Jamestown S'Klallam Tribe

House of Seven Generations

Final Report in Fulfillment of Native American Library Enhancement Grant #NG-03-09-0210-09

Jamestown S'Klallam Tribe Digital Conversion and Online Museum

A project of the Jamestown Tribal Library
in partnership with JKT Development, Inc.

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SERVICES

Overview

The Institute of Museum and Library Services (IMLS) awarded $145,733 to the Jamestown S'Klallam Tribe for a two-year project under the Native American Library Enhancement program.

The goals of the project were:

- **Preservation and documentation** of the Tribe's collections;
- **Access** to searchable images and information from anywhere in the world; and
- **Increased knowledge and cultural connection** among and between Tribal citizens and citizens of the world.

Our approach provided us with the resources, hardware and software to:

- Enhance our existing collections by adding privately held items that could be digitally duplicated and the originals returned to private ownership;
- Convert the Tribal and private collections to digital format and make them available through a Tribally owned and managed website (www.tribalmuseum.jamestowntribe.org);
- Independently manage, maintain, store, publish, and safeguard the collections into the future.

Project Activities

1. <u>Activity</u>: Project Management, including executing contracts with IMLS, and with JKT Development for services and consultation to implement the project.

We contracted with JKT Development, Inc., a Jamestown S'Klallam Tribally-owned corporation, to provide consultation, hardware and software implementation, digital conversion, and training for the Jamestown Tribal Library staff. We also executed a Personal Services contract with Larry Burtness, project manager for the IMLS-funded Olympic Peninsula Community Museum Online, for technical assistance. We coordinated the project with University of Washington Libraries staff, Ann Graham and Theo Gerontakis, who provided ongoing technical assistance. The Project Coordinator attended the required IMLS meeting in June, 2010. The Project Technical

Manager, Ben Neff, along with Kathy Duncan and Josh Holden, attended the IMLS meeting in Honolulu, Hawai'i in September, 2011.

Project Team

Key to the success of this project was the creation of an outstanding team consisting of Tribal staff, contracted consultants, and technical advisors. JKT Development, Inc., a Tribal enterprise under the Jamestown Economic Development Authority (EDA) had the primary responsibility for technical management and implementation. Ben Neff, Division Manager, created the CONTENTdm database and House of Seven Generations website; developed the procedures, processes and practices for implementation; subcontracted for training, audio/video conversion services, and educational resource development. Josh Holden, digital conversion technician, conducted all on-site scanning, photography, conversion, and data entry. Tribal staff, including Kathy Duncan, Cultural Resources Specialist, identified community collections for accession, assisted with data entry, and archived physical items and objects using standard preservation practices. Betty Oppenheimer, Publications Specialist, assisted with data entry; design, publication and distribution of the "Guide to Digital Collections" and bookmarks; and press/publicity. Leanne Jenkins, Planning Director, was responsible for overall project management including team coordination, budget oversight, community outreach, exhibit design and development, and evaluation. Additional assistance with collection identification was delivered by Marlene Hanson, Library Assistant; Susan Johnson, Library Assistant, also assisted with outreach to the Tribal community living at Jamestown Beach and at events such as Elders Luncheons.

2. Activity: Conduct outreach to the Tribal community and private collectors to locate relevant collections.

Because the Tribe is non-reservation based, we anticipated that it would be difficult to generate interest through traditional methods of holding project-specific outreach events; our Tribal community does not generally respond to such events, and we know that the best way to reach them is through existing events and methods such as program events, General Meetings, committee meetings, and the Tribal newsletter. We knew we would have to cast a wide net in order to discover collections held by Tribal citizens and families.

- September, 2009: Sent press releases to the two local newspapers about the funding award.
- October, 2009: Attended the Chubby Family reunion to acquire family collections and collect data on-the-spot.

- June, 2010: Letter from Council/Culture Committee was mailed to all Tribal households explaining the project and inviting participation.
- Presented displays, slideshows and materials at three General Meetings, the 30th anniversary Federal Recognition celebration; two Annual Tribal Picnics. A display was created for community events such as the Tribal picnic, Elders' luncheons (2), and Diabetes luncheons (2).
- Included project information in a special insert in 2010 Tribal Election mailing.
- Publicized the project through regular newsletter articles:
  - A total of 4 newsletter articles updating project activities between October, 2009 and October, 2010
  - December, 2010: Pre-project release survey invitation
  - March, 2011: FAQ with special full-color insert
  - May, 2011: Sharing Our Memories: Margaret Adams interview.
  - May, 2011: Message from Tribal Chair
  - July, 2011: Sharing Our Memories: Liz Mueller interview
  - July, 2011: Post-project survey invitation
  - Sept. 2011: Sharing Our Memories exhibit rollout
- Gave presentations to Tribal Culture Committee, Tribal Council, Tribal Executive Committee, and Sequim Museum and Arts Center Board

3. Activity: Develop the infrastructure and systems to implement the project.
To make our archival collection accessible regardless where or when it is needed, in order to broaden and maintain long-term access to Tribal historical and cultural records, we created a collection management system with online access and links to other museum and library collections, to index and catalogue the collection and to serve as a finding aid for users;

- We purchased a Windows-based PC workstation and scanners (one high-quality flatbed, one high-speed, one color large-format); server, software and licenses/maintenance agreement for CONTENTdm; a digital camera and accessories; and archival supplies, to process, index, manage and preserve our products. JKT Development coordinated with the Jamestown S'Klallam Tribe's IT department to install the servers and backup systems.
- Kathy Duncan, Cultural Resources Specialist, and Marlene Hanson, Library Assistant, assisted contract staff with identification, indexing, classification and metadata.

4. Activity: Convert materials to digital form as a supplement, alternative and backup to physical documents and materials.

- 5829 items from 27 collections were accessioned with complete metadata and indexing for online display.

- Access to the collections through a Tribally managed website (www.tribalmuseum.jamestowntribe.org).
- Sorted, catalogued and archived print photo collections
- Digitally captured our collections, including rare and irreplaceable photos, original documents, artifacts, visual (graphics, film, video, etc.) images
- Traveled to Forks, WA to access Bert Kellogg collection (negatives) from Jack Zaccardo (owner)
- Created DVD package for Tribal citizen/contributor without computer
- Photographed artifacts and re-packaged using standard preservation methods.
- Converted audio/video tapes; incorporated audio clips into exhibits
- Purchased a large-format printer to a) print working copies of rolls/census, etc. to allow originals to go to archival storage; b) print display size-quality versions of collections for library users and Tribal events.

5. Activity: Provide ongoing, centralized, access and management for digitized documents and materials.

JKT Development, Inc. contracted with OCLC to conduct the necessary training with Jamestown staff to use the CONTENTdm collection management system. All digital masters developed through the grant and going forward are stored on and backed-up routinely to a separate, secured location within the Jamestown S'Klallam Tribal network and website collections are accessed through a virtualized server.

- Training sessions: 3 from OCLC Training Support and 1 with Project Technical Manager: 5 Tribal staff, plus JKT Development staff.
- The digital conversion technician received photographic training from noted local photographer David Woodcock (http://www.greywolfphotography.com/aboutdave.html).
- Policies and procedures
- Created forms, including releases and contributor interest

6. Activity: Communicate project results and products to the Tribal community, educational and academic institutions, and both Tribal and non-Tribal libraries.

The Tribe produced a "Guide to the Jamestown S'Klallam Tribal Library Digital Collection" that was distributed to households, educational institutions, libraries, museums and others. We distributed press releases about the project and the collection to local and regional news media and published articles in the Tribal newsletter sent to all Tribal households.

- Created three online exhibits: Federal Recognition; Sharing Our Memories; and Canoe Journeys.

- Developed 3 lesson plans for use in middle school curricula.
- Installed a public-access kiosk at the permanent Jamestown S'Klallam Tribe Longhouse Exhibit at the Sequim Museum and Arts Center (MAC).
- Printed 1,000 bookmarks for distribution to libraries.

7. Activity: Evaluate project activities, outputs and outcomes relative to project goals and objectives and report results to IMLS.

Evaluation activities were carried out according to the Logic Model (in the attachments). The Project Coordinator and Project Technical Manager collected data and maintained all records related to the project. The Project Coordinator designed and implemented the survey instruments, and recorded qualitative and anecdotal evidence.

- Conducted two surveys
- Personal interviews
- Recorded comments at meetings
- Google Analytics

Project Audience

This project originally identified two audiences: the Tribal community, and the non-Tribal community, specifically, all Tribal households, other Tribal libraries in Washington State, academic institutions (Peninsula College, University of Washington, other universities), local school districts and libraries, and the Washington State Library. Let's see how that breaks down in the results.

Tribal community
- 430 Tribal households, located locally and across the US, received announcements and information about the project, the activities, and the products including the "Guide to Digital Collections."
- 150 attendees at the Tribe's 30th Anniversary of Federal Recognition viewed a slideshow of items from the collections.
- While we were preparing to photograph the Washington Harbor artifacts, we invited 5 Tribal Youth Program participants to view and learn about the collection.
- The Tribe's Executive Committee (15 department directors and managers), Tribal Council, and Culture Committee were given a demonstration of the website, CONTENTdm, and the collections.
- Presentations were given at General Citizens meetings; attendees at the annual *Qwen Seyu* Tribal Picnic viewed a slideshow of items from the collections.

<u>Non-Tribal community</u>

- 77 schools/universities, libraries, museums, Tribes and state/federal agencies received a copy of the "Guide to Digital Collections." An additional 50 Guides were distributed at the ATALM Conference in Hawaii.
- A demonstration of the website and collections was given to nine members of the Sequim Museum and Arts Center Board of Directors.
- On the day the article about the project and website was published in the *Peninsula Daily News*, the House of Seven Generations website received over 350 hits.
- 6 dignitaries, including Stan Speaks, Director of the Portland Office of Bureau of Indian Affairs, at the Tribe's 30th Anniversary of Federal Recognition viewed a slideshow of items from the collections.

Anyone with Internet access, anywhere in the world, can view the collections and exhibits through the House of Seven Generations website.

Analysis

Something special and remarkable happened here, beyond what is measurable: the overall result is greater than the sum of its parts.

Tribal families have started inventorying those boxes of memorabilia that have been sitting untouched in closets; they've started talking about their shared memories and experiences, about where they have come from, and sharing that in new ways. Perhaps it is a result of age—the majority of Tribal citizens are over 50 years old, an age that brings with it certain inheritances and reflections; the bulk of the community contributions came from the Baby Boomer cohort.

In addition, the rollout of the House of Seven Generations website coincided with the 30th anniversary celebration of our Federal Recognition, so we had the benefit of considerable concurrent attention from the press and from the community. We created our first exhibit from the freshly-digitized historical records of the process of achieving Federal Recognition. To commemorate the 30th Anniversary of Federal Recognition, the Tribe produced a book, "Thirty Years and Time Immemorial" based upon the historical documents and photographs in the archives and describing the process the Tribe undertook to achieve a government-to-government relationship with the United States. This book has been distributed to Tribal households and local, state and federal policy makers alike.

Timing may have been the most influential factor in the success of this project.

Preservation and documentation

Outcomes

- Improved knowledge and ability to store, protect, manage and preserve collections.
- Improved ability to search for and find information.
- Reduced risk of loss, damage or destruction.
- Collection more widely and readily available to public

Truthfully, we didn't know exactly what we had. Stored in cabinets, cubbies and file drawers in the Library were boxes and albums of photos with no identifying information. After many hours over many weeks, those photos were sorted, catalogued, scanned into the collection management system, and metadata entered for each. The metadata includes subject names, locations, dates, notes and other descriptions that is fully searchable by keyword.

The physical objects were then labeled, transferred to archival-quality preservation sleeves, and stored in preservation boxes in a dedicated cabinet in the archiving room. _We now know what we have and where it is located._ Our collections are protected from deterioration and damage, yet available in digital form for viewing and study. _Now_ we are able to allow people to virtually discover our archeological artifacts without risking damage from exposure to light, temperature and dirty hands.

Our digitization and conversion technician, Josh Holden, is _now skilled in preservation and archiving techniques_ and practices. Moreover, he has grown to love this work and wants to pursue additional education and training in order to make it his career. Our staff has had formal training and practice in managing our collections using CONTENTdm, and is actively doing so.

The collections belonging to the Tribal community are no longer stored solely in attics and closets. Our public and private collections are stored in high-resolution digital form in a "Dark Archive" on a dedicated server that is backed up and well-protected from failure through virtualization.

"The IMLS project I worked on over the past two years has taught me many things. Preservation is the main one; it has taught me that archiving is an important part of preserving old photographs, documents and artifacts. When entering the metadata, it seems to bring the project life. In bringing the project to life; allows the viewer to have a glimpse of what life was like at the time of the photograph...I have never worked on a project like this before; it showed me personally that skill, time-management and preservation are important. The preservation

allowed me to get experience, and showed me what archivists go through each day. The way you handle the photographs, documents and artifacts is very unique." (Josh Holden)

*"With the House of Seven Generations site, the Jamestown S'Klallam Tribe is now able to provide access to the many wonderful objects, documents, and personal histories for the general public without the risk of damage, loss or theft."
(Kathy Duncan, Cultural Resources Specialist)*

*"Preserving this information is important for the next generations, for scholars and anyone interested. It needs to be done now while many elders are still alive and can provide this."
(Survey respondent)*

*"The editing and in-putting of metadata was a learning experience for how important information is stored and how to retrieve not only for myself but for being able to help others."
(Kathy Duncan)*

*"We have always planned for the next seven generations; by storing information digitally we can preserve our thoughts and products, tangible or not, for the next seven generations."
(Khia Grinnell-Prince Family)*

Access from anywhere

Outcomes

- Collection more widely and readily available to public; greater access to Tribal knowledge base.
- Improved responsiveness of library to user needs.
- Reduction in geographic constraints to access.
- Improved sense of "usefulness" and "availability" of collection.

Before the project, the collections could only be made available to people if they a) traveled to the Tribal campus in Blyn, WA; b) made an appointment with the appropriate staff; _and_ c) planned their visit for normal work hours, Monday through Friday. These photographs, documents and artifacts cannot be displayed openly in the small, cramped Tribal Library. And finally, we do not have a museum in which to create exhibits that provide meaning and context for the collections. Our treasures were hidden from view and exploration.

Now, the public collections are available 24 hours a day, 7 days a week, to anyone who has a connection to the Internet available. Website analytics show that people have explored the House of Seven Generations collections from households in nearly every state in the Union; educational institutions; museums; and Tribal, State and Federal governmental agencies. Our Tribal families, half of whom are located away from our

traditional homelands, have the ability to explore, discover and connect with their heritage.

Now, we have given people access to the information, experiences and history behind our collections from wherever they are.

In our post-project survey, we asked:
"Please tell us what benefits you see or experience from the online archives, and/or describe any other value you have gained."

Learn new things	**70.6%**
No need to travel	11.8%
Can find what I'm looking for	11.8%
Discover at my convenience	**52.9%**
See what others have collected	**76.5%**
See artifacts not usually available	**47.1%**

How likely are you to use the House of Seven Generations website as a resource?

Very likely	64.7%
Somewhat likely	35.3%
Not very likely	0.0%

How likely are you to share the House of Seven Generations website with your children or young relatives?

Very likely	76.5%
Somewhat likely	23.5%
Not likely	0%

"The Internet has become a new language, not unlike English, that we must learn, to better co-exist with our non-tribal neighbors. This will help preserve, and, access information of who we are." (Survey respondent)

"I think developing a digital archive is a very practical way to store and share images of Tribal documents, pictures, and other cultural information...especially for those who cannot access the information at the Tribal campus." (Survey respondent)

"It is very easy to navigate through the different collections which enables them to be easily viewed. Good job." (Survey respondent)

"The House of Seven Generations website is an exciting new way to share the culture and history of your tribe. We are delighted to add this guide to our Historic Research collection." (Washington State Library)

"…the Longhouse Exhibit looks more complete now with the kiosk…I could have stood there for hours, there is just so much to see and learn in the virtual museum. I think visitors will really benefit from the instant access the kiosk provides."
Sequim Museum and Arts Center staff member.

"Absolutely terrific link/site. Beautifully designed. Extremely informative. Positive, interesting and dignified look at [Tribal people]…" (posted comment in Peninsula Daily News online edition, March 7, 2011)

"I was sitting with a Tribal citizen at the General Meeting the day after her cousin, Robert Becker, passed away. I knew she felt bad, so I opened up my laptop, went online, and right there in Red Cedar Hall we looked at her family photos and she was able to reminisce."
(Leanne Jenkins)

Increased knowledge and cultural connection

Outcome

- Improved knowledge of Tribal history and culture (long-term/post-grant).

Often, people don't know what they don't know. Knowledge may be grounded in false assumptions. Through this project, we've had to sort through those assumptions in order to present facts—facts about people and families, about objects and artifacts, and about history.

Here's an example of a change in actual knowledge. The year the project began, we put one of the objects from the Myron Eells collection on the cover of the Annual Report, which was distributed to every Tribal household. Prior to displaying the collection online, we asked in our survey if the respondents had seen the object as pictured and, if so, where they had seen it. **77.3% of the respondents said they _had not_ seen the object before.** Of those who had seen it and responded with a comment, two said they had seen it on the cover of the Report. None of the respondents correctly identified it as being part of the Myron Eells collection, and one respondent thought it was created by a contemporary carver.

The post-project survey asked the same question. In this case, **64.7% indicated they _had_ seen the object before** and all but one commenter correctly identified that it was from the online Myron Eells collection. Even if they didn't recognize it right off, they knew where to find the information.

In our post-project survey, we also asked the question, "How familiar are you with Tribal culture/history as a result of exploring the [online] collections?"

More familiar	64.7%
Less familiar	5.9%
About the same	29.4%

What's interesting about this "Less familiar" response? These may be the people who now understand that _they didn't know what they didn't know_.

One example of increased cultural connections can be made with one particular family who had deep roots in the area and in the Tribe, but who had been absent for a generation or more. Returning at a time when this project was being implemented, they not only donated hundreds of historic and contemporary photos but went further and created a genealogy online. By involving themselves in this effort, they have been able to bridge the years of absence and reintroduce themselves to the local Tribal community.

> _"The exhibits from these collections give present and future generations a sense of pride, stories to learn from, and a chance to bring knowledge from the past into the future."_
> _(Khia Grinnell-Prince Family)_

> _"This is a great opportunity to learn more about Jamestown history and culture and also about the different families." (Survey respondent)_

> _"a great resource tool to educate our younger generation." (Survey respondent)_

> _"Accessing information via the internet is the ultimate convenience. I am very interested in looking at collections by other tribal families. I am very interested in seeing and learning about any artifacts." (Survey respondent)_

> _"As a tribal member who has never lived in the Sequim area I hope the project will allow me a chance to learn more about my history." (Survey respondent)_

> _"Jamestown is a close community even with some families living all across the United States; by means of this website we are able to learn about our extended families wherever they are living. All families have a story to tell and this is a great avenue for learning these stories."_
> _(Kathy Duncan)_

> _"I believe that this project has helped me in many different areas. It has helped me understand the different families, and especially how the Jamestown Tribe came to be through Federal Recognition."_
> _(Josh Holden)_

Challenges and Opportunities

1. **Many in the community had no idea what we were trying to do until they actually saw it.**

Although we were touting the project and its grand design, with all of its advantages and meaning to the Tribal community, it wasn't until we actually rolled out the website in early 2011 that they "got it." Once they saw the website, and all the

content, they began to respond with ideas and suggestions, and began to identify and contribute their collections for inclusion.

Lesson learned: Don't wait for everything to be perfect before making it available to the community. Produce a functioning prototype to stimulate interest, then continue adding and refining until the desired result emerges.

2. **Many in the community were hesitant to allow their personal histories to be displayed on the Internet.**

The history of Tribal communities is that of theft and betrayal by others. The Internet has a reputation for web-based theft of intellectual property and violation of privacy. We were able to address these issues by offering the choice of privatizing individual archives, by limiting the usefulness of the displayed images for downloading and copying, and through securing the trust of a few "early adopters" within the community. We developed and distributed a FAQ that responded to the concerns.

Lesson learned: Identify and address barriers to participation early in the process. Provide tools and information to the community that demonstrate a commitment to protecting their privacy and intellectual property. Such tools should include clear copyright policies, a range of privacy options for contributors, and displaying low-resolution images with watermarks. Create and distribute the FAQ early in the process.

Intellectual Property Legalities: Although the website has a clear statement of copyright and use, the Tribe did not adopt a formal copyright policy and procedure prior to the end of the grant period. Several drafts have been created, and we are working on achieving the right balance of describing our approach in a way that meets a legal standard, but that is also easily understood and interpreted by the average person; between the simple need for copyright protection and the complex range of intellectual property such as trademarks and licenses.

Best Practices: We originally stated in our proposal, "Insuring that we meet standard digital archival best practices through the design, implementation and long-term life of the project, and that the digitized collections remain sustainable and accessible through a variety of platforms over time, as technology continues to improve. Meeting this challenge will allow us to link our collections with the Olympic Peninsula Online Community Museum, offer public access to our collections through a Tribally-

managed website, to add to them on a continuous basis, and to upgrade our technologies along with all of our partners as technology changes."

Our original intent was to have our collections seamlessly linked to the University of Washington Libraries collections, including the Olympic Peninsula Community Museum Online. Although our software platform and database design were implemented with this in mind, to do so would have required that we store our collections on the UW servers. This part of the approach was in direct conflict with another part of the project design, to "independently manage, maintain, store, publish, and safeguard the collections into the future." The higher priority, for us, was to retain sole control over the display of our collections at this time.

Budget

Due to sudden and precipitous changes in the economy between the time of our application and implementation, we were able to realize considerable savings on equipment purchases, i.e., vendors were having big sales! As a result, we were able to:

- Purchased a public-access computer that was installed at the Jamestown S'Klallam Tribe's Longhouse Exhibit at the Sequim Museum and Arts Center MAC). This bare-bones CPU is offset by a 23" Touchscreen monitor and is dedicated to the display of the House of Seven Generations website content, thus creating a "museum within a museum" and another point of access to the collections.
- Purchase large-format printer so that the 77 pages of large-format documents that have been scanned into the collection, and future similar documents, can be re-printed as working copies and the originals preserved in the archive. With this new capacity, we can also create large displays of objects in the collection at the Library.
- Print 1000 bookmarks with the H7G information for distribution to local libraries and museums.
- Purchase the overage prints of the "Guide to Digital Collections" and expand potential distribution from 700 to over 900.

Next Steps

We are not stopping here. This project has been so well-received within our community and beyond—offers of additional collections continue to come in from our people, and we have many objects and documents housed in the Tribal facilities that we continue to discover. The Tribe is committed to funding this work by maintaining our software licenses and maintaining the hardware through our IT section. JKT Development will continue to provide support by updating the website and the CONTENTdm collections. Project staff, including the Planning Director, Librarian (to be hired), Cultural Resources Specialist, and Publications Specialist, will continue entering/editing/refining metadata and developing new exhibits and learning resources. Future proposed online exhibits are:

- Gatherings Past and Present: History of the Potlatch, Elders Gatherings and Tribal Picnics
- Buried Treasures: Artifacts from the Washington Harbor and Sequim Bypass sites
- Totems Past and Present
- Tribal Councils: A History of Leadership
- The Story of Tribal Self-Governance

We will also be encouraging the local schools to use the Lesson Plans created during the project and working with them to incorporate the digital collections into their curricula.

The Tribal Library is being relocated to a larger facility on the Tribal campus, which will give us adequate space to create displays about Tribal history and culture using the collections, and to engage the community in programs and activities that utilize the resources of the digital collections.

Final Comments

In summary, this was a very successful project: we accomplished all we set out to do and more, and it will continue to grow in value. As Khia Grinnell from the Prince family said, *"We have always planned for the next seven generations; by storing information digitally we can preserve our thoughts and products, tangible or not, for the next seven generations. The exhibits from these collections give present and future generations a sense of pride, stories to learn from, and a chance to bring knowledge from the past into the future."*

Grant Products (attached)

- Evaluation instruments (including original Logic Model)
- Screenshots
- Forms and processes
- Outreach and publicity, including newsletter articles
- Communicate to Communities, including three copies of the "Guide to Digital Collections"
- Lesson Plans
- Newsletter articles
- Project photos (on disk)
- Copies of this report and all project files on disk