

#### Section 9. Board meetings:

- A. The directors shall meet at least once each month at a time and place to be designated by the President or Vice President, as the case may be.
- B. Notice of the time and place of the monthly meeting shall, except in cases of emergency, be communicated in writing or by telephone to each director not less than three (3) days before said meeting. In an emergency, it shall be sufficient to notify the directors by telephone at least one (1) day prior to the meeting.
- C. At all meetings of the Board of Directors, a simple majority of the directors shall be necessary and sufficient to constitute a quorum for the transaction of business.
- D. At all meetings, each director shall have one (1) vote except in the case of a deadlock, in which case the President shall have two (2) votes for the purpose of breaking the deadlock.
- E. Emergency meetings: In the event of an emergency or a situation that requires time sensitive actions, any Officer of the Board of Directors may convene a meeting of the Officers to take immediate action. The actions and decisions must be approved unanimously by all officers available. The actions and decisions made at this meeting are to be reported at the next scheduled board meeting.

### *ARTICLE VI - Officers.*

Section 1. The officers of the Society shall be the President, Vice President, Treasurer, Secretary, and such other officers with such powers and duties not inconsistent with these Bylaws as may be appointed and determined by the Board of Directors.

Section 2. At the monthly meeting each even year following the annual meeting of members, the Board of Directors shall elect from its membership the officers hereinafter designated, and appoint committee chairs from the Board of Directors or members, for such committee as the Board sees necessary. All officers must be members of the Board of Directors.

Section 3. The officers shall serve a two-year term, beginning in an even year. The term begins at the meeting in which the officers were elected. In the event of the absence or disability of any officer, the Board of Directors may appoint any member of the Board of Directors to serve as a pro tem officer. In case any office of the Society becomes vacant by any cause, a majority of the directors then in office may elect an officer to fill such vacancy.

Section 4. President: The President shall serve as Chair of the Board of Directors and will preside at all meetings of the members and the Board of Directors. The President shall have and exercise general charge and supervision of the affairs of the Society, and shall perform such other duties of the Society as may be assigned

by the Board of Directors and shall be considered ex-officio member of all committees.

Section 5. Vice President: In the event of the absence or disability of the President, or at the request of the President, the Vice President shall perform the duties and exercise the powers of the President; and shall perform such other duties as may be assigned by the Board of Directors.

Section 6. Treasurer: The Treasurer shall maintain records of all funds, property and securities of the Society, subject to such regulations as may be imposed by the Board of Directors, and in accordance with generally accepted accounting procedures. When necessary the Treasurer may enforce on behalf of the Society for the collection, checks, notes and other obligations and shall deposit the same to the credit of the Society at such bank or banks or depositories as the Board of Directors may designate.

Section 8. Secretary: The Secretary shall have charge of such books, documents and papers as the Board of Directors may determine. The Secretary shall attend and keep the minutes of all meetings of the Board of Directors and members of the Society. The Secretary shall keep a record, containing the names of all of the members of the Society, and such books shall be open for inspection as prescribed by law. The Secretary may sign with the President or Vice President, in the name and on behalf of the Society, any contract or agreement authorized by the Board of Directors. The Secretary shall do and perform such other duties, as may be designated by the Board of Directors.

#### *ARTICLE VII - Committees.*

Committees shall be established as deemed necessary by the Board of Directors. The Board of Directors may provide committees a budget, designate membership and, or, chair. The Board may also establish specific tasks and set priorities. Committee Chairs may be required to provide updates of committee progress at Board and, or, membership meetings.

#### *ARTICLE VIII - Indemnification and Advancement of Expenses.*

Section 1. Indemnification: To the fullest extent permitted by law, the corporation Shall indemnify any director or officer of the corporation made a party to a proceeding because the person is or was a director or an officer of the corporation against liability incurred in that proceeding; provided, however, no indemnification pursuant to this provision shall indemnify any director or officer from or on account of (1) any breach of the director or officer's duty of loyalty to the corporation, (2) acts or omissions not in good faith or involving intentional misconduct or a knowing violation of the law, (3) any transaction from which the director or officer derived an improper personal benefit.

Section 2. Advancement of Expenses: The Corporation may, but shall not be required to, pay for or reimburse the reasonable expenses incurred by a director or officer who is a party to a proceeding in advance of the final disposition of the proceeding to the fullest extent permitted by the Act.

***KNOW ALL BY THESE PRESENT:*** That we, the undersigned, do hereby certify that the above and foregoing Bylaws were duly adopted as the Bylaws of the said corporation on the \_\_\_\_\_ day of \_\_\_\_\_, and the same do now constitute the Bylaws of said corporation.

ATTEST:

Secretary

## Monteith Historical Society Collection Policy

1. The Monteith Historical Society is a non-profit organization dedicated to the restoration and preservation of the *Monteith House Albany's original frame dwelling built in 1849, Albany, Oregon.*

*The Monteith House is being restored to its original concept during the years 1850-1860 as a House Museum.*

2. *MUSEUM COLLECTIONS are used for exhibit, research and education purposes, usually in a visual manner. Acceptable material will consist of artifacts of cultural, historical or technological significance in the illustration of the life of the Monteith family. The Museum reserves the right to determine when or how such material will be used. Because the Museum has a flexible exhibit policy for educational and preservation purposes, artifacts on exhibit can be expected to rotate frequently.*

3. *It is sometimes impractical to evaluate all material at the time of acquisition. Upon evaluation some material may be declared expendable. In addition, certain material already in existing collections may become expendable by acquisition of better examples. Expendable material includes surplus, duplicate non-relevant or material of deteriorated condition or limited use. Such material will be used in the best interests of the Society including but not limited to sale and exchange programs to acquire other needed materials, loans to schools and other institutions, and disposal if the condition or value so warrants.*

4. *LIBRARY COLLECTIONS are comprised of materials whose primary purposes is for research and are maintained in an open and free library to all members of the adult public. Acceptable material will generally relate to documentation of the history of the Monteiths of Albany Oregon and may include manuscript and printed records, photographs, negatives and materials, prints maps and other historical source materials.*

*Literary rights:* *Unless otherwise restricted by copyright or by the donor and agreed to by the Society at the time of acquisition, all literary rights are conveyed to the Monteith Historical Society. The Library can assume no responsibility for misuse of literary or copyright restrictions by users of unrestricted material beyond normal professional library ethics and standards. Material placed in the Library is primarily for research and, unless restricted, will be used for that purpose.*

*Library material may on occasion be used in the Museum or other educational programs.*

5. *Donations are generally tax deductible. However, the Monteith Society cannot appraise donations for tax purposes. For the protection of the donor, it is recommended that such appraisals be done by a disinterested third party and before title to the material is conveyed to the Monteith Society.*

**May 13, 1996**

~

Monteith Historical Society  
Policy for Purchasing Historic Objects

1. All objects purchased for display will be .historically authentic to the time period - 1885 for the parlor and 1850 for all other areas in the house. As a long-range agenda, our goal is to purchase 1850 parlor items.
2. The Society will establish a Historic Object Budget of a set amount each year.
3. The Society will appoint a two-person Purchasing Committee, which will be allowed to purchase no more than one historic object a month and for no more than \$200. Items in excess of these limits will be reserved with a deposit of no more than \$100 and brought before the next Monteith Society Board meeting. Purchases are to be made only if there is money in the Historic Object Budget.
4. In all cases, the Purchasing Committee will reserve the object and obtain a check for purchase from the treasurer of the Monteith Historical Society. Personal funds are not to be used and individuals are not to be reimbursed for purchase of historic objects.
5. In all cases, the two-person purchasing committee will, previous to purchase, see1,: donation of the object and will confirm that a similar object is not available free from other known sources.
6. The item to be donated or purchased must be authenticated as historically accurate and authentic by an antique dealer or other consultant,
7. First priority for purchase will be given to a "want list" created by the Society.
8. Members of the Society no~ on the Purchasing Committee are to make no commitment for purchase of an object until contacting the Purchasing Committee and obtaining permission.
9. All objects purchased in this manner will be catalogued as property of the Monteith House and put on appropriate display,
10. The Purchasing Committee is to notify the City of Albany if expensive items are purchased so that fire and theft insurance will be adequate.

Monteith Historical Society  
Guide Job Description  
April 30, 1998

**HIRING:**

The applicant shall submit a resume and a letter of application for the position to the designated Monteith Board Member.

The applicant will meet with an interview team composed of the Albany Convention and Visitors Association Historic Resources Director, the President of the Monteith Historical Society, and one additional Monteith Society member.

The employee will be paid by the Albany Convention and Visitors Association with funds originally provided by the City of Albany.

The position will be terminated at the end of the designated time period. Reapplication will be required for further employment.

**JOB REQUIREMENTS:**

Be dressed in appropriate pioneer costume and be well groomed.

Become knowledgeable in the history of the City of Albany, the Monteith Family, the Monteith House and its contents, and the pioneer era.

Be gracious to guests, interpreting the histories listed above to all those who choose to visit. Keep the

Monteith House clean. (Mowing not required)

Keep the yard and gardens around the Monteith House neat.

When no visitors are touring, work on a task as requested by the Monteith Society Board. Avoid entertaining friends or family during working hours.

Attend (be paid for attending) the monthly Monteith Historical Society Board Meetings and be prepared to report attendance, newsworthy incidents, and concerns.

Call Oscar Hult (#####) or Dala Rouse (928-0037) if ill or otherwise unable to work or to attend the monthly Monteith Society Meeting.

Be flexible in cooperatively working with others.

I understand and am willing to comply with the job expectations listed here,

Signed:

Date:

## **Appendix D: Sample Maintenance Checklists**

**Ermatinger House Strategic Plan • Oregon City, OR**  
Architectural Resources Group

**WEEKLY CHECKLIST**

- \_\_\_\_ 1. Walk around site.  
\_\_\_\_ 2. Mow grass (every other week).  
Date grass mowed:

**MONTHLY CHECKLIST/AFTER STORMS**

***Site***

- \_\_\_\_ 1. Remove debris from bldg/site, location: \_\_\_\_\_  
\_\_\_\_ 2. Ensure water drains away from building foundation, location: \_\_\_\_\_

**Site Notes:**

***Roofing***

- \_\_\_\_ 1. Damage to roof, location: \_\_\_\_\_  
Recommended Action:  
\_\_\_\_ 2. Remove debris from roof surface, location: \_\_\_\_\_  
Recommended Action:

**Roofing Notes:**

***Roof Drainage: Gutters And Downspouts***

- \_\_\_\_ 1. Clear debris/foreign material from roof drainage system, location: \_\_\_\_\_  
\_\_\_\_ 2. Damaged roof drainage component, location: \_\_\_\_\_  
Recommended action:  
\_\_\_\_ 3. Damaged roof flashing, location: \_\_\_\_\_  
Recommended action:  
\_\_\_\_ 4. Displaced downspout, location: \_\_\_\_\_  
Recommended action:

**Roof Drainage Notes:**

***Roof Structure Components***

- \_\_\_\_ 1. Wood roofing components are damaged/deteriorated, location: \_\_\_\_\_  
Recommended Action:  
\_\_\_\_ 2. Wood roofing components are damaged/deteriorated, visible from attic, location: \_\_\_\_\_  
Recommended Action:

**Roof Structure Notes:**

***Exterior Walls***

- \_\_\_\_ 1. Damage/deterioration of wall finish, location: \_\_\_\_\_  
Recommended Action:  
\_\_\_\_ 2. Damaged/deterioration of exterior wall trim or component, location: \_\_\_\_\_  
Recommended Action:  
\_\_\_\_ 3. Vandalism or graffiti location: \_\_\_\_\_  
Recommended Action:

**Exterior Wall Notes:**



***Windows/Entrances***

\_\_\_\_ 1. Window/door boarding damaged/failing, location: \_\_\_\_\_

Recommended Action: \_\_\_\_\_

\_\_\_\_ 2. Doors are damaged or not closing properly, location: \_\_\_\_\_

Recommended Action: \_\_\_\_\_

\_\_\_\_ 3. Windows pane (s) are broken or sash is sagging, location: \_\_\_\_\_

Recommended Action: \_\_\_\_\_

**Windows/Entrances Notes:**

***Interiors***

\_\_\_\_ 1. Open doors and windows for air exchange: \_\_\_\_\_

Date of air exchange: \_\_\_\_\_

\_\_\_\_ 2. Faulty light bulbs, location: \_\_\_\_\_

Recommended Action: \_\_\_\_\_

**Interiors Notes:**

**SEMI-ANNUAL CHECKLIST (SPRING AND FALL)**

Inspection Date: \_\_\_\_\_

Bldg. No. \_\_\_\_\_

***Site***

\_\_\_\_ 1. Site clean-up, pruning and trimming.

**Site Notes:**

***Interior Finishes***

\_\_\_\_ 1. Water damage evident in clg./wall, repair leak source, location: \_\_\_\_\_

Recommended Action: \_\_\_\_\_

\_\_\_\_ 2. Evidence of animal/pest habitation within bldg., location: \_\_\_\_\_

Recommended Action: \_\_\_\_\_

\_\_\_\_ 3. Evidence of water damage to flooring, location: \_\_\_\_\_

Recommended Action: \_\_\_\_\_

**Interior Finishes Notes:**

***Roof Structure***

\_\_\_\_ 1. Evidence of water infiltration at wood sheathing, location: \_\_\_\_\_

Recommended Action: \_\_\_\_\_

\_\_\_\_ 2. Evidence of pest damage to structure, location: \_\_\_\_\_

Recommended Action: \_\_\_\_\_

\_\_\_\_ 3. Evidence of structural failure or stress, location: \_\_\_\_\_

Recommended Action: \_\_\_\_\_

**Roof Structure Notes:**

***Windows And Doors*** (inspected from interior side of space)

\_\_\_\_ 1. Evidence of deterioration of windows/doors, repair required, location: \_\_\_\_\_

Recommended Action:

\_\_\_\_ 2. Evidence of deterioration of frame/trim, repair required, location: \_\_\_\_\_

Recommended Action:

**Windows and Doors Notes:**

***Interior Features***

\_\_\_\_ 1. Evidence of deterioration of interior feature, description: \_\_\_\_\_

Recommended Action:

**Interior Feature Notes:**

***Wall and Floor Structure***

\_\_\_\_ 1. Evidence of water infiltration, location: \_\_\_\_\_

Recommended Action:

\_\_\_\_ 2. Evidence of Deterioration or component failure, location: \_\_\_\_\_

Recommended Action:

**Wall and Floor Structure Notes:**

***Roof Drainage: Gutters and Downspouts***

\_\_\_\_ 1. Gutter and downspout check

\_\_\_\_ 2. Clean out storm drains

**Roof Drainage Notes:**

**EVERY 12 MONTHS**

\_\_\_\_ 1. Maintenance contract inspection, location: \_\_\_\_\_

Recommended Action:

\_\_\_\_ 2. Exterior materials spot repair and touch up paint, location: \_\_\_\_\_

\_\_\_\_ 3. Repair bird droppings and other stains from exterior: \_\_\_\_\_