

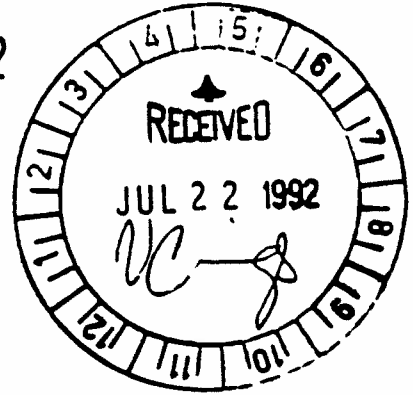


*Territory of Guam
Federated Guam*

OFFICE OF THE GOVERNOR
155 HESLER STREET
AGANA, GUAM 96910

JUL 20 1992

COPIES TO
LEGISLATIVE SECRETARY



The Honorable Joe T. San Agustin
Speaker, Twenty-First Guam Legislature
155 Hesler Street
Agana, Guam 96910

Dear Mr. Speaker:

Transmitted herewith is Bill No. 660 which I have signed into law this date as
Public Law 21-118.

Sincerely yours,

Joseph F. Ada
JOSEPH F. ADA
Governor

210893

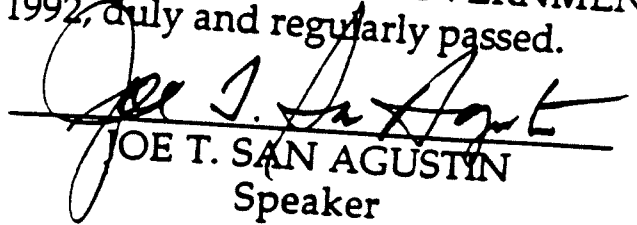
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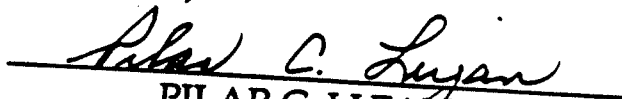
TWENTY-FIRST GUAM LEGISLATURE
1992 (SECOND) Regular Session

CERTIFICATION OF PASSAGE OF AN ACT TO THE GOVERNOR

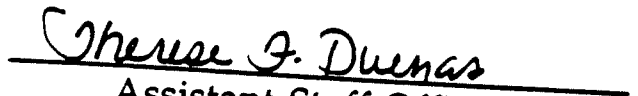
This is to certify that Substitute Bill No. 660 (COR), "AN ACT TO REPEAL §42019 OF TITLE XXXVIII OF THE GOVERNMENT CODE TO REMOVE THE GUAM MUSEUM FROM THE JURISDICTION OF THE GUAM PUBLIC LIBRARY AND TO ADD A NEW CHAPTER 1A TO SAID TITLE TO ESTABLISH THE GUAM MUSEUM AS A SEPARATE GOVERNMENT AGENCY," was on the 10th day of July, 1992, duly and regularly passed.


JOE T. SAN AGUSTIN
Speaker

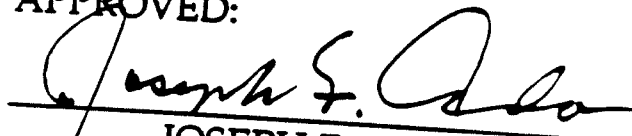
Attested:


PILAR C. LUJAN
Senator and Legislative Secretary

This Act was received by the Governor this 10th day of July, 1992,
at 4:52 o'clock P.M.


Theresa J. Duenas
Assistant Staff Officer
Governor's Office

APPROVED:


JOSEPH F. ADA
Governor of Guam

Date: JUL 20 1992

Public Law No. 21-118

TWENTY-FIRST GUAM LEGISLATURE
1992 (SECOND) Regular Session

Bill No. 660 (COR)

As substituted by the Committee on
Youth, Senior Citizens, and Cultural
Affairs and the Committee on Education
and as further substituted by the
Committee on Rules

Introduced by:

E. P. Arriola
M. D. A. Manibusan
C. T. C. Gutierrez
M. Z. Bordallo
J. P. Aguon
H. D. Dierking
P. C. Lujan
G. Mailloux
D. Parkinson
J. T. San Agustin
F. R. Santos
D. L. G. Shimizu
J. G. Bamba
A. C. Biaz
D. F. Brooks
E. R. Dueñas
E. M. Espaldon
M. J. Reidy
M. C. Ruth
T. V. C. Tanaka
A. R. Unpingco

AN ACT TO REPEAL §42019 OF TITLE XXXVIII OF THE
GOVERNMENT CODE TO REMOVE THE GUAM MUSEUM
FROM THE JURISDICTION OF THE GUAM PUBLIC LIBRARY
AND TO ADD A NEW CHAPTER 1A TO SAID TITLE TO
ESTABLISH THE GUAM MUSEUM AS A SEPARATE
GOVERNMENT AGENCY.

1

BE IT ENACTED BY THE PEOPLE OF THE TERRITORY OF GUAM:

1 indicated:

2 "Board" means the Board of Trustees of the Museum;

3 "Executive Director" means the person employed by the Board to
4 supervise the administration of the Museum; and

5 "Museum" means the Guam Museum.

6 §42028. Purpose. The purpose of the Museum is to promote increased
7 understanding of Guam's geology, biota, prehistory, and contemporary
8 culture. As the official repository and custodian of historical artifacts of
9 Guam, the Museum is mandated to acquire, preserve, and make available for
10 public viewing artifacts relating to the cultural and natural heritage of
11 Guam. The Museum shall foster research on the artifacts in its inventory and
12 shall disseminate the results of this and other research to the public through
13 such media as public exhibitions, demonstrations, lectures and other public
14 programs, and publications.

15 §42029. Board of Trustees. (a) The Museum shall be under the general
16 cognizance of a Board of Trustees, consisting of seven (7) members appointed
17 by the Governor with the advice and consent of the Legislature.

18 (b) Members of the Board shall serve a term of four (4) years
19 commencing with the date of appointment, and until their successors are
20 appointed and qualified; provided, that of the first members appointed, three
21 (3) shall serve for terms of four (4) years, two (2) shall serve for terms of three
22 (3) years and two (2) for terms of two (2) years, as designated by the
23 Governor.

24 (c) Of the seven (7) Board members, the Governor shall appoint one (1)
25 member from Guam's resident senior citizens, one (1) student enrolled full-
26 time in a high school or college on Guam, and one (1) member with extensive
27 formal experience in either academic study of Guam's history or

1 administration of museum activities.

2 (d) Four (4) Board members shall constitute a quorum and four (4)
3 affirmative votes are required for the transaction of all business. The Board
4 shall meet in regular session as least once each month and in special session
5 as the chairman may deem necessary. All meetings of the Board are open to
6 the public, as provided by law.

7 (e) Each Board member shall receive Fifty Dollars (\$50) for his
8 attendance at any meeting of the Board, but such compensation shall not
9 apply to more than two (2) meetings in any one (1) calendar month. No
10 member shall receive any other compensation, but shall be reimbursed for
11 actual travel, subsistence, and out-of-pocket expenses incurred in the
12 discharge of his responsibilities, including authorized attendance at meetings
13 held away from Guam.

14 **§42030. Board duties.** The Board shall:

15 (a) Conduct its first meeting within thirty (30) days of the appointment
16 of a sufficient number of members to constitute a quorum, and thereafter as
17 provided by law.

18 (b) Elect a Chairman, Vice-Chairman and Secretary from among its
19 members, to serve until the first meeting in each fiscal year.

20 (c) Perform its duties and exercise its powers by resolution adopted by
21 at least four (4) votes in a public meeting.

22 (d) Appoint the Executive Director of the Museum who shall be in the
23 unclassified service subject to confirmation by the Legislature. The salary of
24 the Executive Director shall be set by the Civil Service Commission.

25 All other employees of the Guam Museum shall be in the classified
26 service subject to policies, rules and regulations of the Civil Service
27 Commission.

1 (e) Establish and adopt internal organization, management, and
2 personnel rules and regulations for the Museum, in conformance with the
3 Administrative Adjudication Law.

4 (f) Ensure that collection storage conditions conform to the guidelines
5 and standards established by the U.S. Department of Interior (36 CFR Part
6 79) and establish policies for exhibitions, collections, acquisitions, collection
7 deaccessioning, and for merchandise sales by employees of the Museum or by
8 vendors operating under lease agreements.

9 (g) Manage public appropriations and revenues of the Museum Fund
10 through adoption of policies and procedures, maintenance of financial
11 records and accounts, and an annual audit by an independent certified public
12 accountant. Copies of such audit shall be transmitted to the Governor and to
13 the Legislature within sixty (60) days of its receipt by the Board.

14 (h) In accordance with law, manage government real property
15 designated to be within the jurisdiction of the Museum, including the prewar
16 Governor's Palace grounds and the Plaza de España, and other properties
17 which may be similarly designated.

18 (i) Report to the Governor by annual report within sixty (60) days of
19 the end of each fiscal year, and upon request by the Governor, present special
20 reports within thirty (30) days of such request.

21 (j) Perform general reviews and evaluations of the Museum and its
22 programs.

23 **§42031. Board powers.** The Board may:

24 (a) Enter into and perform such contracts, leases, cooperative
25 agreements, and other transactions with any agency or instrumentality of the
26 United States of America or with any state, territory, possession, or any
27 political subdivision thereof, or with any person, firm, association or

1 corporation, as may support the purposes of the Museum.

2 (b) Obtain in the name of the Museum, loans or grants from the
3 government of Guam, the United States of America, foundations,
4 corporations, or individuals.

5 (c) Employ, retain or contract for services qualified managers,
6 specialists or experts, as individuals or as organizations, for technical advice
7 and assistance.

8 (d) Generate revenues for deposit to the Museum Fund through the
9 establishment of entrance fees, charges for use of facilities or equipment of
10 the Museum and for services rendered by the Museum, the sale of
11 merchandise, solicitation of gifts, applications for grants, and prudent
12 financial management practices.

13 (e) Do any and all things necessary to the full and convenient exercise
14 of the above powers.

15 §42032. Executive Director. The Executive Director shall be the chief
16 executive officer and shall perform such executive functions for the operation
17 of the Museum as may be directed by the Board, and shall serve as the
18 executive secretary of the Board without additional compensation. The
19 Executive Director shall be responsible for the Museum's business affairs and
20 for the maintenance, operation and development of Museum property and
21 programs.

22 No person shall be considered for appointment to or occupy the position
23 of Executive Director without meeting each of the following qualifications: A
24 local resident with advanced knowledge of Chamorro culture and history;
25 formal education or experience in historical artifact preservation, storage
26 and display; prior specific training and experience in museum administration;
27 and experience in the general administration of a government department,

1 agency or major division thereof.

2 **§42033. Executive Director's duties.** The Director shall:

3 (a) Insure that the Board's rules and regulations are enforced.

4 (b) Act as executive secretary of the Board at all Board meetings unless
5 the Board otherwise directs.

6 (c) Keep the Board advised as to the needs of the Museum.

7 (d) Approve payments for obligations of the Museum within the
8 purposes and amounts authorized by the Board.

9 (e) Prepare or cause to be prepared all plans and specifications for
10 capital construction of Museum facilities.

11 (f) Plan, organize, coordinate and control the services of Museum
12 employees, except as otherwise provided by this Chapter.

13 (g) Publish a report in a manner provided by the Board within sixty (60)
14 days from the end of each fiscal year showing the results of operations for the
15 preceding fiscal year and the financial status of the Museum on the last day
16 thereof.

17 (h) Render a monthly accounting statement to the Board in such form
18 as the Board may direct.

19 (i) Submit to the Board and the Governor program and financial plans
20 in accordance with the provisions of Chapter III, Title VI of the Government
21 Code of Guam.

22 (j) Perform additional duties as the Board may direct.

23 **§42034. Guam Museum Fund.** (a) There is established a fund known
24 as the 'Guam Museum Fund' which the Board shall maintain separate and
25 apart from other funds of the government of Guam, the records of which
26 shall be kept and maintained by the Department of Administration. The
27 Guam Museum Fund is under the general cognizance of the Board, which

1 shall manage and use it for Museum purposes as provided in this Chapter.
2 Any investment of fund assets shall be restricted to those which provide direct
3 benefits to Museum facility expansion and improvements in the public
4 interest.

5 (b) All monies received by the Museum from sources other than
6 government appropriation shall be deposited in the Guam Museum Fund.

7 (c) All expenditures, except as otherwise provided by law, shall be
8 made from the Guam Museum Fund.

9 (d) All revenues and other property of the Guam Museum shall be
10 exempt from taxation by the government of Guam.

11 (e) All donations to the Museum shall be tax-deductible to the donors in
12 the same manner and to the extent that donations to charitable or
13 educational non-profit organizations are deductible.

14 §42035. Guam Museum facility. Within one hundred twenty (120) days
15 following its first official meeting, the Board shall present to the Legislature,
16 with the consent of the Governor, a proposal for the establishment of its main
17 display facility.

18 Such proposal shall identify a parcel of government land for the site
19 and its floor space requirements, include estimated costs for construction and
20 annual operation of the proposed facility, and anticipated additional costs
21 associated with the establishment of a new facility. The proposal shall
22 include, but not be limited to, the Plaza de España and the restoration of the
23 prewar Governor's Palace building and grounds."

24 Section 3. Effective dates and transition. (a) Upon enactment of this
25 Act, the Territorial Librarian shall conduct an inventory of all administrative
26 records, financial accounts, employee positions and property within and for
27 the museum division of the Guam Public Library, in preparation for transfer

1 to the Guam Museum.

2 (b) Sections 1 and 2 of this Act are effective as of October 1, 1992.
3 Administrative authority over the museum division of the Guam Public
4 Library shall remain with the Territorial Librarian until the Board of Trustees
5 of the Guam Museum has accepted the transfer of personnel, property and
6 accounts as provided in subsections (c) and (d) of this Section.

7 (c) Within forty-five (45) days of a formal request by the Board of
8 Trustees of the Guam Museum, the Territorial Librarian shall transfer to the
9 Guam Museum all items included in the inventory conducted pursuant to
10 subsection (a) of this section, including but not limited to the following:

11 (1) All items and property which the Guam Public Library owns
12 or controls including works in progress, which were used by the
13 museum division or by operations to be assumed by the Guam
14 Museum, and all materials and supplies used and useful exclusively
15 for the administration of the museum division and the Guam
16 Museum. The Guam Room collection of historical references and
17 archival materials shall be considered museum property for the
18 purposes of this paragraph.

19 (2) All items of property, materials and supplies used by the
20 Library for museum division purposes in common with other
21 operations of the Guam Library which the Territorial Librarian
22 agrees to transfer.

23 (3) All items of property, materials and supplies used by the
24 Guam Public Library for museum purposes, including, but not limited
25 to:

26 (A) The collections of the Guam Museum, housed in the
27 Guam Museum building, storage areas in the Plaza de España,

1 auxiliary storage areas in the Guam Public Library, and any
2 other storage areas maintained by the Guam Public Library for
3 the museum division; and

4 (B) Rights to collections intended to be housed in the
5 Guam Museum which are maintained by other government
6 departments and agencies, private individuals and companies
7 which have completed certain archaeological and
8 environmental research under the terms of the National
9 Historic Preservation Act (16 USC 470) which states that
10 significant prehistoric and historic artifacts, and associated
11 records, recovered under the authority of said Act are to be
12 deposited in an institution with adequate long-term curatorial
13 capabilities.

14 (3) All working capital, cash, accounts payable and receivable,
15 deposits, advances, all books, records and documents, and all other
16 rights, obligations, assets, liabilities, agreements, contracts, leases,
17 concessions and all other rights, obligations and privileges
18 pertaining to the operation of the museum division and other
19 matters and concerns of the Library which are to be assumed by the
20 Museum.

21 (d) All positions in the Library assigned exclusively to the museum
22 division or assigned exclusively to projects within the Guam Public Library
23 which will be assumed by the Museum shall transfer to the Guam Museum
24 upon the date of general transfer. Personnel affected by this subsection shall
25 indicate their preference to the Territorial Librarian and to the Board of
26 Trustees of the Guam Museum, which shall jointly decide whether personnel
27 holding such positions shall be transferred to the Museum. All personnel

1 serving in positions in the museum division that have been identified for
2 transfer shall be transferred to the Museum or retained by the Guam Public
3 Library without loss of seniority, personnel status or benefits accruing to
4 them at time of transfer or retention.



Twenty-First Guam Legislature

SENATOR ELIZABETH P. ARRIOLA
Chairperson
Committee on Youth,
Senior Citizens and Cultural Affairs

21-118

May 14, 1992

The Honorable Joe T. San Agustin
Speaker
Twenty-First Guam Legislature
155 Hesler Street
Agana, Guam 96910

VIA: Chairman, Committee on Rules

Dear Mr. Speaker:

The *Committee on Youth, Senior Citizens and Cultural Affairs* to which was referred Bill No. 660, "AN ACT TO REPEAL §42019 OF TITLE XXXVIII OF THE GOVERNMENT CODE REMOVING THE GUAM MUSEUM FROM THE GUAM LIBRARY AND ENACTING CHAPTER 1A OF TITLE XXXVIII OF THE GOVERNMENT CODE TO ESTABLISH THE GUAM MUSEUM FOUNDATION." has had the same under consideration and now wishes to report back a Substitute Bill with its recommendation TO DO PASS.

Committee votes received:

TO PASS

NOT TO PASS

REPORT OUT

OTHER

- 6 -

- 0 -

- 2 -

- 3 -

Attached herewith are the Substitute Bill No. 660, Committee Report and other pertinent documents for your perusal.

Sincerely,

ELIZABETH P. ARRIOLA

Attachments

VOTE SHEET

COMMITTEE ON YOUTH, SENIOR CITIZENS AND CULTURAL AFFAIRS

on

Substitute Bill No. 660

**"AN ACT TO REPEAL §42019 OF TITLE XXXVIII OF THE GOVERNMENT
CODE REMOVING THE GUAM MUSEUM FROM THE GUAM LIBRARY
AND ENACTING CHAPTER 1A OF TITLE XXXVIII OF THE GOVERNMENT
CODE TO ESTABLISH THE GUAM MUSEUM FOUNDATION."**

Chairperson:

Elizabeth P. Arriola
Elizabeth P. Arriola

To Pass

Not To Pass

Report Out

Inactive File

Members:

Frank R. Santos
Frank R. Santos

J. George Bamba
J. George Bamba

Herminia D. Dierking
Herminia D. Dierking

Edward R. Duenas
Edward R. Duenas

Ernesto M. Espaldon
Ernesto M. Espaldon

Pilar C. Lujan
Pilar C. Lujan

Martha C. Ruth
Martha C. Ruth

David L. G. Shimizu
David L. G. Shimizu

Madeleine Z. Bordallo
Madeleine Z. Bordallo

Speaker Joe T. San Agustin
Speaker Joe T. San Agustin

5/14/92

COMMITTEE REPORT
of the
**COMMITTEE ON YOUTH, SENIOR CITIZENS
AND CULTURAL AFFAIRS**
on *Bill NO. 660*

***"AN ACT TO REPEAL SECTION 42019 OF TITLE XXXVIII OF THE
GOVERNMENT CODE REMOVING THE GUAM MUSEUM FROM THE
GUAM LIBRARY AND ENACTING CHAPTER 1A OF TITLE XXXVIII OF
THE GOVERNMENT CODE TO ESTABLISH THE GUAM MUSEUM
FOUNDATION."***

PREFACE

The Committee on Youth, Senior Citizens and Cultural Affairs held a public hearing on Monday, February 24, 1992, at the legislative Public Hearing Room, Agana, to receive testimonies on Bill No. 660 and Bill No. 674.

Senators present at the hearing were: Senators Elizabeth P. Arriola, Chairperson, and attended by Senators Frank R. Santos, Martha C. Ruth, Edward R. Duenas and Marilyn D.A. Manibusan.

The Committee simultaneously heard both bills as they are basically identical.

OVERVIEW

1. Guam Government Code title XXXVIII discusses the Guam Library, and Chapter I Section 42019, Government Code, addresses the Governance of the Museum. The Code provides; "The Guam Museum shall be under the general cognizance of the Board (Library Board) which shall have the authority, power and responsibility for the administration and operation of the Guam Museum. The Librarian shall be the executive officer for the Guam Museum. The Guam Museum shall be the official depository and custodian of historical artifacts on Guam."

2. Physical feature of the present Museum: There are under 900 square feet in the present museum building. Another building on the site is available for use by the Museum, but currently serves as storage. Most of the space in the Museum is occupied by the exhibits.

There are several satellite exhibits in the Library, the Judicial Building, the government complex at Adelup, and Government House. A new exhibit commemorating the defense of Guam, the war years, and the recapture of Guam is in the planning stages. This will be mounted in the Library.

There are over 3000 cubic feet of boxes and other items in the Library, intermixed

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on *Bill NO. 660*

among these boxes are archival collections. It is not possible to know exactly what comprise the Museum's object collections until the boxes are opened and fully inventoried.

Note: The Department of Parks and Recreation houses about 700 cubic feet of archaeological material that belongs in a proper collections care facility. In 1987, the Museum requested that the Department of Parks and Recreation transfer the collection to the Museum; Department of Parks and Recreation asked the Museum to identify proper storage and specify the date and time it would accept delivery. The Museum failed to follow-up.

3. Funding/Staffing

FY 1992
\$72,262

FY 1992
1 Curator
2 Museum assistants

4. Need for Expansion

Since a Museum was first proposed in 1931 by the Pacific Post #1 American Legion, there have been many attempts to find a new location and to plan for an expanded facility.

- A. May 3, 1989-The Guam Public Library Board passed Resolution No. 89-001 creating a Committee for the Expansion and Accreditation of the Guam Museum.
- B. October 4, 1989-The Committee for the Expansion and Accreditation of the Guam Museum submitted its Preliminary Assessment Survey of the Guam Museum-Statement of Problems and Proposed Solutions. (Exhibit 2.)

Among the recommendations of the Committee were:

- i. That the Museum concentrate on Chamorro culture and the influences that have shaped and continue to shape it.
 - ii. That the Museum work cooperatively with community groups and educators in building meaningful programs.
 - iii. That the Museum have its own Board of Trustees apart from the Library Board to concentrate its full efforts on Museum-related administration.
5. Numerous legislative bills addressing certain aspects of archaeological,

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historical, cultural and preservation needs have been introduced in the Guam Legislature. (Exhibit 5)

- A. *Bill No. 1729 (20th Guam Legislature)* - passed but vetoed by the Governor-Bill designated certain land for storage and main museum sites and asked for an appropriation of \$19,470,00.00 to fund the constructions. The Governor presumably vetoed the Bill because of unsubstantiated total cost estimate and lack of supporting planning documentation for such a large museum building.
 - B. *Bill No. 147 (21st Guam Legislature)* - No legislative action. The Bill requested designation of the land and asked for the Department of Public Works to make a construction cost estimate.
 - C. *Bill No. 357 (21st Guam Legislature)* - No legislative action. The Bill proposed that facilities housing any items of a historic, cultural, or scientific nature that were collected under the auspices of the Government of Guam be turned for care and curation to the Guam Museum within sixty (60) days. The Bill elicited some opposition because of lack of specificity could effect collections ranging from the Herbarium at the University of Guam to medical specimens at the Guam Memorial Hospital.
 - D. *Bill No. 368 (21st Guam Legislature)* - No legislative action. The BILL is virtually a duplicate of Bill 1729 (20th Guam Legislature) with a slight modification in the land designated for main museum facility.
 - E. *Bill No. 514 (21st Guam Legislature)* - Included in P. L. 21-42 which authorized the creation of a "Museum Commission", and a short-term contract for the services of a Museum Consultant "to visit Guam to make specific recommendations including the purpose of the Museum, its mission, governance, budget, collections, management, long range planning, personnel, and architecture and engineering needs."
 - F. Bills Nos. 660 and 674 - propose to implement the recommendation of the "Museum Commission" created by P. L. 21-42. Both Bills recognize the need to establish the Guam Museum as a separate entity from the Library Board.
6. Executive Order No. 91-17 - promulgated June 11, 1991. The Executive Order established the Cultural and Historical Working Committee composed of several government agencies, including the Office of the Territorial Librarian. The committee included as part of their goals research into upgrading Guam's

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Museum. It is not known if the Committee ever submitted recommendations to upgrading Guam's Museum.

SUMMARY OF TESTIMONY

A. *Witnesses testifying for Bills Nos. 660 and 674.*

1. Mr. Anthony C. Mariano, Director, Department of Parks and Recreation.
2. Mr. Alberto A. Lamorena V, Executive Director, Guam Council on the Arts and Humanities Agency; Member, Museum Commission.
3. Ms. Rita Franquez, Assistant Territorial Librarian, representing self; Member, Museum Commission.
4. Ms. Menang U. Diaz, private citizen; Member, Guam Historic Preservation Review Board.
5. Ms. J. Jennison-Williams, private citizen; Member, Guam Historic Preservation Review Board.
6. Mr. Joey B. Cepeda, General Manager, Guam Visitor's Bureau; Member, Museum Commission.
7. Mr. Will Cooper, President, Pacific Islands Development Bank.
8. Mr. Anthony A. Leon Guerrero, private citizen.
9. Mr. Ron Teehan, private citizen.
10. Mr. Richard Davis, Guam Historic Preservation Officer.
11. Mayor Raymond Laguana, representing Mayor's Council.
12. Mr. Frank L. G. Castro, Director, Department of Land Management.

B. *Witnesses testifying against Bills Nos. 660 and 674.*

1. Ms. Hope Cristobal, Chairperson, Guam Public Library Board.
2. Mr. William Hernandez, Guam Museum Curator.

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3. Mr. Angel Santos, private citizen.

TESTIMONY

(Witnesses testifying for Passage)

Mr. Anthony C. Mariano, Chairman, Museum Commission

Mr. Mariano testified that the Museum Commission Report sets out a description of the museum program activities which expands on the insights of earlier reports and plans, and it maps out how to realistically achieve a new Guam Museum that will foster the people's interest in Chamorro Culture and History.

The Bill provides organizational structure, authority, purpose, and open public accountability, but just importantly the flexibility to expand non-governmental sources of support for expanded museum programs.

*Mr. Alberto A. Lamorena V, Executive Director,
Guam Council on the Arts and Humanities Agency*

Mr. Lamorena testified that it is time that Guam builds a museum that will solely be responsible for the preservation and exhibition of the archives that represent and depict the Chamorro History and Culture.

Presently most of the Chamorro artifacts are stored in boxes in various locations around the island. These artifacts deserve to be showcased for our people to enjoy and be proud of.

*Ms. Menang U. Diaz, testifying on her own behalf;
Member, Guam Historic Preservation Review Board*

Ms. Diaz testified in support of Bills Nos. 660 and 674. She said that the Guam Museum Foundation Bills demonstrate the on-going efforts of the Legislature for the preservation of our culture and history.

Mayor Raymond S. Laguana, representing the Mayor's Council

Mayor Laguana told the Committee that the Mayors' Council is in support of the Guam Museum Foundation Bills.

*Ms. J. Jennison-Williams, testifying on her own behalf;
Member, Guam Historic Preservation Review Board*

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on *Bill NO. 660*

Ms. Jennison-Williams testified that she used to work at the Bishop Museum in Honolulu. She supported Bills Nos. 660 and 674. She stated that by separating the Library from the Museum, the effectiveness of the Board and the quality of the Museum will be enhanced.

She also told the Committee that both Bills would provide that collection storage conditions conform to well-established guidelines and standards that will secure collections for the benefit of future generations. She recommended that government funds need to be appropriated and continuing funding sources need to be identified by the Legislature.

Mr. Ron Teehan, private citizen

Mr. Teehan testified it is imperative that Guam expand its museum facilities that would consolidate collections stemming from archaeological excavations as well as collections currently housed in scattered locations in the Guam Territorial Library.

He also told the Committee it should be mandated that all ancestral remains to be properly interred and should be placed in a museum for display.

He recommended that managers of the Museum should be representatives of the Chamorro culture that the museum represents.

Mr. Frank R. San Agustin, Territorial Librarian

Although he did not submit written testimony, Mr. San Agustin advised the Committee that he agreed with the testimony presented by Ms. Rita Franquez, Assistant Territorial Librarian. When asked if the Administration Legislative Review Committee agreed with the proposal to separate the Museum from the Library entity, Mr. San Agustin replied that the Administration endorsed passage of both Bills.

*Mr. Joey Cepeda, General Manager, Guam Visitors Bureau;
Member, Museum Commission*

Mr. Cepeda testified in support of establishing an organization which can more effectively retain, preserve, conserve and display any and all artifacts and/or data that directly relates to Guam's history.

Mr. Frank L. G. Castro, Director, Department of Land Management

Mr. Castro submitted written testimony in support of creating the Guam Museum

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on *Bill NO. 660*

Foundation Act.

Mr. Will Cooper, President, Pacific Islands Development Bank

Mr. Cooper submitted written testimony in support of the Guam Museum Foundation Act. He added that one of the objectives of the Bank is to assist in funding this type of project for members of the Bank.

Mr. Anthony A. Leon Guerrero, private citizen

Mr. Leon Guerrero submitted written testimony which he stated that, "if we are to seriously pursue the growth of our vital tourist industry, it is essential that we should provide for the development and nourishment of something unique to Guam that could effectively compete in Asia and other Pacific countries... The Museum Foundation can be the catalyst for such a strategic objective."

Ms. Rita Franquez, Territorial Librarian; Member, Museum Commission

Ms. Franquez noted there is no compelling reason or data to support the need to keep the Guam Museum under the library system. On the contrary, everyone concerned has proposed its separation from the library system, as being beneficial and in the best interest of Library as well as that of the Museum. She cited the Library Board's Statement of Problems and Proposed Solutions, October 4, 1989, which included under Proposed Solutions a statement for "a comprehensive Guam National Museum Act of 1990 must be enacted. It should include an encyclopedia definition of the authorities, powers, duties and responsibilities of the Guam Museum as a separate entity within the Government of Guam.

Asked if the Library Board ever approved a desire to separate the Guam Museum from the Library, Ms. Franquez noted that in June 13, 1989, the Chairman of the Guam Public Library Board advised the Governor that the Board adopted Resolution 89-001, relative to expressing the desire of the Board to review the current status of the Guam Museum and solicit assistance to address the needs for a museum expansion in facility and services. She added that the Minutes of the Board of Library Trustees on July 5, 1989, discussed the Museum Accreditation and Expansion Committee Report which the Chairperson of the Committee reported that she "foresees the museum as being a mayor department, if not, an entity in itself sometime in the long range future."

Mr. Richard D. Davis, Guam Historic Preservation Officer

Mr. Davis submitted written testimony that the opponents against the passage of

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on *Bill NO. 660*

Bills Nos. 660 and 674 would jeopardize the Museum's efforts at accreditation from the American Association of Museums, is much over exaggerated. The passage of these Bills remedy a number of points which would otherwise be questioned during accreditation reviews regarding overall governance and authority. He further added: "Accreditation has been a declared major priority for the museum program since some time in 1988. Initial contracts to start an assessment was made only after the Museum Commission was sworn into office in October 1991, over three years later. Waiting on these Bills pending accreditation is to commit to indefinite delays."

(Witnesses testifying Against Passage)

Ms. Hope Cristobal, Chairperson, Guam Public Library Board

Ms. Cristobal noted if both Bills are passed, it would terminate the on-going museum accreditation and expansion work of the Guam Public Library Board and places permanent museum employees on a six month probation. She emphasized that, "terminating the authority of the Guam Public Library Board over the Guam Museum would be detrimental to our on-going museum accreditation process and will ruin all the hard work the staff and management of the museum have accomplished."

She also indicated her concerns that establishing the Museum as a separate entity may devoid local persons who may not have the necessary professional and technical qualifications. The Museum may resort to hiring other than local residents.

Mr. Angel Santos, private citizen

Mr. Santos testified that the intent of both Bills is commendable, but the timing is not practical. The measures undermine the accreditation process. The Library Board should be given the chance to obtain accreditation from the American Association of Museums.

Mr. William L. Hernandez, Curator, Guam Museum

Mr. Hernandez testified that the Guam Public Library Board be allowed to continue its efforts in starting the accreditation of the Guam Museum.

COMMITTEE FINDINGS

COMMITTEE REPORT
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1. The Committee finds that it is imperative that Guam expand its Museum facilities to satisfy a number of demands. First, it is obligatory that collections stemming from archaeological work conducted under the National Historic Preservation Act be stored according to certain guidelines and there is a large backlog of collections from other archaeological excavations as well as collections currently housed in scattered locations in the Guam Territorial Library that require proper storage. Second, a museum can foster research that will add to the knowledge about Guam. Third, a museum has the potential of providing an educational opportunity to the community. Finally, the museum will attract large number of tourists making Guam an ever more exciting place to visit. All of these activities require a space ideally in a single building, centrally located, and designed specifically for the desired purposes.

2. The Commission finds that despite several statements made and repeated that passage of the Guam Museum Foundation Act would jeopardize the museum's efforts at accreditation from the American Association of Museums; such concerns may be overly exaggerated. In fact, the passage of the proposed Act remedies a number of points which would otherwise be questioned during accreditation reviews regarding overall governance and authority. Such redefinition of the governing authority is something which the 1989 Library Board Report (Statements of Problems and Proposed Solutions - Preliminary Assessment Survey of the Guam Museum) submitted by the Committee for the Expansion and Accreditation of the Guam Museum recognizes as necessary for the completion of accreditation.

3. The Committee finds that the Library Board has in 1989 conducted a study of the needs of the Guam Museum and adopted a plan for its expansion and accreditation. The Plan - Statements of Problems and Proposed Solutions - Preliminary Assessment Survey of the Guam Museum - prepared by the Committee for the Expansion and Accreditation for the Guam Museum, created by the Guam Public Library Board's Resolution 89-001, May 31, 1989 - recommended among other things:

- a. The Guam Museum Board of Trustees shall be separate from the Library Board.
- b. A comprehensive Guam National Museum Act of 1990 must be enacted. It should include an encyclopedic definition of the authorities, powers, duties and responsibilities of the Guam

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Museum as a separate entity within the Government of Guam.

- c. A Guam National Museum Board of Directors shall be created and Board By-Laws governing the Guam National Museum must be adopted and implemented. Governance of the Board members and the Executive Officers need to be addressed.
 - d. Definition of "museum" shall be an organized and permanent exhibitor non-profit institution, essentially educational and aesthetic in purpose, with professional staff.
 - e. The Guam Museum shall be the official exhibitor, depository and custodian of artifacts. Its purpose is to study Chamorro history: its mores, traditions, customs and socio-political history to better understand them, and to study the material culture of Guam's ancient past and re-examine the foreign influences that shape its history.
4. The Committee finds that accreditation of the Museum has been declared major priority for the museum program since some time in 1988. Initial contracts by the Library Board to start an assessment with the American Association of Museums was made only after the Museum Commission was sworn into office in October 1991, over three years later. Postponing the passage of proposed Museum Foundation Act pending accreditation is to commit to indefinite delays.

COMMITTEE RECOMMENDATION

The Committee on Youth, Senior Citizens, Cultural Affairs, and Human Resources wishes to report **Bill No. 660, "AN ACT TO REPEAL SECTION 42019 OF TITLE XXXVIII OF THE GOVERNMENT CODE REMOVING THE GUAM MUSEUM FROM THE GUAM LIBRARY AND ENACTING CHAPTER 1A OF TITLE XXXVIII OF THE GOVERNMENT CODE TO ESTABLISH THE GUAM MUSEUM FOUNDATION"** has had the same under consideration, and now wishes to report back the same with the recommendation **TO PASS** as substituted by the Committee.

EXHIBITS

COMMITTEE REPORT
of the
**COMMITTEE ON YOUTH, SENIOR CITIZENS
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on *Bill NO. 660*

1. Museum Commission Report.
2. Preliminary Assessment Survey of the Guam Museum - Statements of Problems and Proposed Solutions, October 1989 - by Committee for the Expansion and Accreditation of the Guam Museum.
3. Museum Assessment Program.
4. Written Testimonies:
 - a. Mr. Anthony C. Mariano, Director, Department of Parks and Recreation.
 - b. Ms. Hope Cristobal, Chairperson, Guam Public Library Board.
 - c. Ms. Rita Franquez, Assistant Territorial Librarian.
 - d. Mr. Richard D. Davis, Guam Historic Preservation Officer.
 - e. Mr. Alberto A. Lamorena V, Executive Director, Guam Council on the Arts and Humanities Agency; Member, Museum Commission.
 - f. Ms. Menang U. Diaz, Member, Museum Commission.
 - g. Ms. J. Jennison-Williams, Member, Guam Historic Preservation Board.
 - h. Mr. Joey B. Cepeda, General Manager, Guam Visitor's Bureau; Member, Museum Commission.
 - i. Mr. Will Cooper, President, Pacific Island Development Bank.
 - j. Mr. Anthony A. Leon Guerrero.
 - k. Mr. Frank L. G. Castro, Director, Department of Land Management.
 - l. Mr. William Hernandez, Museum Curator.
5. Legislative Bills Affecting Guam Museum:

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- a. Bill No. 1729 (20th Guam Legislature) - Passed, vetoed by Governor
- b. Bill No. 147 (21st Guam Legislature)
- c. Bill No. 357 (21st Guam Legislature)
- d. Bill No. 368 (21st Guam Legislature)
- e. Bill Nos. 660 and 674 (21st Guam Legislature)

1 §42026.2. Board Powers.

2 §42027. Executive Director.

3 §42027.1. Executive Director's Duties.

4 §42028. Fiscal Authority.

5 §42028.1. Employment.

6 §42028.2. Transition.

7 §42025. Title. This title may be cited as the "Guam Museum
8 Foundation Act".

9 §42025.1. Authority. There is hereby established as a public non-profit
10 corporation the Guam Museum Foundation (the "Foundation"), whose
11 mandate is to foster an appreciation for the cultural and natural heritage of
12 Guam, through, though not exclusively, the establishment of a public museum
13 to be called the Guam Museum. The Foundation shall have the perpetual
14 succession unless sooner terminated by law and shall adopt a seal and sue or
15 be sued in its own corporate name.

16 §42025.2. Definitions. As used in this Chapter and unless otherwise
17 indicated:

18 (a) "Foundation" means the Guam Museum Foundation.

19 (b) "Board" means the Board of Trustees of the Guam Museum
20 Foundation.

21 (c) "Executive Director" means the person employed by the Board to
22 supervise the administration of the Foundation.

23 §42025.3. Purpose. The purpose of the Foundation is to promote
24 increased understanding of Guam's geology, biota, prehistory, and
25 contemporary culture. The Foundation shall foster research and shall convey

1 the results of this and other research to the public primarily through the
2 medium of public exhibitions, demonstrations, lectures and other public
3 programs, and publications. It is mandated to retain, preserve, and conserve
4 collections relating to the cultural and natural heritage of Guam.

5 **§42026. Board.** (a) The Foundation shall be directed by a Board of
6 Trustees consisting of seven (7) members appointed by the Governor with
7 advice and consent of the Legislature.

8 (b) Any board member may be removed for cause upon charges, and
9 after hearing by the Governor.

10 (c) Four (4) board members shall constitute a quorum and four (4)
11 affirmative votes are required for the transaction of all business. The Board
12 shall meet in regular session at least once each month and in special sessions
13 as often as it may deem necessary.

14 (d) Each board member shall receive the sum of Fifty Dollars (\$50) for
15 his or her attendance at any meeting of the Board, but such compensation
16 shall not apply to more than two meetings in any one calendar month. No
17 Director shall receive any other compensation, but shall be reimbursed for
18 actual travel, subsistence, and out-of-pocket expenses incurred in the
19 discharge of his or her responsibilities, including authorized attendance at
20 meetings held away from Guam.

21 (e) Board members shall serve staggered terms beginning and ending
22 on pre-established dates.

23 **§42026.1. Board Duties.** The Board shall:

24 (a) Conduct their first meeting within thirty (30) days of their
25 appointment.

1 (b) Elect a Chairman, Vice-Chairman and Secretary from among its
2 members.

3 (c) Ensure that collections storage conditions conform to the guidelines
4 and standards established by the Department of Interior (36 CFR Part 79) and
5 establish policy for exhibitions, collections, acquisitions, collections
6 deaccessioning, merchandise sale either directly by agents of the Museum
7 Foundation or indirectly by vendors operating under lease agreements with
8 the Museum Foundation.

9 (d) Define the duties and rights of the executive director of the
10 Museum Foundation, and in conformance with Equal Employment
11 Opportunity ("EEO") guidelines, hire the best qualified individual for this
12 position.

13 (e) Maintain constant review and evaluation of the museum and its
14 programs.

15 (f) Establish, review and occasionally revise the by-laws and articles of
16 incorporation for the Museum Foundation and register these documents with
17 the Guam Department of Revenue and Taxation.

18 (g) Establish and adopt internal organization, management, and
19 personnel rules and regulations for the administration and conduct of its
20 affairs, in conformance with the Administrative Adjudication Law.

21 (h) In accordance with law, control, manage, and have jurisdiction
22 over all government of Guam lands within the boundaries of the museum
23 compound and over all lands deemed a part of the Museum Foundation at
24 remote locations.

25 (i) Acquire and manage revenues on behalf of the Museum Foundation,

1 apart from government of Guam General Funds, through fixing all entrance
2 fees, concessions, and charges for use and occupation of the public facilities or
3 equipment of the Museum and for services rendered by the Museum.

4 (j) Establish and enforce any policies regarding the expenditure of
5 Museum Foundation funds and any policies regarding the fiscal accounting
6 practices.

7 (k) Employ a firm of independent certified public accountants who shall
8 examine and report to the Board, at least annually, upon the status of the
9 financial records and accounts maintained by the Foundation. Copies of any
10 such report shall be furnished to the Governor and to the Legislature.

11 (l) Report to the Governor concerning its administration of the
12 Foundation by annual report within one hundred twenty (120) days of the end
13 of each fiscal year, and if requested by the Governor, shall present special
14 reports within thirty (30) days of such a special request.

15 (m) Exercise its power and perform its duties by resolution adopted by
16 majority vote of the Board in public meeting.

17 **§42026.2. Board Powers.** The Board may:

18 (a) Enter into and perform such contracts, leases, cooperative
19 agreements, and other transactions with any agency or instrumentality of the
20 United States or with any state, territory, possession, or any political
21 subdivision thereof, or with any person, firm, association or corporation, as
22 may support the mandate of the Museum Foundation.

23 (b) Obtain in the name of the Museum Foundation, loans or grants
24 from the government of Guam, the United States, foundations, corporations,
25 or individuals, and from time to time incur indebtedness.

1 (c) In conformance with relevant labor laws, remove the Executive
2 Director from employment by the Museum Foundation.

3 (d) Employ, retain or contract for services qualified managers,
4 specialists or experts as individuals or as organizations, for advice and
5 assistance.

6 (e) Obtain titular right in the name of the Museum Foundation, to any
7 real property needed in support of the mandate of the Museum Foundation.

8 (f) Acquire in the name of the Museum Foundation, revenues through
9 the establishment of entrance fees, funds generated from the sale of
10 merchandise, membership dues, solicitation of gifts, and/or applications for
11 grants.

12 (g) Invest in the name of the Museum Foundation, in any security that
13 is not in actual or potential conflict with the mandate of the Museum
14 Foundation.

15 (h) Do any and all other things necessary to the full and convenient
16 exercise of the above powers.

17 Nothing contained in this Section, or by implication in this Title shall be
18 construed to be in any way in derogation or limitation of powers conferred
19 upon or existing in the Foundation or in the Board by virtue of the Organic
20 Act, the laws of Guam or of this Code.

21 **§42027. Executive Director.** The Executive Director, shall be the
22 Foundation's chief executive officer and shall serve at the Board's pleasure.
23 He or she shall be responsible for the maintenance, operation and
24 development of the Foundation administration and for the Foundation's
25 business affairs.

1 **§42027.1. Executive Director's Duties.** The Director shall:

2 (a) Insure that the Board's rules and regulations are enforced.

3 (b) Attend all Board meetings unless the Board otherwise in isolated
4 cases.

5 (c) Keep the Board advised as to the needs of the Foundation.

6 (d) Approve demands for the payments of obligations of the
7 Foundation within the purposes and amount authorized by the Board.

8 (e) Prepare or cause to be prepared all plans and specifications for the
9 construction of the works of the foundation.

10 (f) Select and appoint the employees of the Foundation, except as
11 otherwise provided by this Act, and to plan, organize, coordinate and control
12 the services of such employees.

13 (g) Publish a financial report in a manner provided by the board within
14 one hundred twenty (120) days from the end of each fiscal year showing the
15 result of operations for the preceding fiscal year and the financial status of
16 the Foundation on the last day thereof.

17 (h) Render a monthly accounting statement to the Board in such form
18 as the Board directs.

19 (i) Shall annually submit to the Board and the Governor programs and
20 financial plans in accordance with the provisions of Chapter III, Title VI of
21 the Government Code of Guam.

22 (j) Perform such other and additional duties as the Board may direct.

23 **§42028. Fiscal Authority.** (a) There is established a fund to be known
24 as the "Guam Museum Fund" which the Foundation shall maintain separate
25 and apart from other funds of the government of Guam, and the Board shall

1 have the authority to make any investments using this fund as defined above.

2 (b) All monies received by the Foundation from whatever source
3 derived shall be deposited in said Fund.

4 (c) All expenditures, except as otherwise provided by law, shall be
5 made from said Guam Museum Fund.

6 (d) All revenues and other property owned by the Museum Foundation
7 shall be exempt from taxation by the government of Guam or by any political
8 subdivision thereof, and from all taxes imposed under the authority of the
9 Legislature providing that the Legislature is authorized to grant exemption.

10 **§42028.1. Employment.** (a) The Board shall establish rules and
11 regulations governing selections, promotion, performance, evaluation,
12 demotion, suspension, dismissal and other disciplinary action for employees
13 of the Foundation.

14 (b) Some employees may be considered classified civil service
15 employees and be eligible to participate in any government of Guam health
16 and life insurance plan. The Museum Foundation shall contribute to the
17 Government of Guam Retirement Fund as assessed by the Retirement Fund's
18 own schedule of contributions for those civil service employees. Annual and
19 sick leave will be accumulated in accordance with the provisions of the
20 Government of Guam Personnel Rules and Regulations.

21 (c) Some employees may be paid from funds managed by the Museum
22 Foundation. A choice of health and life insurance and retirement plans, as
23 well as the accumulation of annual and sick leave should be, as nearly as
24 possible, equivalent to those benefits accruing to government of Guam civil
25 servants.

1 (d) The employers contribution to the Workman's Compensation Fund
2 that is assessed by the Workman's Compensation Commission for the benefit
3 of Foundation employees shall be paid by the Foundation.

4 §42028.2. Transition. Within two (2) weeks of the issuance of an
5 occupancy permit for the new museum building, the Territorial Librarian
6 shall transfer to the Foundation:

7 (a) All items and property which the Library Board owns or controls
8 including works in progress, which are used by the Foundation or operations
9 to be assumed by the Foundation and all materials and supplies used and
10 useful exclusively in connection with the administration of the Guam
11 Museum.

12 (b) All items of property and materials and supplies used by the Library
13 for museum purposes in common with other operations of the Guam Library
14 which the Territorial Librarian agrees to transfer.

15 (c) All items of property and materials and supplies used by the Library
16 exclusively for Museum purposes, including, but not limited to, (1) the
17 collections considered to be the collections of the Guam Museum, housed in
18 the current Guam Museum, storage areas in the Plaza de España, auxiliary
19 storage areas in the Guam Territorial Library, and any other storage areas
20 maintained by the Guam Territorial Library for the Museum and (2) rights to
21 collections intended to be housed in the Guam Museum which are maintained
22 by personnel and corporations having completed certain archaeological and
23 environmental research under the terms of the National Historic
24 Preservation Act ("NHPA") (16 USC 470) which states that significant
25 prehistoric and historic artifacts, and associated records, recovered under the

1 authority of the act are deposited in an institution with adequate long-term
2 curatorial capabilities.

3 (d) All working capital, cash, accounts payable and receivable, deposits,
4 advances, payable and receivable, all books, records and documents, and all
5 other rights, obligations, assets, liabilities, agreements, contracts, leases,
6 concessions and all other rights, obligations and privileges pertaining to the
7 operation of the Guam Museum and other matters and concerns of the
8 Library which are to be assumed by the Foundation, including the assets in the
9 Museum Foundation.

10 (e) All personnel of the Library assigned exclusively to the existing
11 Guam Museum or assigned exclusively to the projects within the said
12 Department which will be assumed by the Foundation shall be transferred to
13 the Foundation upon the date of general transfer specified in this section and
14 shall be retained by the Foundation for a period of not more than six months
15 thereafter. After the expiration of said period, the Board or Executive
16 Director, as the case may be, may, subject to the Personnel Rules and
17 Regulation then adopted, appoint said personnel to permanent positions
18 within the Foundation or appoint others to said positions as may be in the
19 best interest of the Foundation.

20 (f) All benefits, such as sick and annual leaves, retirement benefits,
21 medical and life insurance benefits provided by the government, shall be
22 continued and carried over to the Foundation on behalf of all employees and
23 officers so transferred from the Library and Museum shall pay the employer's
24 share of said benefits."

25 **Section 3. Effective Date.** The effective date of this Act shall be thirty

1 (30) days after approval by the Governor. If necessary to insure a smooth
2 transition, the Governor may extend the period fixed by §42028.2, enacted
3 herein, by no more than thirty (30) days.

THE MUSEUM COMMISSION

12-5-91

12:00 pm

DEC 02 1991

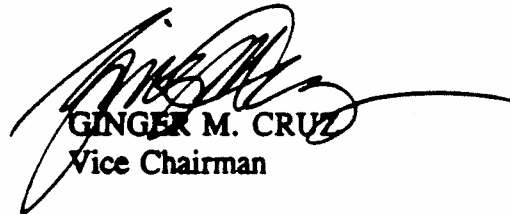
A:50M DEC 23 '91

Honorable Joe T. San Agustin
Speaker
21st Guam Legislature
P.O. Box CB-1
Agana, Guam 96910

Hafa Adai Mr. Speaker:

Pursuant to Public Law 21-42, the Museum Commission as appointed is delighted to present you our report on the establishment of a Guam National Museum. On behalf of all of the members of this commission and our consultant, it has been a pleasure serving the Territory of Guam in this important task. We sincerely hope that our recommendations will provide a foundation for the eventual establishment of a Guam Museum and the enrichment of Chamorro culture and history for the enlightenment and enjoyment of all Guam residents, visitors, and especially our children.

Si Yu'os Ma'ase',


GINGER M. CRUZ
Vice Chairman

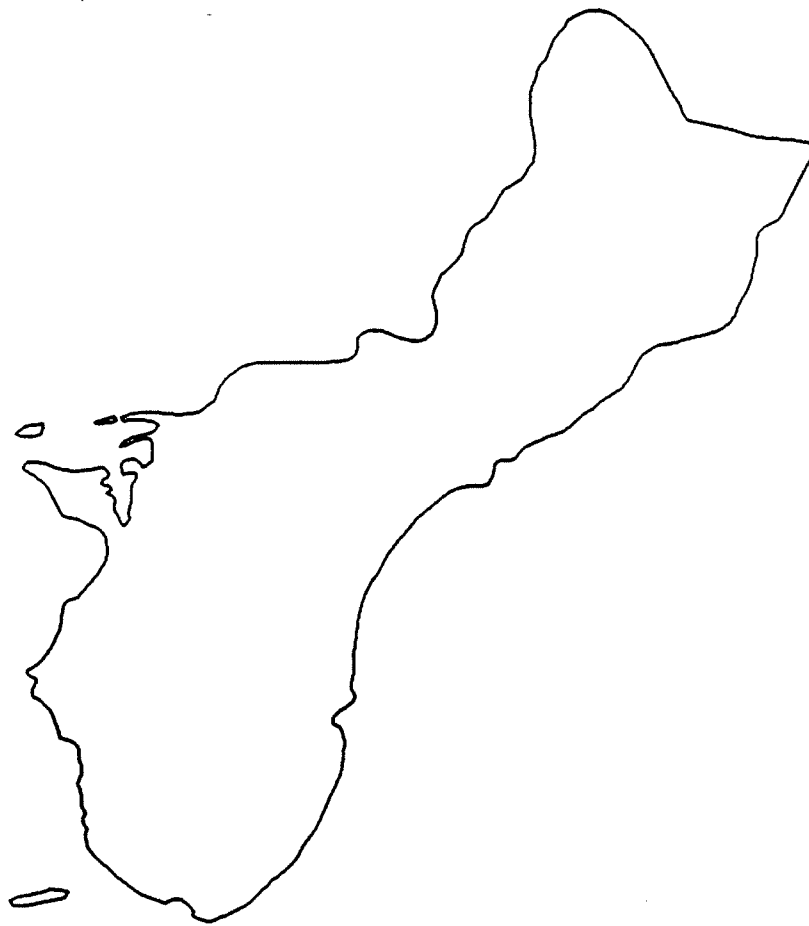
Enclosure

cc: ✓ All Senators



Exhibit 1

REPORT OF THE MUSEUM COMMISSION



D E C E M B E R 2 , 1 9 9 1

EXECUTIVE SUMMARY

- Pursuant to the Public Law 21-42, The Museum Commission hereby makes the following recommendations and encloses the formal report of its findings.

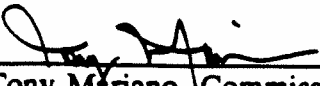
- Enact legislation immediately to create a new Museum governance structure in accordance with the draft bill on page 49.

- Appoint members of the Museum Board and establish staggered terms. Authorize the Board to embark on Phase II of Museum planning -- more detailed inventory of current collections and refinement of architectural specifications in consultation with a specialist in museum architecture

- Select an appropriate site for the Museum preferably from among those identified by the Commission and enact necessary legislation to designate it as the museum site.

COMMISSION ENDORSEMENT

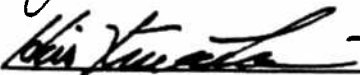
The undersigned members of the Museum Commission hereby endorse the following recommendations for the Guam Museum.



Tony Mariano, Commission Chairman



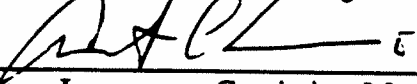
Ginger Cruz, Commission Vice-Chairman



Hiro Kurashina, PhD, Commission Member



Rita Franquez, Commission Member




Tony Lamorena, Commission Member



Joey Cepeda, Commission Member

Marcel Camacho, Commission Member

I have served the Museum Commission as a consultant and the following report is the culmination of our collective work.



Mary McCutcheon, PhD

REPORT OF THE MUSEUM COMMISSION
DECEMBER 2, 1991

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I. INTRODUCTION

The Guam Museum has occupied a Spanish Colonial gardener's out building on the Plaza de Espana for the last 37 years. The building is charming and historic, but the total interior space is under 900 square feet. This is completely inadequate for collections, collection conservation, exhibitions, public programs, visitors, and staff. Operating under these constraints has been difficult.

At this time, it is imperative that Guam expand its museum facilities to satisfy a number of demands. First, a museum has the potential of providing an educational opportunity to the community, especially our children, in a manner which is pleasant, stimulating, and social. Second, a museum can foster research that will add to the knowledge about Guam. Third, it is obligatory that collections stemming from archeological work conducted under the National Historic Preservation Act be stored according to certain guidelines and there is a large backlog of collections from other archeological excavations as well as collections currently housed in scattered locations in the Guam Territorial Library that require proper storage. And finally, the museum will attract large numbers of tourists making Guam an even more exciting place to visit. All of these activities require a space ideally in a single building, centrally located, and designed specifically for the desired purposes.

The need for an expanded museum is not new. Ever since a Museum was first proposed on August 13, 1931 by the Pacific Post #1 American Legion, there have been many attempts to find a new location and to plan for an expanded facility. Now the need has become so acute that a number of new efforts have recently been made to address the

problem.

The Guam Public Library Board, charged with the administration of the Guam Museum, voted to support Resolution 89-001 creating a Committee for the Expansion and Accreditation of the Guam Museum on May 3, 1989. This three member committee presented its recommendations to the Library Board in October of that year. Among their more valuable ideas were that the museum concentrate on Chamorro culture and the influences that have shaped and continue to shape it, that the museum work cooperatively with community groups and educators in building meaningful programs, and that the Museum have its own Board of Trustees apart from the Library Board to concentrate its full efforts on Museum-related administration.

The Library Board began to work toward the ambitious goals outlined in the Committee report by identifying certain parcels of land where the new museum and storage facility could be constructed, estimating construction costs and finding legislative support. Bills 1729 (20th Guam Legislature 1990 Second Regular Session) designated certain land for storage and main museum sites and asked for an appropriation of \$19,470,000 to fund the constructions. This was passed in the legislature but was vetoed by the Governor due to the unsubstantiated total cost estimate and lack of supporting planning documentation for such a large museum building. Responding to this criticism, Bill 147 (21st Guam Legislature 1991 First Regular Session) requested the designation of the land and asked for the Department of Public Works to make a construction cost estimate. No legislative action was taken.

At this point another bill, bill 357, was proposed which demanded that facilities housing any items of a historic, cultural, or scientific nature that were collected under the

auspices of the Government of Guam be turned over for care and curation to the Guam Museum within sixty days. The Bill elicited some indignation from those who saw that the lack of specificity could affect collections ranging from the Herbarium at the University of Guam to medical specimens at Guam Memorial Hospital. It was further clear that the 900 square feet at the Guam Museum was inadequate to house even the Museum's own collection, much less the vast volume of material that could potentially belong to the Museum under the terms of the bill. There has been no subsequent legislative action.

Then, Governor Joseph Ada, recognizing the urgency of the need for a first rate museum but wanting it to be realistically planned, signed Executive Order 91-17 on June 11, 1991 creating the Cultural and Historical Working Committee under the Director of the Department of Parks and Recreation. The Committee provided a forum for discussion and review of rules, regulations, procedures and legislation that are intended to promote Guam's cultural heritage. In particular, the Committee was instructed to research ways of upgrading Guam's Museum. The Committee began its work during the last week of June and was supposed to finish their first draft of recommendations no later than December 31, 1991.

Halfway through the lifespan of this Committee, though, the Legislature took hold of the reins and passed Public Law 21-42 on September 10, 1991 which included a section creating a Museum Commission to study the situation and to make recommendations for initial museum planning. The Governor signed the bill thus overriding the previous executive order. The Commission was officially inaugurated on October 18 for a 45 day life span.

The Commission was authorized to engage the services of a short term consultant,

and to submit a written report with specific recommendations including the purpose of the museum, its mission, governance, budget, collections management, long range planning, personnel and architecture and engineering needs.

Even before the Commission was sworn in, Bill 368 (21st Guam Legislature 1991 First Regular Session) was proposed. This bill was, in most respects, the same as Bill 1729 from the previous year's legislature, but there was a slight modification in the land designated for the main museum facility.

The seven Museum Commission members were sworn in and began promptly to consider the task at hand. So, in view of this work in progress, the legislative committee announced that they would wait for the Commission report before acting on Bill 147.

Once the Museum Commission was inaugurated, it hired, for a three week consultation, Dr. Mary McCutcheon, a museum professional with eleven years experience at such museums as the Field Museum in Chicago, the Arizona State Museum in Tucson, the Belau National Museum, and the Smithsonian Institution in Washington, D.C. She lived on Guam for two years from 1981 to 1983 and is familiar with the history, culture, and environment of Guam. This report is the culmination of a team effort; Dr. McCutcheon, the members of the Museum Commission, and many other interested individuals contributed important ideas.

The report contains recommendations for the most preliminary steps in planning a new museum, and should be reviewed and refined by additional experts as planning progresses.

Accompanying the report are several attachments including opinion survey results,

federal laws relating to collection care that may apply to the Guam Museum, and a preliminary cost estimate provided free of charge by Peter Knowles, a construction cost estimator from the firm Rider Hunt, Inc. A voluminous manual by the National Park Service entitled *Museum Handbook* has been left with the chairman of the Museum Commission, Tony Mariano, for reference by interested individuals.

THE PRESENT STATUS AND CONDITION OF THE GUAM MUSEUM

Guam Government code Title XXXVIII discusses the Library, and Chapter I section 42019 specifically addresses the governance of the Guam Museum saying: "The Guam Museum shall be under the general cognizance of the Board [referring to the Library Board] which shall have the authority, power and responsibility for the administration and operation of the Guam Museum. The Librarian shall be the executive officer for the Guam Museum. The Guam Museum shall be the official depository and custodian of historical artifacts on Guam."

At this time the museum remains in the gardener's out building in Plaza de Espana and the Museum still falls under the administrative jurisdiction of the Library Board.

There are under 900 square feet in the present museum building. Another building on the site is available for use by the museum, but currently serves as storage. Most of the small space in the Museum is consumed by the exhibits.

In addition to the small exhibit found in the Museum itself, there are several satellite exhibits in the Library, the Judicial Building, the government complex at Adelup, and Government House. Currently a new exhibit commemorating the defense of Guam, the War

years, and the recapture of Guam is in the planning stages. This will be mounted in the Library.

The other collections physically in the care of the museum are housed in about five locations in the library. There are over 3000 cubic feet of boxes and other items, but, intermixed among these boxes are archival collections. It will be impossible to know exactly what proportion comprise the museum's object collections until the boxes are opened and fully inventoried.

The collections under the immediate care of the museum are only part of the larger picture, however. The Bishop Museum has indicated a willingness to consider giving its Hornbostel collection to a museum with a good collections care facility, and the various archeological excavations that have been undertaken in conjunction with development are yielding large volumes of material that must by law be housed in an appropriate facility such as a museum. The Department of Parks and Recreation houses about 700 cubic feet of archeological material that belongs in a proper collections care facility. In 1987, the Museum requested that the Department of Parks and Recreation transfer the collection to the Museum, D.P.R. then asked the Museum to identify proper storage and specify the date and time it would accept delivery. The Museum then refused to pursue the discussion. The temporary holding pattern during which these other institutions are allowing the collections to remain in their custody and using up space and energy should not continue much longer.

The museum has been badly understaffed. In the past there were frequent long intervals during which the museum had no full time staff except for the person at the reception desk. Currently there is a full time curator and two museum assistants.

Outreach programs and publicity about the museum include the production of two calendars containing illustrations of Guam through history, and a poster campaign designed to reach a wide audience.

Research which makes use of the collections has been handicapped by the virtual inaccessibility of the collections in their present cramped storage.

To gauge public opinion about a museum, two surveys have been conducted. Senator Marilyn Manibusan used student trainees last summer to take a random poll from each municipality on Guam to determine attitudes toward an expanded Guam Museum. Then two members of the Museum Commission conducted a random telephone poll as well. The results of both reveal that the people of Guam feel that a Museum is a high priority for Guam and that it should serve an educational function for the local population. Most prefer for the Museum to be open on the weekends so that family groups can attend, most regard the most appropriate scale to be "about the size of Townhouse Department Store", and most agree that the museum should focus on Guam's natural and cultural history, especially emphasizing the Chamorro contribution. The majority felt that the most appropriate location for a museum is Agana, and the majority, when asked about the funding, indicated that they felt a museum would be of such general value that the Government of Guam should appropriate funds toward its construction and operation.

The Commission is pleased to be a part of the planning for a new museum, and sincerely hopes that one is constructed to meet the urgent need of our territory.

Although the need is critical, the Commission wishes to stress that planning should not be done too hastily. Additional expertise must be engaged in the discussion before

construction is undertaken.

II. THE MISSION OF THE MUSEUM AND THE SCOPE OF ITS PROGRAMS

The Commission has found general agreement about the mission of the Guam Museum from the 1989 report drafted by the Library Board's Committee on Expansion and Accreditation, the Cultural and Historical Working Committee, random survey results, and many of the people we interviewed for this report.

The consensus is that the Guam Museum should focus geographically on Guam, and the Commission is in agreement, provided that Guam's role in the larger biogeographic region and Guam's position in global geopolitical history not be ignored.

Since Guam is composed of a tapestry of cultural elements, the Commission dealt with the problem of cultural emphasis. It seems to us that it is both necessary and desirable for the museum to express a bias in favor of Chamorro. A bias does not imply any exclusion of other cultural elements, however. Certainly the Carolinians have clear historic priority for representation, and there are now probably hundreds of ethnic groups sharing this island and contributing to its dynamic culture and economy. Accepting Guam as a geographic focus and the Chamorro people as a cultural bias would allow exhibits on the innovative ways that the Chamorro people have utilized imported commodities, ideas, art forms, and technology as well as the ways immigrants transform local customs to meet their needs.

The topics to be covered in the Guam Museum must include archeology, history, contemporary culture, geology, botany, and zoology. These topics may be covered differentially in exhibits, public programs, collections, and research.

The Mission Statement for the Museum Foundation as articulated in the draft bill we propose reads:

"The purpose of the Foundation is to promote increased understanding of Guam's geology, biota, prehistory, history, and contemporary culture. The Foundation shall foster research and shall convey the results of this and other research to the public primarily through the medium of public exhibitions, demonstrations, lectures, and other public programs, and publications. It is mandated to retain, preserve, and conserve collections relating to the cultural and natural heritage of Guam."

EXHIBITS

We recommend that there be between 12,000 and 18,000 square feet of exhibit space in the Museum. This allows enough room for semi-permanent galleries on such subjects as Guam's prehistory; the Spanish administration of Guam; the U.S. administration of Guam; the years of Japanese occupation and World War II; Chamorro subsistence through history; Latte stones and prehistoric architecture in the Marianas; canoe building and navigational technology in Guam and Micronesia; the geologic history of Guam; endangered birds of Guam; or any other subject that has enduring interest value. Semi-permanent galleries should be updated periodically to include recent information, and should be replaced every five to ten years. Then there should be three or four gallery spaces available for temporary shows too. These might last for as little as a month to as much as 18 months and be mounted for a special commemoration, to show research in progress, or to highlight an issue of immediate and temporary interest. For maximum flexibility there should be no load bearing walls in the exhibit area of the museum, so that gallery dimensions can vary with the shows.

When funds permit, the Museum exhibition team could consider incorporating

innovative technology into exhibits. Video or slide show loops, earphones, dynamic models, and interactive devices are often-very useful ways to capture the attention of the visitor and to make a point that cannot be made otherwise.

No one should be fooled into thinking that exhibits are cheap no matter how simple they may appear. At minimum an exhibit costs \$50.00 a square foot and a major "blockbuster" exhibit with interactive displays, video and sound can cost closer to \$150 a square foot.

The Museum should continue to mount small exhibitions in many other public places including the Government Complex at Adelup, the Judicial Building, High Schools, the Library, Hotels, and Shopping Centers. The availability of the Hafa Adai Pavilion allows exciting exhibit potential, but, due to the salty air and poor conservation conditions, the materials used in any exhibit there should either be replaceable or non-perishable.

The Museum exhibits need not be exclusively indoors. If there is any land surrounding the museum, it should become a botanical garden of native Guam plants, each labeled with Latin and Chamorro names and any supplementary information. Outdoor festivals, art fairs, and living history activities all will increase the visibility of the Museum in the community.

The Museum should be open on the weekends in order that the local working community and family groups, especially, be able to attend. If the Museum must be closed one day a week, it should be Monday.

EDUCATION AND PUBLIC PROGRAMS

The Commission stresses the importance of the Museum's educational role and recommends that the Museum always work closely with the schools, maintain a study and reference room, develop adult mini-courses, film programs, slide shows and lectures, and put out a popular newsletter describing activities of the museum and current research on Guam.

Special children's programs beyond those developed in collaboration with schools should be a regular part of the Museum's educational mission. After school programs, vacation short courses, and weekend activities could bring children in for hands-on experiences with objects in the Museum, hikes, films, performances, and other fun and educational events.

The Museum should strive to work collaboratively with other organizations that engage in related activities, such as CAHA, Isla Center for the Arts, Micronesian Area Research Center, Guam Visitor's Bureau, and the Department of Parks and Recreation, to create programs serving their common interests and goals.

COLLECTIONS POLICY

For collections storage and conservation for posterity, the mandate of the museum must be primarily archeological collections, objects representing the past 450 years of Guam's history, and objects made and used in the recent past or at the present time by Guamanians, especially Chamorros.

For the disciplines of geology, botany, and zoology, the Museum might defer to the University of Guam the job of maintaining and conserving major research collections. The Museum could, instead, keep small plexiglas study cases to be able to show school groups

and other interested visitors. Study cases could, for example, show butterflies of Guam, common agricultural pests, or orchids of Guam. Jars containing preserved invertebrates, fish, and reptiles; study skins of mammals and birds; re-articulated and disarticulated skeletons of vertebrates, and a collection of pressed plants would form a very useful study resource for the general public. This should not be a collection under lock and key or protected from the elements, but rather it should be a collection that is considered, by its very function, disposable and replaceable.

SCHOLARLY FOUNDATION

The Museum should have a scholarly staff composed of people who have degrees in archeology, history (including oral history), cultural anthropology, botany, zoology or geology. They should be familiar with and preferably participate in research that is done on Guam. They must especially be committed to conveying research results to the public through curating exhibits, teaching adult mini-courses, visiting classrooms to demonstrate portable displays, presenting slide shows, and engaging in any other public outreach activities. Advisory committees of experts drawn from the University and the community should participate in planning all of these programs as described in the chapter on Personnel.

MEMBERSHIP AND DEVELOPMENT

The Museum will have to rely for the first several years exclusively on funds appropriated by the legislature. The Commission feels, though, that the potential for outside fundraising should be exercised by starting a membership and development campaign.

Members would pay \$20 or so a year for the privilege of getting a discount on admission to the museum and to any programs offered, a discount in the museum gift shop, invitations to openings and special events, and a periodical newsletter about the museum and current research on Guam. Additional funds could also be obtained from foundations, grants and corporations. The revenues from the gift shop, admission, programs, and food concessions would all contribute to the growing fiscal well being of the museum. It is unreasonable to expect that the museum will ever be self-sufficient; there will always be a need for governmental support especially for building maintenance and staff. Nevertheless, greater independence is a hope shared by many on the Commission.

III. PERSONNEL

The Guam Museum must have a staff capable of fulfilling the mission of the museum and carrying out the directives of the Board of Trustees. This staff should be headed by an Executive Director who acts as an intermediary between the Board of Trustees and the rest of the employees.

THE OFFICE OF THE EXECUTIVE DIRECTOR

The Executive Director has duties as specified in the chapter of this report entitled "Governance". In addition, the Executive Director should have final responsibility over the care of collections, the master-planning of exhibitions, and the carrying out of the museum's educational mandate. He or she should make sure that these component activities of the museum are each in turn headed by individuals who share the philosophical ideals of the Board of Trustees and can carry out their respective responsibilities with minimum exercise of the supervision. A healthy level of freedom to make decisions and to take initiative is valuable in a museum setting.

The Executive Director should be an experienced museum professional. Graduate degrees in Museum Studies are valuable, but it is more important that the Executive Director have a graduate degree (M.A. at least) in a field related to prehistory, history, culture, biology or geology as well as a special knowledge of Guam. He or she must have experience managing a large staff engaged in a variety of complex tasks.

The Executive Director should also be encouraged in every way to attend

museological meetings and other professional meetings that bring the Guam Museum to the attention of the international research community.

The Executive Director should immediately supervise an Administrative Services Officer who is charged with fiscal management and the necessary support staff to maintain the office, (a receptionist, a secretary/bookkeeper, and a file and correspondence manager). Ideally, there should be room for interns to work in the Executive Director's Office to learn museum administration in a real museum setting.

The professional units underneath the Executive Director should include A) The collections management staff, B) the education and public programming staff, D) the exhibition team, E) the scholars, F) the fund raising and membership staff. and G) the building management staff.

THE COLLECTIONS MANAGEMENT UNIT

The collections management staff should include a registrar who is ultimately responsible for the upkeep of all collections-related records including accessions and de-accession records, a manual "hard-copy" catalog, a computer database catalog, site reports, photographic object documentation, and any other written or photographic documentation relating to the collections. Through the office of the registrar, the museum can demonstrate that it is fulfilling its mandate to care for collections for which it has a legal responsibility. The registrar needs experience and skill in file management as well as in database design and use. The registrar should understand principles of paper and photography conservation and should participate in training workshops which may be organized through professional

archivists or museums associations to increase his or her skills. The registrar should also work closely with the scholarly staff of the museum to make certain that all documentation pertaining to the collections is correct. He or she should have whatever support staff is necessary to enter data and keep the system functioning effectively and may chose to employ a photographer to help document collections.

The chief conservator is responsible for any special care that the collections require. The conservator should be able to identify and treat any pests (insects, rodents, molds, mildew and fungus) that are likely to be problems on Guam, and should be familiar with the latest information relating to pesticides and their safe application in museum settings. The conservator also must be trained in object conservation so that he or she is capable of treating metals, ceramics, textiles, basketry, wood, stone, and the whole range of other kinds of collection the museum will house. One trained conservator may have to suffice, since individuals with such technical skills are rare. The conservator should absolutely have one or two interns for practical training experience. For help planning a conservation laboratory and defining the scope of work of a conservator, the Board of Trustees may wish to consult Laura Word at the Bishop Museum. She is experienced in the kinds of materials common in the Pacific region as well as the typically hot and humid conditions.

It may be desirable to have a collections manager in addition to the above staff members. The collections manager should take care of all storage needs and should supervise periodic inventories, make regular storage area inspections, and communicate with the conservator about any problems. At first such an individual will need to conduct the baseline inventory and, with the registrar, construct and implement a flexible and yet

efficient cataloguing and documentation plan. At first, too, the collections manager may need some assistants in the inventorying effort. In the future, it may be possible for a less skilled technician under the supervision of the registrar to handle the job.

EDUCATION AND PUBLIC PROGRAMMING UNIT

The education and public programming staff should be composed of three individuals: The education specialist, the public programming planner, and one assistant shared by them both.

The education specialist should keep a constant rapport with school administrators and teachers and should work with schools to develop collaborative programs. Certainly he or she should be in constant communication with the scholarly staff of the museum to make certain that the highest calibre of information is conveyed to the audiences. The education specialist should be present to welcome school groups and other groups interested in a specialized educational program. He or she might consider planning a short orientation to welcome the group (especially valuable for elementary school students), expose them to the subject matter in an informal setting, and allow them to touch or get a close look at objects. The architectural plan includes a room that might be used for such an orientation as well as an auditorium where slides, films, performances, and lectures could be held.

The education specialist should also plan other educational activities such as video presentation, slide shows, and traveling study collections to go to schools, scout troops, churches, and community centers.

The education specialist might be able to make good use of local volunteer labor as

docents, school outreach volunteers, and reference center help. All education volunteers should have thorough training in the subject matter, however. This training or arranging for it should be the responsibility of the education specialist. Mini-courses and lecture series designed for the docents but open to the general public might prove to be highly successful.

The education specialist should be willing to search for grants and other funds to develop educational programs and should be aware of useful programs developed at other museums and educational institutions that might be borrowed for use on Guam.

The public program planner should prepare film programs, lecture series, slide shows, mini-courses, performances, festivals, and any other public non-exhibition activity. He or she should especially develop programs in conjunction with special exhibitions, commemorations, and other events on Guam.

Programs that the museum sponsors could be important for fund-raising. Care should be exercised, however, so that the educational content is not offset by the money-making potential of any public program. The Board of Trustees should be especially vigilant that there be no compromises in quality. Entrance fees might be geared for the audience, so that local students can get free admission, for example.

The public programming planner should also be responsible for an aggressive publicity campaign working with the media, hotels, the exhibition team, the scholars, and the education specialist so that large audiences of interested people are assured. The public programming planner should be responsible for producing a brief periodical newsletter of special events and, with the graphics and design staff in the exhibition team, any brochures and posters that may be desirable. The public programming planner might also work

together with the membership and development staff to put out a more substantive periodical newsletter for members.

THE EXHIBITION TEAM

The exhibition team should be composed of a designer who is the head of the unit and works very closely with the scholarly staff who serve as exhibition curators; two fabrication specialists to do carpentry, cabinet making, painting, etc; a specialist in graphics design, silk screening, label design, mounting and framing; and office support staff. The role of this team is to take abstract ideas and material objects and translate them into exciting exhibits that communicate these ideas in an attractive way to a diverse audience of museum visitors. The team must also work with consultants or contractors, rental agencies, the conservator, the registrar, and the executive director to make sure that every exhibit is as professional as possible and reflects the most current scientific thinking.

Occasionally the exhibition team will have to make use of outside contractors. Where the exhibition might have video loops, special photographic or graphic work, special sound requirements, interactive displays, expertly crafted artificial plants or dioramas, or other features that require particular specialists, the designer and curator should have the resources to contract out this work.

In turn, there may be times that the exhibition team can work with another organization to develop an exhibition on contract. Fees should be collected for such services which can be part of a fund raising program.

Satellite exhibit installations in public buildings should be encouraged. These smaller

exhibitions might focus on a particular time period in Guam's history, geology, biology, or a particular cultural group on Guam. The exhibits should be appropriate for the audience and the facility. If, for example, the Governor's Palace is ever restored, the museum's staff could be mobilized to create exhibitions on the Spanish Colonial administration. If the Hafa Adai Pavilion at Adelup is to become an exhibition facility, then the museum's expertise could be drafted to install exhibits on geologic history, for example. This sort of outreach is very important for a museum that strives to attract a diverse audience.

THE SCHOLARLY STAFF

The scholarly staff of the museum might be composed of a historian, especially one interested in recording oral histories, a cultural anthropologist, an archeologist, a geologist, a biologist, and/or other specialists to satisfy the mission of the museum. Certainly they should all have a special knowledge about Guam and Micronesia. These individuals should undertake their own research, be familiar with the research of others in their fields, be enthusiastic and effective in communicating with the lay public about their area of research, and be able to visualize creative new ways of communicating through exhibits and public programs. It is essential that these individuals have formal training in their area of expertise, a Master's degree at least. It is not necessary for them to have PhD's, nor is it necessary for them to publish their research findings in scholarly journals. We visualize these staff members as informed interpreters who work in collaboration with the education specialist, the public programming planner, the exhibit team, and their scholarly colleagues.

To support the scholarly and educational activities of the museum, the Commission

strongly recommends that a team of experts for each discipline be assembled to serve as a discipline-specific advisory committee. The committees might be composed of professors at the University of Guam, contract archeologists, elderly Chamorro informants, amateurs who have attained a level of scholarship equivalent to graduate degrees, and other local experts. We have discussed such an idea with some of the science researchers on Guam and with Dr. Robert Underwood, the Academic Vice President of U.O.G. who all give great support to the museum effort. Dr. Underwood reiterated the commitment of the University to engage in public service and indicated that willing and interested faculty members might be able to get reduction in teaching loads to serve as specialized advisors. There is a wealth of expertise on Guam, and it should all be tapped for the museum.

MEMBERSHIP AND DEVELOPMENT

The museum staff should include a membership and development team who is concerned with fund raising. Perhaps the museum needs only one professional and the necessary support staff. These people should investigate all funding opportunities available to the museum including grants, foundations, and corporate contributions. The purpose is to augment the museum's own fund from sources other than the Government of Guam.

Membership in the museum is one avenue for increasing funds that is successful at other museums. Members, who might pay membership fees of \$20 or so a year, receive a newsletter periodically, free admission to the museum, a discount at the museum gift shop, invitations to openings, discounts for performances, lecture series, and other special events, and special previews of exhibitions. With an aggressive membership campaign a large

community of tourists and local residents would join. A special effort should be made to provide literature and programming in Chamorro, English, and other languages that reflect visitorship.

Tickets at other events planned by the public programming planner would also be part of the fundraising effort.

The sale of merchandise in the gift shop and food in any outdoor food pavilion is another successful means of increasing museum revenues. The museum might allow independent profit-making concessions to do business on museum grounds, or might choose to manage its own sales and food services. Either way, some guidelines concerning the quality of merchandise should have force. Books sold should support the general subject matter of the museum and should be accurate. Souvenirs sold should be of the highest quality and should reflect the museum's mission with every effort made to showcase locally-made products.

BUILDING MAINTENANCE

The building maintenance team should be composed of a building manager, support staff, repairmen, and a cleaning staff. The size of the staff should be appropriate for the size of the building.

SECURITY AND EMERGENCY PREPAREDNESS

There should be a chief of security and emergency preparedness who administers the security force, makes certain that fire precautions and response are in order, works with

building maintenance to secure the building before major storms, and understands all security systems in the exhibit and storage areas. Under this chief, there should be enough security guards to be on duty 24 hours a day.