Cataloging Hidden Special Collections and Archives:
Building a New Research Environment

Request for Proposal: Outline

Eligibility Requirements

1. **Is the Applicant a not-for-profit organization as defined by the U.S. Internal Revenue Code Section 501 (c)(3)?**
   Yes

2. **Is the collection owned or held in the U.S.?**
   Yes

3. **Do you wish to apply for funding?**
   Yes

Collection Identification

1. **Name of Institution:**
   California Historical Society

2. **Address:**
   678 Mission Street
   San Francisco, CA. 84105
   United States

3. **Point of Contact:**
   ███████████████████████████████

4. **Collection/Project Title:**
   California Ephemera Project

5. **Approximate Size measured in (you must answer at least one; you may fill in all that apply):**
   a. Boxes: _____
   b. Cubic Feet: _____
   c. Linear Feet: 1,410
   d. Number of objects: 493,500

6. **Are the materials listed in (check all that apply):**
   a. **ArchivesUSA?**
   b. **The University of Idaho's Repositories of Manuscript Sources?**
   c. **Other directory or registry?**
      Yes

      If you selected Other, please indicate where:
      Online Archive of California (one GLBTHS collection)

Note: Registration in a directory is not required.

Description of Content

1. **Provide a brief description of the material (e.g., topic, period covered, geographic scope, relevance to individuals, etc.). (max. 1,500 characters):**
   The California Ephemera Project will result in a searchable, online catalog linking the ephemera collections of four institutions: California Historical Society (CHS); Gay, Lesbian, Bisexual, Transgender Historical Society (GLBTHS); San Francisco Public Library (SFPL); and Society of California Pioneers (SCP).

   These collections comprise materials, much meant to be discarded—brochures, catalogs, menus, billheads, mining certificates, theater programs, bylaws, political flyers, travel guides, wine labels, and more—whose content and graphic richness are a historical and cultural resource for scholars, students, and the public. There is overlap in topics between collections, yet many of the items themselves are unique. Often the only existing documentation for some topics, the material is relevant for research into 19th- and 20th-century California history.

   CHS: California, California cities & counties, San Francisco, businesses, theater, and people (biographical clippings); history of printing & publishing; 1850s–1980s.

   GLBTHS: Focus on Bay Area GLBT businesses, sites, people, organizations, events, guides, and directories; c. 1910–present; bulk is 1970–1990.

   SFPL: San Francisco (e.g., buildings, businesses, ethnic groups, neighborhoods, streets, parks), California (county files); prominent San Franciscans; 1850—present.

   SCP: General California information, and bio files about SCP members and notable Californians; 1850–1915; some county files to 1940s.

2. **What period do the materials cover?**
   1850 AD - 2008 AD

3. **What is the geographic scope of the project?**
   Primarily San Francisco and the Bay Area, as well as all 58 California counties; some materials from other western states.

4. **What is the format? Check all that apply:**
   a. **Text:** _____
   b. **Image** (including photographs, moving images, drawings, etc.): _____
   c. **Audio** (speech and music): _____
   d. **Book** (including serials): _____
   e. **Manuscript**: _____
   f. **Other**: __X___

5. **Is there a preliminary finding aid or description of this collection/project?**
   Yes

Description of Content (cont.)

6. **Are the contents of the collection(s) in any way at risk or endangered?**
   Yes

   > **If Yes, please explain briefly the nature of the threat.** *(max. 1,500 characters)*:
   > Collection contents do not have risks requiring immediate intervention. Some collections, especially those not yet processed, are inadequately housed (loose in boxes or jammed into folders) at present.

7. **Does the holding institution have a conservation plan for these materials?**
   Yes

8. **Are there physical or artifactual characteristics of the materials that would inhibit either the cataloging effort or future digitization?**
   No

   > **If Yes, please explain any constraints. Please note, no funds under this request may be directed toward conservation or stabilization activities. (max. 1,500 characters)**:

9. **Does the institution hold the rights to these materials, including the rights or permission to digitize the materials at a future date?**
   Yes

   > **Please explain any limitation, embargoes, or other restrictions. (max. 1,500 characters)**:
   > Most collection items are in the public domain (esp. CHS, SFPL, SCP). SCP has rights to some collections. Many donors of ephemera are not the authors and thus cannot convey rights. By their ephemeral nature, items often do not have known authors and many are orphan works from organizations that no longer exist. Some kinds of ephemera (song sheets, restaurant menus) have greater copyright concerns than other types (political flyers).
   >
   > The four institutions view the proposed California Ephemera Project as the first step toward digitization of these collections for greater public access. For recent materials that might fall under copyright restriction, fair-use would be considered on a case-by-case basis for any items planned for digitization or other forms of reproduction.

10. **What is the access policy with respect to the use of these materials?** *(max. 1,500 characters)*:
Current access policy varies between the four collaborators:

CHS: Processed collections are available to the public; some 600 requests were filled last year. Backlog of unprocessed, unsorted ephemera not yet accessible.

GLBTHS: Researchers are allowed full access to processed ephemera collections. Ephemera lists can only be accessed onsite.

SFPL: Ephemera collections are accessible, and used freely and frequently (20 to 30 requests per day) by the public.

SCP: Ephemera collections are completely accessible. Some are noted, but not fully cataloged, in an internal database and in typed lists. The database and lists are accessible only in the library's reading room.

For all institutions, requests are frequently made only after staff informs researchers of the existence of the ephemera collections, indicating not only their status as "hidden collections" but also the need for and value of the current project to better inform researchers of these resources.

Value and Significance

1. **Describe the value of the collection(s) to scholarship and the ways that scholarship would be enriched by greater access to these materials.***(max. 3,000 characters)*:
Ephemera collections are frequently "hidden" within institutions because researchers are unaware of their existence and because they are not adequately cataloged and described, yet interest in ephemera by scholars and others is longstanding. The Ephemera Society of America was established in 1980 (a British counterpart in 1975). In 1991, an exhibition at the Univ. of Iowa Libraries highlighted ephemera as a primary source for scholarship. Writing about that show, Richard M. Kolbert said "Printed ephemera is among the richest primary resources for information on cultural, economic, and social customs and traditions. In fact, in addition to complementing manuscript and printed resources for research, in many cases these materials may be the only source of much needed information." (Books at Iowa 55; Nov. 1991.)

The value of ephemera to scholarship today was recognized by a preconference at the 2007 meeting of the Rare Book and Manuscript Section of ALA, "From Here to Ephemerality: Fugitive Sources in Libraries, Archives, and Museums."

The California Ephemera Project institutions are appropriately joined in this project by their similar geographic focus, sometimes overlapping content, and proximity (three are within a two-block radius; SFPL is one underground stop away). An online searchable database will benefit researchers in planning research time and revealing avenues that might otherwise have been missed. The cataloging process itself may benefit scholars: With the collections processed simultaneously using standard terms, relationships between holdings will emerge that may be of value to scholars (e.g., material in CHS/SCP of interest to GLBT researchers).

The range of scholarship that will be enriched by this project, and the uses researchers might make of the material, are diverse:
•The collections often hold the only materials about historical businesses, organizations, industries, communities, and buildings that have not prevailed.
•They do an excellent job of documenting social trends/movements (political protest; antiwar, labor, and women's movements; GLBT rights) or the impact of public policy (gentrification of San Francisco's Western Addition and removal of its historical African American community).
•Ephemera yields rich contextual information—railroad routes, fares, and travel posters are of value to economic and social historians, as well as to filmmakers and scriptwriters creating a sense of time and place.
•Restaurant menus reveal historical food fads, prices, supply, and the influence of ethnic communities.
•Biographical files often contain the only information on some individuals for historians and genealogists.
•Printed materials document historical graphic design for artists and designers.
•Billheads and catalogs inform historical preservationists about architectural details.
•Writers seeking period detail to enrich both fiction and nonfiction, and illustrators of children's books, find value in ephemera.

2. **Identify other collections (if any), not held by the applicant institution(s), whose value would be enriched as a result of improved access to these materials. If there are no such collections, please denote this by entering "N/A" in the space below.** *(max. 1,500 characters)*:
Many California institutions hold collections of ephemera (an OAC search reveals 67 references to such collections) many of whose general scope or specific holdings overlap the four project collections. One San Francisco example is the Museum of Performance and Design (formerly Performing Arts Library and Museum). The UCLA Library also has a California Ephemera Collection. Collections such as these would benefit from having access to detailed records of holdings of the four project archives.

Because of the nature of ephemera collections, institutions with overlapping content focus may have unique materials, and access to information about the project collections would be beneficial to scholars researching those other collections, both by revealing new avenues of research and eliminating duplicate efforts when a researcher's interest areas are not in the project collections.

The California Ephemera Project website will be designed to enable links to ephemera collections held by other institutions who wish to joint the project.

3. **Describe any innovative aspects of cataloging, archival descriptions, and dissemination.** *(m (max. 3,000 characters)*:
In the California Ephemera Project, the four institutions will merge their shelf-lists to create an online searchable database incorporating best cataloging practices across institutions. They will take models from each other to create a consistent approach and establish a standardized descriptive vocabulary.

The size and range of the collections will require an innovative approach to cataloging and describing materials. This project will process a large amount of ephemera cost-effectively and in a timely manner; at the same time, the catalog must contain sufficient descriptive content to convey the potential scholarly or educational value the materials hold for researchers approaching the ephemera from vastly different directions.

Many one-of-a-kind items are now discovered solely by chance by archivists and researchers alike. Collaborative cataloging among the four institutions will benefit researchers looking for printed ephemera of a given period (the Gold Rush), a specific format (stock certificate), business (Hills Brothers Coffee Company), organization (Planned Parenthood) or event (Panama-Pacific International Exposition).

Because the database will reflect cooperatively-developed standardized headings and provide sufficiently detailed content information about the number of items, formats, and the date range of materials present in each file, researchers will be able to learn the full scope of materials available for their topics without needing to contact or visit each repository separately.

The project results will be disseminated via a publicly accessible website that contains ephemera holdings information from the four institutions, giving researchers access to all materials at once. In addition, on-line collection-level catalog records and finding aids

prepared for each of the four institutions will facilitate research by those not yet comfortable with web-based searching, as well as serve to guide future collection development at each institution. By creating a best practices ephemera manual and a shared vocabulary, the California Ephemera Project will become a model for other institutions. The website will provide an opportunity for those institutions to link their holdings to the larger database.

The shared website will be hosted by SFPL; a City agency, it has the best technical and institutional means to support it on an ongoing basis without cost to the Project. The home page will link to the four collections, where each institution can provide information on its own ephemera collections as well as to other institutional information.

4. **Describe your approach to expanding the impact of your project through outreach and professional activities.** *(max. 3,000 characters)*:
   The process and results of the California Ephemera Project, and the final best-practices manual, can be the subject of presentations made at professional meetings nationally. Potential venues include meetings of the Society of American Archivists, Society of California Archivists, Public Library Association, California Library Association, American Library Association, and the Research Libraries Group (OCLC). Announcement of the project's completion will be made in publications of these and other professional library, museum, and archive organizations.

   The meetings and publications of the Ephemera Society of America and related regional ephemera associations will provide additional avenues to increase the impact of the California Ephemera Project.

   While presentations may be made by the four institutional archivists, the project also provides an opportunity for the Project Manager, who will likely be relatively early in his/her career, to gain visibility among librarians and archivists nationally.

   The student employees will be encouraged to explore opportunities for presentations before professional organizations in their fields of study.

   Once the project is underway, the four archivists will explore with their institution's exhibition staff possibilities for exhibitions highlighting the ephemera collections to coincide with the completion of the project and the launch of the website. This could be displays in each library or a larger collaborative exhibition, at one of the institutions with larger public display areas, incorporating materials from all four collections.

   Throughout the cataloging process, project staff will identify important, fascinating, and unusual ephemera to be digitized for use in institutional websites and publications, for example on the Collections page of the CHS magazine California History. Upon its launch, digitized material from the collections will illustrate the site, providing multiple examples of the richness of these historical resources. This feature of the website will lay the groundwork for the next phase of the project, when digitized materials from the four collections will be posted in a more formal manner for access by researchers and the public.

   It is hoped that this online catalog will encourage other institutions in California to catalog their ephemera collections for inclusion in the California Ephemera Project, and that the

project will serve as a model for similar ephemera projects in other states.

5. **Describe any initiatives that might be triggered by availability of access to these materials.** *(max. 1,500 characters)*:
One purpose of the professional and outreach activities described above is to increase awareness of the value of ephemera among scholars, students, and the general public in order to trigger greater use of such materials in a variety of contexts. While initiatives that might emerge can only be speculated upon, examples are:
•Evidence of changing demographics in San Francisco neighborhoods could be useful in city planning, environmental impact reports, historical preservation initiatives, and researchers studying population and public policy.
•Materials in languages other than English, such as early 20th-century brochures about German Hospital and French Hospital, and ephemera from fraternal organizations written in the language of their founding ethnic communities, could be translated by scholars and students to shed new light on immigrant San Francisco communities.
•An exhibition of ephemera would encourage tours of 4th and 5th grade students to look at ephemera as sources of history, and to explore similar materials in their own lives as sources of information about today's society.
•Response to historic events with current parallels, such as the 1918 influenza epidemic, can be studied by individual and agencies responsible for developing current policy and protocols.
•Interest in republishing historical brochures that would find a current audience or market.
•Inspiration for students of contemporary graphic design and publishing.

6. **Provide three reference letters, in PDF format:**

Technical Approach, Management, Staffing and Training

1. **Provide a short summary of your technical approach. Your approach must be web accessible, interoperable with other systems, and sustainable beyond the life of the project. Identify relevant technical and cataloguing standards or adherence to current practice and explain any innovative features of your approach (for example, it expedites cataloguing or allows for extensibility in future activities). (*max. 1,500 characters*)**:
   This two-year project will result in a searchable web-based catalog representing the files of ephemera collections from four institutions. The project will also result in a best practices manual for use in organizing and describing ephemera collections.

   TECHNICAL APPROACH. The Project Manager (PM) and four institutional archivists will establish the criteria for describing folder contents, determining dates, and selecting candidates for digitization. In month 4, student employees, supervised by the PM, will work with fully processed collections, using laptops as mobile work stations. Processing will be at the rate of 2.5 hours per linear foot; unprocessed collections, 5 hours per foot. The PM will prepare collection-level MARC records and EAD finding aids, available at each institution and OAC. In month 18, a design consultant will begin creating the website that will enable access to the catalog. SFPL will host the website.

   MANAGEMENT. CHS, as lead applicant, will administer the project. The PM and students will be CHS employees.

   STAFFING. Four archivists will devote 10% time to the project for three months; 5% for twenty-one months. The PM is a full-time, two-year position. Four students will work 1,040 hours each.

   TRAINING. The PM will train student employees.

   SUSTAINABILITY. Database information will be maintained by each institutions to facilitate processing of new collections. SFPL will host the project website on an ongoing basis, without charge.

   Upload a PDF document with details. *(max 1,500 words)*:
   CHS--Technical Approach.pdf

2. **Provide a project plan, including staffing, milestones, and deliverables. The project plan should also address your approach to long term sustainability. *(PDF document, max 1,000 words)***:
   CHS--Project Plan.pdf

3. **How many staff will be assigned to this project? Complete all that apply:**
   a. **Full time professional staff** :
      5
   b. **Part-time professional staff** :
      0

c. **Volunteers** :
   0
d. **Students (graduate, undergraduate)** :
   4
e. **Total** :
   9

4. **Please describe the qualifications of the Principal Investigator, project manager, supervisory personnel and/or technical specialists, including descriptions of any relevant experiences with special collections, large scale cataloging projects, and/or work with students and volunteers.** *(max. 1,500 characters)*:
   Principal Investigator: MARY MORGANTI, Director of Library & Archives, CHS, since 2001. Prior to CHS, Morganti was supervising archivist, Tech. Services Div., at the University's Bancroft Library. She manages CHS's collections, supervising a staff of 6 FTE, student interns, and volunteers, and serves on the senior management team. MLS degree, UC, Berkeley. (Resume attached.)

   SUSAN GOLDSTEIN, City Archivist, SFPL, since 1995. Goldstein supervises 16 professional and technical staff; she manages the San Francisco History Center, charged with acquiring and preserving historical City and County records. The Center makes extensive use of student interns and volunteers. MLIS, UC Berkeley. (Resume attached.)

   REBEKAH KIM, Managing Archivist, GLBTHS. Kim manages the day to day operations of the archive. She previously worked as the software archivist for the Computer History Museum in Mountain View. MLIS, San José State Univ., with a specialization in archival administration.

   PATRICIA KEATS, Library Director, SCP, since 2000. She previously held the same position at CHS. MLS, Kent State University, Ohio. She manages the library and photograph collections, supervising 2–3 interns each semester.

   PROJECT MANAGER. To be hired for the California Ephemera Project, the project manager is expected to hold an MLIS degree from an ALA-accredited library school and to have five years' experience in the field, including supervision of students. (Job description attached.)

   Upload resume(s) for up to three key personnel. *(max. 3 resumes; max. 2 pages each)*:

   ██

5. **Will training be required?**
   Yes

   If Yes, please describe the extent and nature of this training. *(max. 1,500 characters)*
   The California Ephemera Project will not require training by outside consultants. Both the Project Manager and the student employees will receive in-house training to ensure that they have sufficient background on the institutions, their

ephemera collections, and project procedures.

During the initial three months of the project, the Project Manager will learn about the institutions and collections by meeting with the archivist from each institution. He/she will be expected to have a high level of archival processing skills and experience as a condition of employment.

This project will utilize Archivist's Toolkit. The CHS archivist who has already implemented AT and attended training workshops will assist the Project Manager in learning about the program and adapting it for use in the California Ephemera Project.

The Project Manager will train and supervise the student employees who will carry out the project activities. Training will cover a range of topics during the students' initial weeks with the project, and will continue on an as-needed basis as new kinds of ephemera and/or cataloging situations emerge. This training will include topics such as:
•The four institutions and their collections.
•Ephemera collections and the variety of materials.
•Cataloging principles.
•The use and application of topic headings.
•Decision-making during cataloging.
•Handling and rehousing archival materials; basic conservation issues.
•Data entry using Archivist's Toolkit.

Institutional Capacity

1. **Describe the institutional strengths that justify undertaking this project, including infrastructure, experience, access to local expertise (including volunteers or students), resources, professional leadership, etc.** *(max. 3,000 characters)*:
   The California Ephemera Project is being undertaken by four institutions with extensive histories of working collaboratively with each other and with other regional and statewide libraries and archives. While their general collections are overlapping, they are each distinct in the scope and content of their holdings. Their ephemera collections are similarly related. The geographic proximity of the four institutions will not only facilitate movement between collections by the Project Manager and the student employees, but will also benefit researchers once the materials become accessible.

   All four institutions have identified reducing cataloging backlog and making unprocessed collections accessible as priorities, and they have strategic plans in place to achieve those objectives. The activities the four institutional archivists will undertake during the project are within their normal responsibilities, and their time on the project is being carried in the budget as a cost-share; a small percentage of the CHS archivist's time, in her role as Principal Investigator and primary project liaison, is being charged as a project expense.

   This project also benefits from the SFPL's capacity to host the California Ephemera Project website without charge. San Francisco was a locus of the dotcom explosion in the early part of this decade, and it remains a center of Web 2 development today, meaning that a broad and experienced pool of talented website designers can be accessed to design the project website.

   Enthusiastic and dedicated student employees, drawn from a variety of academic fields, are key to the success of this project, and the great number of academic institutions in San Francisco and the immediate region will provide a strong field of qualified candidates. Institutions in the City include San Francisco State University, University of San Francisco, California College of Art, San Francisco Art Institute, San Francisco City College; regional schools include University of California, Berkeley; Stanford University; JFK University; and San Jose State University.

2. **Provide no more than three examples of prior collaborations that resulted in shared data or federated information programs.** *(max. 600 characters for each example)*:
   Example 1:
   CHS and SPC participated in the 1906 San Francisco Earthquake and Fire Digital Archive, which includes 14,000 images and 7,000 pages of text selected from their collections, along with the Bancroft Library, California State Library, Stanford University Library–Special Collections, and the Huntington Library. Available at: http://bancroft.berkeley.edu/collections/earthquake.html

   Example 2:
   SFPL is involved in a collaborative project that will result in public dissemination of information on the library website and those of the collaborating organizations (California Genealogical Society and Genealogical Society of Utah). GSU is scanning SFPL's early city records (Deeds, Indexes to Deeds, and General Indexes from 1849); Medical Examiner

Records from 1903–1956; Marriage Records from 1906; and other city and county records. These will all be searchable on the GSU's FamilySearch database. They are currently being indexed by hundreds of volunteers.

Example 3:
CatalogQ was a joint project between the GLBTHS, SFPL, the ONE Institute, the June Mazer Lesbian Archive, the Lavender Library, Archives and Cultural Exchange, Inc., and the Transgender Periodicals Collection from California State University Northridge. The project, funded by a Library Services and Technology Act grant administered by the California State Library, created a shared catalog for GLBT periodicals in California, which was made searchable and accessible through the website, http://www.catalogq.net/wwindex.html.

3. **Does the institution (or, in the case of joint or consortia projects, institutions) have a cataloging backlog?**
   Yes

   > **If Yes, how large is the cataloging backlog? Is there a strategic plan to address the backlog?** *(max. 1,500 characters)*:
   > CHS: There is an online cataloging backlog of about 25% of the book, pamphlet, and periodical holdings, plus a processing backlog of approximately 30% of manuscript, photography, and ephemera collections. The Strategic Plan adopted in 2007 places collections care and access as its top priority.
   >
   > GLBTHS: The archive has about 2,000 square feet of material, with a backlog of about 80% of the collection. A strategic plan is in place to address the backlog. Staff plans to implement minimal processing and has updated the processing guide to reflect this change. The objective is to hasten processing to make more collections available to researchers. The bulk of the processing is done by volunteers and interns, making progress uneven.
   >
   > SFPL: The City Archive has some 300 cartons uncataloged. A strategic plan is in place to address this backlog. Staff plans to implement minimal processing in order to move more quickly through the collections, making more collections available sooner to researchers. SFPL has had success using library-school interns and graduate students doing research to process collections.
   >
   > SCP: The backlog is fairly small—approximately 1,300 books, 2,520 pamphlets, and 65 periodicals. The Collections Policy, revised in 2007, places emphasis on eliminating the backlog while keeping with current cataloging of new acquisitions. SCP relies on basic processing done by volunteers and interns, and on grants to support increasing the accessibility of collections.

4. **Describe institutional priorities for cataloging, including addressing the backlog, if applicable, and explain how this project addresses one or more of these priorities.** *(max. 1,500 characters)*:
   CHS is making progress on backlogs in all formats except ephemera; this grant will allow CHS to address unsorted ephemera collections, some of which date back to the 1950s. CHS

completes at least one major (100+ carton) manuscript processing project each year; it has already implemented minimal processing. It uses Archivist's Toolkit to produce MARC catalog records and finding aids for collections, and is developing strategies to deal with the photographs backlog.

GLBTHS's priorities for cataloging are set by research demand. Heavily requested collections are prioritized for processing. The ephemera collections are one of the most utilized collections in the archive, and a top priority. The size and complexity of that collection has made it difficult to tackle with volunteer/intern effort.

SFPL is catching up with its overall backlog. This grant will allow much better access and allow SFPL to partner with similar, overlapping ephemera collections so that patrons can better see what the Library has and understand where they should go for research needs.

SCP's cataloging priorities are high so that the collection can be entered into a national/ international database. It catalogs into OCLC for public and university library access and via Internet. This project will put SCP's ephemera into this OCLC database, making the collections more accessible. This project will make accessible a large portion of the collections now accessible only through research in the library.

5. **Will funds from the grant be applied to infrastructure or other elements of technical support?**
No

> **If Yes, please explain the need and relevance to the proposed cataloguing effort.***(max. 1,500 characters)*:

6. **Does your institution agree to participate in a post-project evaluation?**
Yes

Funding

1. **What is the size of the request (in whole dollars)?**
   $247,738.00

2. **How large is the institutional cost share? (Cost sharing is encouraged, but is not required.)**
   $35,158.00 *Note: Matching is encouraged but not required.*

3. **What is the total value of the project, including requested and cost sharing funds?**
   $282,896.00

4. **Have other sources of funding been considered?**
   Yes

   Please explain prior efforts, if any, to identify other sources of funding for this project. If prior efforts have not been made, or have been unsuccessful, please explain why this collection is uniquely suited to this funding program. *(max. 1,500 characters)*:
   Since the value and potential of the California Ephemera Project emerged in the context if this CLIR grant opportunity, no prior efforts to catalog this ephemera material as a collaborative project have been undertaken. As described in Tab 20 above, ephemera collections have not always received institutional priority due to lack of staff and to their relative obscurity related to more widely known archival research materials such as books, manuscripts, and photographs.

   The California Ephemera Project is suited for funding because it will create visibility for a group of hidden ephemera collections of diverse materials related to San Francisco, the Bay Area, and California and make them accessible to scholars, teachers, students, and the general public. The best practices manual for cataloging ephemera, along with the ongoing collection website, will contribute to the new research environment that CLIR seeks to achieve through this grant program.

   This project is also appropriate for funding because of its adherence to the mission of the CLIR to "maintain and improve access to information for generations to come." Ephemera, by its nature, is subject to being discarded and ignored. Creation of a multi-institutional database that provides public website access to this hidden material will highlight the importance of ephemera and bring more attention to its value to research in many academic fields and to its place as a resource for the public today and in the future.

5. **Please upload a detailed budget, on the form provided by CLIR, justifying costs. Please note direct costs only will be accepted; CLIR does not pay for indirect costs.**

Tab 13: Technical approach, management, staffing, and training.

The primary output of the California Ephemera Project will be a searchable web-based catalog representing the files of ephemera collections from the four participating institutions—the California Historical Society; the Gay, Lesbian, Bisexual, Transgender Historical Society; the San Francisco Public Library; and the Society of California Pioneers. Additionally, the project will result in the creation of a best practices manual for use in organizing and describing ephemera collections. The manual will establish a set of decision-making guidelines for use during the project and can ultimately serve as a model for other institutions that decide to join the California Ephemera Project or begin similar projects in other states.

TECHNICAL APPROACH. The Project Manager, who will be hired for this project, will review all shelflists or other access points and the collections of ephemera at each institution. He/she will enter all headings into the project database working with the shelflists at each institution and directly with the ephemera files for which there is no existing shelflist. The Project Manager and the four institutional archivists will work collaboratively to resolve any inaccuracies and inconsistencies in the headings, using LC name authority and subject headings and applicable thesauri, such as the Art & Architecture Thesaurus. This will result in one "union list" of headings across all four institutions. The Project Manager and the four institutional archivists will establish the set of criteria for use in describing the contents of each folder, determining dates for materials, and selecting candidates for future digitization. The Project Manager will work with the Principal Investigator to plan the detailed project timeline and production schedules. All decisions will be thoroughly documented and will serve as the basis for the procedures manual for the project.

This preliminary work will be done during the first three months; collaborative decision-making will continue as needed throughout the project. Also during the first three months, the Project Manager will become proficient using Archivist's Toolkit, receiving training as needed from CHS archivists familiar with the application, and devise the data-entry templates for use in creating the online ephemera catalog. Use of Archivist's Toolkit will allow for efficient data entry and meet the needs of conversion for Web use.

Student employees, trained and supervised by the Project Manager, will review the ephemera collections at each institution, working first with fully processed collections. Through the use of laptops as mobile work stations, work can be in-process simultaneously at more than one institution. These project staff members will check existing file headings against the consolidated list, compare the contents of each folder to the established headings (to identify any misfiling), and remove any materials that should be transferred to other areas of the collections for separate cataloging. Using established vocabulary, the student employees will describe folder contents to the extent determined appropriate and necessary, including number of items, formats present, and approximate dates, then enter the data into the project database. Minimal preservation practices undertaken at this time will include replacing worn or bulging folders as needed (projected for approximately 10% of total files) or sleeving particularly fragile or valuable items in mylar enclosures. No actual conservation activities will be done as a part of this processing project, although materials needing special attention will be

flagged for future treatment. Work on the previously processed collections of the four institutions has been calculated at the rate of 2.5 hours per linear foot.

For the unprocessed collections at CHS and GLBTHS, project staff will sort materials into the broad categories that are established for the ephemera collections, removing any materials that should be separated to other parts of the collections (e.g., books, pamphlets, manuscripts, maps, and photographs, which are treated separately). Project staff will then organize the sorted materials and file individual items into existing folders, setting aside those that require new headings. The Project Manager will create new file headings as needed and add these to the consolidated shelflist database. In the process of reviewing thousands of files of ephemera from all four institutional collections, project staff will identify exceptional examples of individual items for potential digitization and future website posting and enter that information into the database. Work on the unprocessed collections has been calculated at an expedited rate of 5 hours per linear foot.

In addition to the creation of a searchable database of ephemera from all four institutions, the Project Manager will prepare collection-level MARC records specific to and for each institution's online catalog (OCLC or other OPAC). For all of the ephemera collections at each institution, the Project Manager will also create EAD finding aids which will be made available according to established protocols for each institution, as well as added to the Online Archive of California.

Beginning in month 18, the Project Manager, with input from the institutional archivists, will identify a website design consultant to create the project website. SFPL, as host for the website, will define the technical needs of the site.

The two-year timeframe for the California Ephemera Project is appropriate for the scale of the collections being processed. It maximizes the number of objects whose records will become available to researchers, optimizes the efforts of the processors, and provides the student employees with a substantial, but not taxing, workload to support their studies.

MANAGEMENT. As the lead applicant, the California Ephemera Project will be administered by the California Historical Society. All disbursements of grant funds will be made by the CHS Finance Department.

The Project Manager and the student employees will be employees of CHS. Job descriptions and responsibilities will reflect established CHS standards. The Project Manager will be based at CHS, but will also work directly with other project staff at each participating institution.

STAFFING. Mary Morganti, CHS Director of Library & Archives, will serve as Principal Investigator and primary project contact. Staff representing the other institutions are Rebekah Kim, Managing Archivist, GLBTHS; Susan Goldstein, City Archivist, SFPL; and Patricia Keats, Library Director, SCP. These four archivists will devote 10 percent of their time to the project during the first three months, and 5 percent for the remaining twenty-one months.

The Project Manager will work with the four institutional archivists to develop the cataloging and descriptive parameters for the catalog, train and supervise the work of the four students who will process the collections, and interface with the website designers. This will be a full-time, two-year position. The Project Manager will have an MLIS

degree from an ALA-accredited school and a minimum of five years work experience in special collections.

The student employees, who will be drawn from a variety of San Francisco–area colleges and universities, will come from fields whose scholars will benefit from access to the ephemera collections, such as history, sociology, architecture, and graphic design. Each student will work an average of twelve hours per week for twenty-one months. While students would ideally be associated with the project for its duration, the project plan is flexible to allow for training of new staff during the period. (Each student position is budgeted for 1,040 hours, which includes training time as well as the sick-leave for hourly employees mandated by the City of San Francisco.)

TRAINING. This project will not require training by outside consultants. The Project Manager will train with each of the four institutional archivists to ensure that he/she understands the respective collections policies and procedures. Additional training will occur as the Project Manager works with the four archivists to develop the catalog parameters.

In consultation with the Principal Investigator, the Project Manager will recruit, select, and train the student employees. There will be approximately ten hours of formal training when the students join the project in month four. Additional training will be ongoing as the processing continues and materials and/or situations not previously encountered emerge. Such training is particularly expected to be required with previously unprocessed collections. The initial training for students will include topics such as the following:

- Institutions and their collections and collecting parameters.
- Background on ephemera collections and the variety of ephemera materials.
- Cataloging principles and the use and application of topic headings.
- Decision-making during processing.
- Handling archival materials, awareness of basic conservation issues, and rehousing materials.
- Data entry and database management.

SUSTAINABILITY. Database information for each of the four institutions will be maintained by the archive, facilitating processing and incorporation of new ephemera collections and materials as they are acquired. MARC records will be added to OCLC or other catalog utilities used by each institution, and EAD finding aids will be added to the Online Archive of California; these are maintained externally and upgraded regularly.

The San Francisco Public Library will host the California Ephemera Project website without charge. As a City agency, it is best positioned to maintain public accessibility to this catalog in perpetuity as a part of its mandated service to the community.

Tab 14: Project Plan

The California Ephemera Project is designed as a two-year project that will result in an online, searchable catalogue of the ephemera collections of the four collaborating institutions. The project will be conducted in three stages, as below.

STAGE 1—MONTHS 1 THROUGH 3. The project is intended to begin January 1, 2009, but may be delayed pending timing of the award announcement and hiring of the Project Manager.
- Project Manager and archivists from the four institutions survey the collections to get a sense of the depth and breadth of the ephemera materials involved.
- Project Manager works with four archivists to develop parameters for the ephemera catalog.
- Project Manager surveys practices related to ephemera collections of other institutions (e.g., the procedures Todd Fell, Catalog Librarian, Beinecke Rare Book and Manuscript Library, Yale University, described in his presentation at the 2007 RBMS pre-conference), developing draft best practices to be applied to the California Ephemera Project.
- Project Manager works with archivists to develop best practices for the project and standardized vocabulary merging established headings of four institutions. Identifies appropriate thesauri (e.g., Library of Congress, Art & Architecture) to be used.
- Project Manager enters established headings into database.
- Archivists identify areas where their established heading-naming practices might be changed to facilitate the collaborative cataloging project.
- Project Manager and Principal Investigator recruit, interview, and select four students to join the project.
- Project Manager and Principal Investigator establish project timeline and production schedules.
- Project Manager becomes familiar with Archivist's Toolkit and devises data entry template for project.

The outcome of Stage 1, and the end of month 3, will be the beginnings of a best practices ephemera cataloging manual and a standardized vocabulary for use in processing the collections.

STAGE 2—MONTHS 4 THROUGH 24.
- Four students join the project as employees of CHS.
- Project Manager trains students, approximately ten hours, on the four institutions and their collections, the nature and variety of ephemera materials, best processing practices, handling materials, and basic conservation and preservation issues. Training continues as needed throughout project.
- Student employees work with processed collections at the four institutions. Laptop computers make it possible for students to be deployed to all four easily. Students check existing file headings against consolidated list, compare folder contents against headings to identify and correct any misfiling, describe folder contents, and enter data.

Items in damaged or over-full folders will be rehoused. This work is planned to be accomplished at the rate of 2.5 hours per linear foot.

- During the second year, as appropriate, one or more students will begin working with the unprocessed collections at CHS and GLBTHS, sorting materials into broad categories then proceeding as above, filing materials into existing folders when they exist, or preparing new folders. This work is planned at 5 hours per linear foot.
- Project Manager will prepare collection-level MARC records and EAD finding aids as the processing continues.
- Students will be scheduled to work ten to twelve hours per week, a workload that will both maintain project momentum and provide the students with steady work while not negatively impacting their studies.

The outcome of Stage 2 will be a searchable database comprising the ephemera collections of the four institutions that provides access to some 493,500 items (based on an estimated 350 items per linear foot) cataloged under myriad headings (CHS currently has more than 8,400 established headings and SCP has 5,090).

STAGE 3—MONTHS 18 TO 24.
- Project Manager begins process of identifying website design consultant, drawing from the large number of such firms in San Francisco. Technical parameters will be defined by the San Francisco Public Library, which is hosting the site.
- Project Manager and institutional archivists select designer.
- Project Manager works with designer to complete website and incorporate collection data.
- Examples of unique, valuable, and fascinating ephemera materials from each institution are digitized for inclusion on the site both to inform the public about the nature of ephemera and to serve as a visual guide to the variety of ephemera records that can be accessed through the site.
- Institutional archivists will work with appropriate staff of each organization to publicize completion of the California Ephemera Project via institutional newsletters and websites.
- Exhibitions at the four institutions marking the project's completion and launch of the website will be presented, pending scheduling and other exhibition commitments.

The outcome of Stage 3 will be a fully operational searchable website providing access to information about the ephemera collections of the four institutions. The completed project will position the four institutions to begin posting digitized material from their ephemera collections on the website, drawing on the digitization decisions made during processing and cataloging and later, on demand, as items are requested by researchers.

Name of Applicant (Institutions): California Historical Society				
Project Title:	**California Ephemera Project**			
Participating Institutions:				
1	California Historical Society (CHS)			
2	Gay, Lesbian, Bisexual, Transgender Historical Society (GLBTHS)			
3	San Francisco Public Library (SFPL)			
4	Society of California Pioneers (SCP)			
	Note on Collection Format: Ephemera, by its nature, comprises a wide variety of archival materials. In the context of this Appendix, the collections are designated "Other." The breadth of materials held by the four institutions include categories such as the following: advertisements, billheads, bookmarks, bookplates, broadsides, brochures, business cards, flyers & leaflets, greeting cards, labels, mining and other stock certificates, packaging, postcards, posters, programs, promotional material (including counter displays), prospectuses, restaurant menus, schedules/timetables & tickets, trade catalogs, and valentines. Some ephemera collections are related to existing photographs and manuscripts collections. Pamphlets, maps, and sheet music, which are usually cataloged as separate items, are not included in this Hidden Collections project.			
	Note on Collection Size: The number of items in each institution's ephemera collection has been caluclated on the basis of an estimated 350 items per linear afoot.			
Collections:				
	Institution	Collection Title	Collection Format	Collection Size	Finding Aid
California Historical Society			**153,360 items (approx.)**	
	CHS	California Ephemera	Other	63 boxes (31.5 linear feet)	Indexed in library card catalog; also in-house list (42 pp.) = 1917 established headings
	CHS	San Francisco Ephemera	Other	153 boxes (76.5 linear feet)	Indexed in library card catalog; also in-house list (48 pp.) = 2179 established headings
	CHS	California Counties & Cities Ephemera	Other	35 boxes (17.5 linear feet)	Indexed in library card catalog; also in-house lists (10 p.) = 356 established headings
	CHS	Business Ephemera	Other	143 boxes (71.5 linear feet)	Indexed in library card catalog; also in-house lists (28 p.) = 1241 established headings

CHS	Unprocessed--San Francisco, California, Counties & Cities, Business Ephemera	Other	104 boxes & 19 cartons (75.75 linear feet)	None
CHS	Other States and British Columbia Ephemera (Alaska, Arizona, Hawaii, Nevada, Oregon, Texax, Utah, Washington)	Other	3 boxes (1.5 linear feet)	Indexed in library card catalog; also in-house lists (2 p.) = 42 established headings
CHS	Theater Ephemera	Other	96 boxes (48 linear feet)	Indexed in Library card catalog; no list
CHS	Unprocessed--Theater Ephemera	Other	5 cartons (6.25 linear feet)	None
CHS	Menu Collection	Other	7 boxes (3.5 linear feet)	Indexed in Library card catalog; no list
CHS	Biographical Files	Other	80 boxes (40 linear feet)	Indexed in Library card catalog; no list
CHS	Kemble Collection on Western Printing and Publishing - Z3 Ephemera Collection	Other	41 boxes & 43 cartons (79.25 linear feet)	Indexed in Library card catalog; partial list in process -- 2684 headings
CHS	Unprocessed--Kemble Collection on Wetsern Printing and Publishing	Other	4 cartons (5 linear feet)	None
CHS	Kemble Collection on Western Printing and Publishing - Miscellaneous Ephemera Collections; includes Brewer Bookplate Collection; Booksellers' Labels Collection; Trade Cards Collection; Wine Label Collection; Postcard Printers Collection; Greeting Card Collection	Other	11 boxes, 4 cartons (10.5 linear feet)	Indexed in Library card catalogs; no lists
			Total linear feet: processed	379.75	
			Total linear feet: unprocessed	87.00	
Gay, Lesbian, Bisexual, Transgender Historical Society				**44,000 items (approx.)**	
GLBTHS	AIDS Ephemera collection	Other	2.5 linear feet	Yes
GLBTHS	Catalogs	Other	7 linear feet	Rudimentary subject list
GLBTHS	Guides/Directories	Other	11.5 linear feet	Rudimentary subject list
GLBTHS	Calendars	Other	2.75 linear feet	Rudimentary subject list
GLBTHS	Individuals Ephemera	Other	3.75 linear feet	Rudimentary subject list

GLBTHS	Media Ephemera	Other	4 linear feet	Rudimentary subject list
GLBTHS	Miscellaneous Ephemera	Other	22 linear feet	No
GLBTHS	Organizations	Other	24 linear feet	Rudimentary subject list
GLBTHS	Recurring Events	Other	7.5 linear feet	Rudimentary subject list
GLBTHS	Sites	Other	10.75 linear feet	Rudimentary subject list
GLBTHS	Unprocessed Ephemera	Other	30 linear feet	No
		Total linear feet: processed	95.75	
		Total linear feet: unprocessed	30.00	
San Francisco Public Library			**224,260 items (approx.)**	
SFPL	San Francisco Ephemera	Other	364 linear feet	Rudimentary subject list
SFPL	California Ephemera	Other	38 linear feet	No
SFPL	County Files	Other	37.5 linear feet	No
SFPL	District Files	Other	11.25 linear feet	No
SFPL	Biographical Files	Other	65 linear feet	List
SFPL	Gay/Lesbian Ephemera	Other	32 linear feet	No
SFPL	Grabhorn Press Ephemera	Other	87 linear feet	List
SFPL	Menu Collection	Other	6 linear feeet	List
		Total linear feet: processed	640.75	
Society of California Pioneers			**62,040 items (approx.)**	
SCP	Biographical Files	Other	52 cartons (65 linear feet); 3,010 established headings	Alphabetical list, hand typed
SCP	General Information Files	Other	60 cartons (75 linear feet); 2,080 established headings	Alphabetical list, hand typed
SCP	County Files	Other	14 cartons (17.5 linear feet)	In database, but listing is only by county. Individual items not listed.
SCP	Panama-Pacific International Exposition	Other	c.10 cartons of printed material and 2 cartons of photographs (15 linear feet)	In database under Panama-Pacific International Exposition, with records for many individual items.
SCP	Mining stock certificates	Other	one half of a cartons (1 linear foot)	In database under stock certificates, subject/mining.

	SCP	Business billheads	Other	2 cartons (2.5 linear feet)	In database under format billheads, an entry for each item.
	SCP	Menus	Other	1 cartons (1.25 linear feet)	In database by keyword "menu," but only one record with eight broad categories
			Total linear feet: processed	177.25	
			Grand Total		
			Processed	**1,293.75**	
			Unprocessed	**117.00**	