

Oregon Heritage Vitality Study | Issues Survey

Thank you for participating in the Oregon Heritage Vitality Study! Oregon Heritage, other local government representatives, and advocacy organizations will use the critical information that you provide here **to better understand the current state of Oregon’s heritage sector.**

This understanding will then **help us target solutions** – such as specific policies and resources — for sustaining and boosting heritage-related work in Oregon.

The survey has four sections with questions about your organization’s (or program’s/division’s/department’s) services, operations, and budget, and about issues facing the heritage sector.

The survey should take about 20-30 minutes depending on how much information you have easily available. We're looking for high-level estimates rather than precise answers or 100% accuracy, so you can answer to the best of your knowledge.

What is the Heritage Sector?

For the purposes of this survey, we’re looking to hear from *anyone whose work touches documenting, preserving, sharing Oregon’s heritage*. This can include but is not limited to: collections, museums of all kinds (history, art, science, children’s, aquariums, arboretums, and beyond), historic preservation, historic cemeteries, historic properties/structures/sites, historical societies, local heritage and culture efforts, and archives.

Who should fill out the survey?

Please coordinate with your coworkers to ensure we’re only receiving one response per organization or program/division/department. Someone who is very familiar with your organization’s (or program’s/division’s/department's) services, budget, and partnerships should fill out the survey:

- For organizations whose sole focus is heritage-related (like museums, historic cemeteries, or advocacy organizations): *one response per organization*
- For employees who staff a heritage-related program/division/department within a larger organization (like Certified Local Government representatives, consulting firms, or archivists at a larger institution, including colleges and universities): *one response per program/division/department*
- Individuals who work in the heritage space, either as their own business or as a driver of their own agenda/research within a larger organization (like consultants or researchers at an educational institution): *one response per person*

Please complete the survey **by Friday, February 2, 2024**. To thank you for your assistance, you’ll have the opportunity to enter a drawing to win free registration for the 2024 Oregon Heritage Conference this April.

Thanks again in advance for your assistance! Select the next arrow to begin the survey.

If you have any questions about the survey or the project in general, please contact Aniko Drlik-Muehleck, Project Manager with the University of Oregon’s Institute for Policy Research & Engagement, at aniko@uoregon.edu or 541-286-5110.

Please mail the completed survey to:

Oregon Heritage Commission, Attn: Katie Henry, 725 Summer St. NE Ste. C, Salem, OR 97301

Part 1: Tell Us About Yourself

To begin, we'd like to know a little bit more about your role in preservation and heritage within Oregon.

1. **Which of the following best describes your organization?** Select the option that you feel is the closest approximation of the type of organization you're filling out this survey for. If you represent multiple organizations/departments that you feel are equally important, please fill the survey out one time for each role. *Please coordinate with your colleagues to ensure you are providing only one response per organization.*
- History, arts, and/or culture museums – history and specialized museums; art and children's museums
 - Scientific museums/collections – arboretums, natural history museums, nature centers
 - Historic cemetery
 - Historical and cultural society
 - Archive and/or special collection
 - Library – public; academic/research
 - Genealogy society
 - Nonprofit advocacy organization
 - Certified Local Government
 - Main Street Organization
 - Owner/Caretaker of historic building(s)
 - Heritage consultant
 - I am a freelancer, business owner, or individual who generally controls my own agenda/research and is not specifically affiliated with any of the organizations above
 - Other (please describe): _____

2. **Please provide some basic information about yourself and your organization and/or department/program.** We will only use your contact information to clarify your responses if we have questions, unless you explicitly give us permission to use it otherwise.

Your name and contact information: _____

Your role/title: _____

[If applicable] Name of the organization you are representing on this survey: _____

[If applicable] Name of the program/department/division within your organization that deals with heritage that you are representing on this survey: _____

[If you selected freelancer, etc.] Please provide a short description of what you do within the heritage field:

3. **Which of the following best describes your organization's governance?**

- | | |
|---|--|
| <input type="radio"/> 501(c)3 nonprofit | <input type="radio"/> Federal agency |
| <input type="radio"/> Other type of nonprofit | <input type="radio"/> Tribal government |
| <input type="radio"/> Private for-profit business | <input type="radio"/> Post-secondary education – public |
| <input type="radio"/> Local government | <input type="radio"/> Post-secondary education – private |
| <input type="radio"/> County government | <input type="radio"/> Other (please describe): |
| <input type="radio"/> State government | _____ |

Part 2: Issues

Now, we'd like to know a bit more about what you see as the most pressing issues facing Oregon's heritage sector. Please answer based on your professional expertise in your field.

4. **What are the most pressing issues that affect the heritage sector right now?** Select the top five that will affect you.

- Limited or unstable government funding
- Limited or unstable foundation/corporation giving
- Declining individual giving/donations
- Keeping current with changing technology
- Developing new organizational leadership and effective management
- Keeping heritage and cultural organizations viable and relevant
- Increasing community involvement and partners
- Lack of adherence to city and county regulations
- Maintaining or enhancing financial incentives for preservation
- Professional development opportunities for staff
- Refining regulatory tools so they are effective and publicly supported
- Balancing critical community needs with preservation goals
- Balancing "best practices" with lack of capacity
- Maintaining or restoring historic structures/resources in light of rising costs
- Lack of audience/visitors
- Inability to identify current audience
- Volunteer/staff burnout
- Unstable volunteer corps
- Finding adequate storage space for collections/artifacts

5. *(Optional)* Please provide additional details about the options you selected.

6. **In addition to the issues you identified above, what emerging issues do you anticipate affecting the heritage sector over the next 10 years?** Select the top three that will affect you.

- Proliferation of Artificial Intelligence (AI)
- Disaster resilience in response to changing climate risk
- Unstable volunteer corps impacting ability to maintain operations
- Fewer emerging professionals interested in heritage-related professions
- Harmful/traumatizing content in collection material/information that may trigger staff, volunteers, and/or visitors
- Tensions over what stories/identities get represented, by whom, and how they're represented
- Facility issues (rising expense of land/buildings/maintenance)
- Shifts in the field related to cultural perspectives on heritage resources
- Responsive/proactive collecting of materials and stories
- Decisions related to the role of heritage organizations in responding to social, economic, and community issues

7. *(Optional)* Please provide additional details about the options you selected for emerging issues.

8. **What cultural resources do you think are most in peril?** Please select up to three that you think are at the highest risk.

- Historic schools
- Archaeological sites
- Historic photos/film/document/rare book collections collection
- Historic public records
- Object collections in museums
- Digital collections/resources
- Traditional cultural sites
- Barns and other agricultural structures
- Commercial or “downtown” buildings
- Smaller homes in very desirable residential neighborhoods (the “tear-down”-and-replace issue)
- Indigenous languages
- Other (please describe): _____

9. Please provide brief explanation for why you selected these cultural resources.

10. Are there any other issues you feel should be addressed regarding heritage and historic preservation in Oregon over the next 10 years? Please describe.

Part 3: Services & Partnerships

In this section, we'd like to know a bit more about how you get your work done and how you work with others.

11. In the past three years, has there been an increase or decrease in demand for your services? If you don't provide the listed service, select "Not Applicable."

	Increase	Decrease	No Change	Don't Know	Not Applicable
Background research and/or records search	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pedestrian archeological survey	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Archaeological testing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Archaeological data recovery	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Conducting oral histories	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Use of archives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Requests for copies/scanned documents and/or photographs from your collection	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Online queries or requests from the public	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Museum visitors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Burials (traditional, cremains, scattering)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Requests for burial information	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cemetery tours	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Desire for improved maintenance of historic sites/buildings/structures	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Collecting stories and materials of current events such as disasters, COVID, marches, etc.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Architectural services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Student/group tours	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Online programs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Digital collections	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other: _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12. What activities or initiatives do you anticipate undertaking in the next three years? Select all that apply, or leave blank if none apply.

Collections Related:

- | | |
|--|--|
| <input type="checkbox"/> Open to the public for the first time | <input type="checkbox"/> Open a new building or expansion |
| <input type="checkbox"/> Open or revamp a new permanent exhibition | <input type="checkbox"/> Launch a new website or online resource |
| <input type="checkbox"/> Start/Continue a changing exhibit program | <input type="checkbox"/> Launch a planned giving program |
| <input type="checkbox"/> Launch a new capital campaign | <input type="checkbox"/> Make collections digitally accessible to the public |
| <input type="checkbox"/> Complete a capital campaign | <input type="checkbox"/> Engage in or begin new collecting strategies |
| <input type="checkbox"/> Establish an endowment fund | <input type="checkbox"/> Other: _____ |
| <input type="checkbox"/> Significantly reduce operations/programs | |
| <input type="checkbox"/> Significantly expand operations/programs | |

Historic Properties Related:

- Launch a capital campaign to fund renovation or rehabilitation of a historic property
- Architectural and engineering studies and plans for rehabilitating historic properties
- "Brick-and-mortar" rehabilitation work on historic buildings
- Architectural and engineering studies and plans for rehabilitating historic properties
- "Brick-and-mortar" rehabilitation work on National Register buildings
- Develop a long-range preservation plan
- Other: _____

Program Related:

- Surveys of historic properties and accompanying context studies
- National Register nominations of either individual buildings or historic districts
- Public education activities: plaques, walking tour booklets, websites, etc.
- Preservation planning: updating ordinances, preparing design guidelines, administering local preservation programs, etc.
- Develop or enhance incentive programs to encourage preservation (grants, loans, fee waivers, zoning and building code flexibility, etc.)
- Collect and make available historic photos and other records about history/heritage
- Establish or expand a Main Street program for downtown revitalization
- Launch a new website or online resource
- Other: _____

13. Which of the following does your organization or department/program currently have? Select all that apply.

- Mission statement
- By-Laws
- Strategic plan
- Collections policy
- Collections management plan
- Interpretive plan
- Code of ethics
- Emergency plan
- Salvage priorities
- Volunteer manual
- Communications/marketing plan
- Diversity and inclusion statement
- Other (please describe): _____
- N/A – don't have any of these

14. What marketing and public relations strategies have you used to highlight your work? Select all that apply.

- Interactive website with search features and online services (ex. downloadable resources)
- Social media
- E-newsletter
- Print newsletter
- Press releases
- Ads in local newspaper, radio, or TV
- Cross promotion/joint marketing with other organizations
- Printed materials (posters, flyers, etc.)
- Cultural tourism programming with local tourism organizations
- Outreach to local schools (K-12, higher education)
- Communicating needs to city, county, or state government representatives
- Other: _____

15. In the past three years, have you partnered with one or more other organizations to develop programs, offer services, and/or promote your work? *Note: please do not count receiving funding as partnership. We are asking about active collaborations with joint involvement in decision-making rather than transfer of funds from one entity to another.*

- Yes – as an organization working collaboratively with one or more other organizations
- Yes – as a consultant employed by “partners” in one or more other organizations
- No

15.1. [If either Yes] In the past three years, which of the following have you partnered with to develop programs, offer services, and/or promote your work? Select all that apply. *Note: please do not count receiving funding as partnership. We are asking about active collaborations with joint involvement in decision-making rather than transfer of funds from one entity to another.*

- | | |
|--|---|
| <input type="checkbox"/> Businesses/corporations | <input type="checkbox"/> Historical Societies |
| <input type="checkbox"/> Chambers of commerce | <input type="checkbox"/> Private foundations |
| <input type="checkbox"/> Cultural-specific groups/associations | <input type="checkbox"/> Publishers |
| <input type="checkbox"/> Local government (city or county) | <input type="checkbox"/> School/school districts |
| <input type="checkbox"/> State or federal government agencies | <input type="checkbox"/> Universities/colleges |
| <input type="checkbox"/> Tribal Nations | <input type="checkbox"/> Television/radio stations |
| <input type="checkbox"/> Libraries | <input type="checkbox"/> Theatre/performing arts groups |
| <input type="checkbox"/> Newspapers | <input type="checkbox"/> Travel/tourism groups |
| <input type="checkbox"/> Cultural organizations | <input type="checkbox"/> Other: _____ |
| <input type="checkbox"/> Museums | |

15.2. [If Yes (not consultants)] In the past three years, in which of the following ways have you partnered with other organizations? Select all that apply.

- | | |
|--|--|
| <input type="checkbox"/> Executing joint programming | <input type="checkbox"/> Lending or borrowing traveling exhibits |
| <input type="checkbox"/> Cross-promotion through sharing website links | <input type="checkbox"/> Photo scanning projects |
| <input type="checkbox"/> Digital access to shared collections catalog | <input type="checkbox"/> Joint purchasing of equipment or supplies |
| <input type="checkbox"/> Lending or borrowing collection(s) objects | <input type="checkbox"/> Joint planning and marketing efforts |
| | <input type="checkbox"/> Shared staff |
| | <input type="checkbox"/> Other: _____ |

15.3. [If Yes (consultants)] Please briefly describe the kinds of activities you support through your consulting work.

16. What makes it difficult or prevents you from engaging in collaborative partnerships? Select all that apply.

- | | |
|--|--|
| <input type="checkbox"/> Lack of time | <input type="checkbox"/> Lack of willing/interested partners |
| <input type="checkbox"/> Lack of staff capacity | <input type="checkbox"/> Bad past experiences |
| <input type="checkbox"/> Lack of funding | <input type="checkbox"/> Not part of our mission/scope of work |
| <input type="checkbox"/> Lack of a clear starting place/contact for developing a partnership | <input type="checkbox"/> Other: _____ |
| | <input type="checkbox"/> N/A – no issues with partnerships |

17. Which of the following resources from the state have been or would be most useful to you? Select all that apply.

- Obtaining information about local heritage resources
- Providing heritage-related grants to fund heritage projects
- Learning about additional grant opportunities for heritage organizations
- Developing comprehensive, incremental revitalization strategies for downtown businesses (“Main Street” activities)
- Obtaining technical advice about building rehabilitation issues (appropriate products and techniques, building code issues, etc.)
- Providing data from studies and related messaging related to the economic, social, and educational benefits of heritage preservation
- Establishing a local historic preservation program
- Establishing or expanding local heritage tourism efforts
- Joining state advocacy efforts
- Facilitating statewide/regional/local networks for support of local heritage initiatives
- Increasing technical and other professional training opportunities
- Preserving and protecting archaeological resources
- Other: _____

18. What support system would have the greatest impact on your work? If you could ask for one resource, new policy, policy change, or any other mechanism for supporting your work, what would you want that you don’t already have?

Part 4: Funding and Operation Details

Finally, we'd like to gather some detailed information about your funding and operations. This helps us clearly understand the state of finances and operations for our state's heritage sector. This information is vital in helping us understand the sector's health and needs.

Please do your best to estimate. It's OK if you don't know exact numbers – just give your best estimate. We'll use your information to develop recommendations about supporting funding and operations needs.

19. Does your organization or department/program have public-facing operations? For example, an exhibit space that is open to the public, or an office where members of the public can get support during office hours.

- Yes
 No

19.1 [If Yes] How many days annually are you open to the public?

- Less than 100 (Less than 2 days/wk)
 100 - 259 (2 - 4 days/wk)
 260 (5 days/wk)
 260+ (over 5 days/wk)

19.2 [If Yes] How many members do you currently have?

- N/A – we do not offer memberships
 Less than 50
 50-499
 500-999
 1000-4999
 5000-9999
 10,000 or more

19.3 [If Yes] What standard, non-member adult admission fee do you charge?

- N/A – we do not charge an admissions fee
 No official admission fee, but we suggest a donation
 \$1-9
 \$10-19
 \$20 or more

20. Do you track visitation?

- Yes
 No

20.1 [If Yes] How many visitors per year do you get? _____

20.2 [If Yes] Do you track where your visitors come from? Yes No

20.3 [If Yes to 20.2] Approximately what percent of your visitors are out-of-state, non-local, and local?

Please make sure your responses sum to 100%

Out of state	_____%
In state, non-local (traveled 50 miles or more)	_____%
In-state, local (traveled less than 50 miles)	_____%
Total	100%

Staffing Questions

21. Do you have paid staff in your organization or department/program?

- Yes
- No

21.1 [If Yes] How many full-time, paid staff work in your organization or department/program?

- Less than 1
- 1-3
- 4-10
- 11-30
- 31 or more

21.2 [If Yes] How many part-time, paid staff work in your organization or department/program?

- Less than 1
- 1-3
- 4-10
- 11-30
- 31 or more

22. Does your organization or department/program have volunteers?

- Yes
- No

22.1 [If Yes] How many volunteers work in your organization or department/program currently?

- Less than 1
- 1-3
- 4-10
- 11-30
- 31 or more

22.2 [If Yes] Approximately how many hours did volunteers contribute to your organization or department/program in 2023?

- Less than 50 hours
- 50-249 hours
- 250-499 hours
- 500-999 hours
- 1000 hours or more

Budget Questions

23. Please do your best to estimate the following operating budget information about your organization or department/program. Your operating budget is your annual budget for overhead, staffing, services, materials, maintenance, etc. It does NOT include capital expenses like building a new building or undertaking a major facility upgrade (we'll ask about that separately).

Annual Operating Budget for Fiscal Year ending in 2023: \$ _____

24. Now, please do your best to estimate the percentage of your operating budget for the fiscal year ending in 2023 that came from the following sources. Please make sure your responses sum to 100%.

Grants – private or government	_____ %
Funding allocated directly from government (not from grants) – City	_____ %
Funding allocated directly from government (not from grants) – County	_____ %
Funding allocated directly from government (not from grants; including funding for higher ed) – State	_____ %
Funding allocated from private higher education	_____ %
Memberships, dues, and/or admissions	_____ %
Donations/fundraising/endowments/sponsorships	_____ %
Fee-based services (fee-for-service consulting, research fees, digital file fees, etc.)	_____ %
Other: _____	_____ %
Total	100%

25. Please do your best to estimate the following capital budget information about your organization or department/program. Your capital budget covers large, one-time capital expenses like building a new building or undertaking a major facility upgrade. *If you do not have a capital budget, leave blank.*

Total capital expenses in 2023: \$ _____

Total capital income in 2023: \$ _____

26. Which of the following sources did you use to fund your capital budget for the fiscal year ending in 2023?
Select all that apply.

- Grants – private
- Grants – government
- Funding allocated directly from government (not from grants)
- Donations/fundraising
- Other (please describe): _____

27. What types of fundraising (for operations or capital expenses) have you pursued over the last three years?
Select all that apply.

- | | |
|--|---|
| <ul style="list-style-type: none"> <input type="checkbox"/> Admissions fees <input type="checkbox"/> Membership program <input type="checkbox"/> Individual donations <input type="checkbox"/> Private grants from foundations and/or corporations <input type="checkbox"/> Public grants from government entities <input type="checkbox"/> Corporate sponsorships | <ul style="list-style-type: none"> <input type="checkbox"/> Public support (designated directly from city, county, or state budgets) <input type="checkbox"/> Fundraising events/benefits <input type="checkbox"/> Other (private rentals, gift shop revenue, investment income, vacation rental of historic structure, GoFundMe) <input type="checkbox"/> Other: _____ <input type="checkbox"/> N/A – we don’t do fundraising |
|--|---|

Grant Questions

28. How frequently does your organization or department/program apply for grants:

- Several times a year
- Every 1-2 years
- Every 3-4 years
- Every 5 years or more
- Never

[If you selected Never, skip to Question 31]

29. Please list the number of grants you APPLIED for in 2023 and the number of grants you RECEIVED in 2023 from the following sources. Please just tell us how many grants, not the dollar value.

of Federal grants:

- # applied for: _____
- # received: _____

of State grants:

- # applied for: _____
- # received: _____

of Local government grants:

- # applied for: _____
- # received: _____

of private funder grants:

- # applied for: _____
- # received: _____

30. What prevents you from applying for grants/additional grants? Check all that apply.

- | | |
|--|---|
| <input type="checkbox"/> Unsure what grants are available | <input type="checkbox"/> Lack of planning |
| <input type="checkbox"/> Uncertain of process | <input type="checkbox"/> Do not have nonprofit status |
| <input type="checkbox"/> Grant opportunities do not fit organizational needs | <input type="checkbox"/> Language barriers |
| <input type="checkbox"/> Lack of time | <input type="checkbox"/> Other: _____ |
| <input type="checkbox"/> Lack of staff capacity | <input type="checkbox"/> N/A – no barriers |

31. In the last three years, how has your organization's or department's/program's financial outlook changed?

- It has gotten much better – we are considering expanding our work
- It has gotten better – we are more optimistic about funding our work
- It is about the same
- It has gotten worse – we are more worried about funding our work
- It has gotten much worse – we are considering closing/ending our work

32. What, if any, cost-saving measures has your organization or department/program adopted in the last three years? Select all that apply.

- Reduced operational hours
- Reduce or eliminate staff hours
- Reductions in programming and exhibits
- Delays in building/grounds maintenance
- Reductions in community outreach/marketing
- Other: _____
- N/A (operations have maintained status quo)

Closing Questions

33. *(Optional)* Is there anything else you'd like to share? Please use the space below to provide any final thoughts.

34. Would you like to be entered into a special drawing to win free registration for the 2024 Oregon Heritage Conference this April 17-20 in Forest Grove?

- Yes please
- No thanks

35. Would you like to receive updates about the Oregon Heritage Vitality Study? We would share information with you once a month or less over the next nine months using the email address you provided at the beginning of the survey.

- Yes please
- No thanks

36. Would you be willing to be contacted for an interview about your experience in the heritage sector? If so, we may contact you in the next 2-4 weeks to schedule an interview, using the contact information you provided at the beginning of the survey.

- Yes please
- No thanks

Thanks for taking the survey! Please mail the completed survey to Oregon Heritage Commission, Attn: Katie Henry, 725 Summer St. NE Ste. C, Salem, OR 97301