



Strategic Plan 2011–2016

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Oregon Historical Society

Strategic Plan

2011–2016

The 2011–16 Oregon Historical Society (OHS) Strategic planning process started in early 2011 with the leadership of board president Jerry Hudson, interim executive director Kerry Tymchuk, retiring executive director George Vogt, and consultant Tom D. Wilson of Campbell & Company.

For planning purposes, OHS used AAM's *The Accreditation Commission's Expectations Regarding Institutional Planning* and Peter F. Drucker's *The 5 Most Important Questions Self-Assessment Tool*. For more background on AAM's last accreditation visit and its "Expectations Regarding Institutional Planning," please see Attachment A.

The strategic plan steering committee has agreed to a five-year planning window to take into account the duration of the newly passed Multnomah County tax levy.

Implementation monitoring — quarterly reporting by champion task forces of Board and staff to ensure that OHS meets objectives, refines action steps, and adjusts budgets to new realities.

Because of revolving board terms, natural staff turnover, and changing external conditions, OHS intends to revisit the plan in 2013 to consider revisions and prepare for a new plan in 2016.

SITUATION ANALYSIS 2011

Institutional Background

The Oregon Historical Society (OHS) began in 1898 with a mission to collect virtually anything of significance to the history of Oregon and the Oregon Territory. Over time, OHS came to hold the largest and most significant research collection in the world of historical archives and special collections useful to the study of the Oregon Territory. The visual resources alone are massive, with more than 2,500,000 historical images and millions of feet of motion picture film. OHS holds more than 15,000 linear feet of manuscript collections and 25,000 maps. The institution also holds 85,000 three-dimensional artifacts, including a major collection of Oregon artists, Native American crafts, domestic technology, and period textiles, and it often uses the collections in museum exhibitions. OHS has traditionally collected broadly. It holds archival materials and artifacts pertaining to most of the minority groups in Oregon and regularly offers exhibits and programs of interest and significance to them.

Since 1900, OHS has published books and continues to publish the *Oregon Historical Quarterly*, thereby creating the largest and most significant body of Oregon history documentation and interpretation available anywhere.

OHS' Education Department, now reduced in scope and staffing, has worked closely with teachers and leaders in state education, as well as with funders, to develop dynamic programs and resources for teachers and students. We continue to serve school groups (pre-K through university) through museum tours, most led by trained docents and many designed for specific course needs. The Society has created web resources for teachers, students, and the public.

The Society's Education Department established the Oregon History Project (OHP) and associated interactive chronology, TimeWeb. Both were transferred to the Library as staffing cuts occurred in Education and project development shifted to curriculum for middle- and high-school students, drawing on OHS' manuscript and photograph collections. Staffing reductions eliminated the Oregon History Project manager position in 2009.

The Society operates a two-acre, environmentally controlled storage facility in Gresham, Oregon (27 miles from downtown Portland) that houses approximately 80% of library collections and approximately 95% of museum collections. The downtown facility occupies nearly a full city block and contains 17,000 square feet of exhibition space, public programming spaces, collection storage areas, a large reference library with two additional floors of stacks, and OHS staff offices and workspaces.

In the period 1990-2006, there began a steady erosion of staffing and programs. Among the programs and personnel lost were oral history, the press, National History Day, outreach services for affiliates, the public historian, exhibit development staff, and museum curators.

Collection Issues

Though both library and museum collections are stored in secure, environmentally controlled spaces, OHS has much work to do in processing a backlog of collections and bringing catalogs fully up to date by converting paper records to electronic. Current work under an National Historic and Public Records Commission (NHPRC) grant will convert 4,000 paper catalog records for manuscript collections to the online public access catalog (OPAC) and to WorldCat, making most of the library

manuscript holdings immediately known to researchers via the Internet. The institution needs similar projects for cataloging maps and architectural collections. Key portions of photographic collections are accessible through card indexes with images, and several thousand are now available on the OHS website. The staff has digitized 39,000 photographic images and is transferring them in batches to the e-commerce website (<http://shop.ohs.org>), which currently offers slightly more than 4,000 images. Of the museum collection records, 78% are in the Argus database and 22% are on paper. Prior to budget reductions, museum staff had digitally photographed to professional standard approximately 30% of the entire museum collection and entered the images into the Argus database. In addition to placing the remaining paper records in Argus, the main task in the future is to place the Argus database on the website for researcher access, something that the newest version of Argus software will facilitate. The museum also needs to conduct inventories of key collections, likely in conjunction with conservation need assessments.

Changes in Financial and Strategic Situation

From 1899 to 2002, the State of Oregon appropriated funds each year in support of the institution and in 1979 recognized in statute the obligation to fund OHS, using language designed to establish a continuing stream of support. However, beginning in the 1990s, state support dropped steadily and sometimes sharply from what had been a contribution of 30% to 40% of the operating budget.

Executive Director George Vogt arrived in November 2006 and developed the 2007-10 strategic plan. For most of the period of that plan, the Society, a private not-for-profit organization with an unbroken and strong history of state funding from 1899 to 2003, experienced severe fluctuations in public funding.¹ In the state biennia 2003–2005 and 2005–2007, OHS received zero funding for operation of the state’s history museum and research library, causing the elimination of several important programs and associated staff members. During the first year of the plan and state biennium 2007–2009, OHS succeeded in restoring the appropriation at the level of \$1.4 million per year—only to see the recession cause the loss of all but \$300,000 of the funding in the 2009–2011 biennium.

This major disruption caused staff layoffs of 13 people, especially library staff, loss of the Folklife program, and reduction of OHS library hours from 32 to 12 per week. The proposed state budget for 2011-13 contains zero funding for OHS. For 2011–2013, OHS will share in some proceeds from sales of license plates (est. \$200,000) and may receive a state appropriation. Because of the financial crisis, the Society’s strategic focus shifted from growth to survival, including an ultimately successful effort to develop a local funding source to replace lost state funding. To survive the drastic cuts, the Board terminated several programs and multiple staff positions over the past decade (in addition to museum positions that had been eliminated earlier), dramatically decreasing the institution’s ability to serve the public, historians, and other researchers and to collaborate with outside organizations.

A board retreat and revenue-planning process occurred in September 2009 as it became clear that the lack of consistent state funding jeopardized the future of OHS. The board eventually decided to pursue a course of tax-based funding through either a permanent heritage district or a Multnomah County special purpose levy. OHS is located in downtown Portland in the heart of Multnomah County and serves both as the de facto county historical society and a resource for schools, visitors, and researchers for the other three areas of the Portland metropolitan area: Clackamas County, Washington County, and Clark County (Washington).

1. From 1899 to 2003, OHS received appropriations from the state in support of services the state would otherwise have needed to provide itself. A 1979 state statute codified the state’s obligation to provide funding to OHS.

In November 2010, a Multnomah County tax levy in support of OHS and four small, local historical societies passed by a 54% to 46% margin. Beginning July 1, 2011, Oregon Historical Society will receive approximately \$1.8 million in tax support for each of the next five years. In exchange for these funds, the Society agreed that all residents of Multnomah County will receive free admission to OHS facilities—in effect, the citizens have prepaid—and OHS will improve collections care and public programming and expand Library hours from 12 per week to 32. To accommodate these improvements in hours and services, OHS will hire additional staff members in 2011 and 2012. In addition to those hires, trustees will work with the Executive Director and the senior staff to create a priority list of future staffing augmentation in 2012.

The impact of additional funding and staffing will be dramatic. Library patrons, who have experienced difficulty completing serious research projects within four-hour windows of public access, three times a week, will have four days of eight-hour access. A new public programs coordinator will allow OHS to dramatically increase the number of public programs (lectures, performances, workshops, etc.) offered each year, building collaborative partnerships with other museums and historical societies, universities, and diverse cultural and ethnic populations.

In June 2011, the 76th Oregon Legislative Assembly passed HB 5036, which uses lottery revenue bonds to fund a variety of projects around the state. Included in the legislation is \$2.5 million for the Oregon Historical Society, to be used for the purpose of paying off the mortgage on the Gresham storage facility. The Oregon Historical Society will receive the money sometime around March or April 2012. This will free up the mortgage payments of \$200,000 per year as well as the Board designated funds of \$1.9M that was being set aside for the \$2.5M balloon payment due in January 2015. With the reinstatement of significant, stable funding through the levy, additional funds made available with the elimination of the mortgage payments, and with improved prospects for fundraising, a key objective of the 2011-16 strategic plan is determining what areas of staff and program cutbacks OHS should reinstate, funds permitting. Another key element, especially given the 5-year duration of the tax levy, is assessing prospects and developing plans for permanent State of Oregon funding and/or the continuation of the Multnomah County tax levy.

Leadership Transition

In September 2010, OHS executive director George Vogt announced to the Executive Committee his wish to retire in 2011. The Board of Trustees agreed to an April 30, 2011, retirement date and selected board member Kerry Tymchuk to become interim executive director and work with Dr. Vogt for the last three months of his tenure. The board deferred decisions about a search process for a new executive director until later in the year.

Changing Demographics in Portland and the State of Oregon

Between the 2000 census and that of 2010, overall population changes in Portland and the Metro Oregon counties (Multnomah, Washington, Clackamas, Yamhill and Columbia) were significant, with most of the change occurring between 2000 and 2007. As major as these aggregate changes were, they were not as dramatic as the changes that occurred in four ethnic groupings—White, Hispanic, Asian, and Black—and to a lesser degree (due to the small population numbers) in the Native American and Islander groups. Some of these increases appear as large numbers, while others are more dramatic as percentage increases. No matter how one examines the population data, major changes have occurred.

Overall, the State of Oregon grew by approximately 12% or 409,575 residents to 3,830,974. The Hispanic population grew by 43%. Asians grew by 38%, Blacks by 24%, American Indians by 18%, and Islanders by 56%. The White category, while still the largest in the state at 83% of total population, grew by only 5% between 2000 and 2010. Twenty years ago, nine out of ten Oregonians identified themselves as White. In the 2010 census, the number is approaching eight out of ten, with a downward trend likely in future censuses.

Demographic data reveal that Oregon's population is slowly aging, as the "baby boomers" enlarge the "64 and older" category, now 24.3 percent of the population, while there are slight percentage drops in the other categories. Still, according to 2009 census estimates, the "24 and under" category comprises 32.3 percent of the total population. [See Attachment G for details and charts.]

The Planning Process in 2010–11

The process included the following actions²:

1. Professional polling of Multnomah County residents to determine the level of support for OHS educational and research services³
2. Hiring of Thomas D. Wilson (Campbell & Company) as a planning adviser and facilitator for planning discussions
3. Appointment of a Board-based Steering Committee to review previous plans and their results and to manage the ongoing planning process
4. Appointment of an expanded Planning Committee (Steering Committee plus additional board members, key senior program managers, and representatives of outside constituencies)
5. Planning retreat for the full Board of Trustees and key staff members
6. Surveys of key user groups: members, schoolteachers, library users, general public visitors [See Attachment D]
7. Conversation with representatives of smaller historical societies and other libraries to get feedback and explore opportunities for collaboration [See Attachments C and F].
8. Review of a detailed 2010 needs survey of Oregon's heritage institutions, with recommendations, conducted by the Oregon Heritage Commission and the report and recommendations of the "Connecting to Collections" statewide study.
9. Review of an international survey of museums and their use of mobile technologies
10. Review of results of campaign feasibility study by The Collins Group in 2009 [Attachment H]
11. Reading assignment for senior staff and Board members: Falk and Sheppard, *Thriving in the Knowledge Age: New Business Models for Museums and Other Cultural Institutions*
12. Review of Drucker workbook results from 2009 board retreat (results summarized by facilitator Tom Wilson) — Drucker, *The Five Most Important Questions: Self Assessment Tool*

2. See Attachments E and F for detailed information about the committees' composition, questionnaires, and listening sessions.

3. Initial polling, conducted before the county agreed to place a levy on the ballot, showed strong support for providing a place where people can do research and learn about Oregon history and for OHS school and curriculum support services. Public support was strongest among young adults (presumably many with school-age children) and adults aged 55 or older. The polling also revealed a likely strong majority in favor of a local tax measure in support of these services.

13. Completion of Drucker workbooks by board and senior staff for April retreat
14. Review of mission, program services information, and other data from several highly successful historical societies and several troubled ones
15. Review of two strategic plans (Wisconsin Historical Society and the Northwest Museum of Arts and Culture) for insights about issues and format

2008–10 Strategic Plan Key Progress Measurements

Please see Attachment B for a full copy of Oregon Historical Society's prior plan for 2008–2010 and analysis.

Key Measurements

Goals (2007 is the Base Year)	2007	<u>Actual Results</u>		2010
		2008	2009	
General Admissions (Adult, School) grow by 10% per year	21,090	35,275	30,136	27,531
Memberships grow by 10% per year	4,168	4,220	4,314	4,165
Annual Fund Gifts increase to \$500,000 by 2010	\$479,314 ⁴	\$438,086	\$398,209	\$488,546 ⁵
Earned Income grow by 5% per year	\$653,201	\$694,781	\$688,609	\$674,904
Library Distance Services increase by 5% per year	3,698	3,743	2,440 ⁶	3,599

Summary

The plan coincided with a major recession, the loss of endowment income, a drop in annual fund giving, and the related loss for the second time in three years of most state funding. Most of the key measures remained flat during this period, with a notable drop in annual fund giving until 2010. Memberships remained relatively stable. In the measurements for individual goals, however, OHS saw sharp increases in school group attendance and use of the newly expanded website. Even with greatly reduced hours of access, the research library is currently serving almost as many researchers as it did when it was open 32 hours per week.

4. The figure does not include unusually large memorial-honorarium contributions of \$143,965.

5. This figure includes approximately \$30,000 in gifts for the levy campaign, but does not include unrestricted foundation gifts of \$75,000. The Society raised an additional \$170,000 through Oregon History Yes!, a political action committee.

6. Library begins reduced hours.

Mission

Oregon Historical Society

MISSION: *As the steward of Oregon's history, the Oregon Historical Society educates, informs, and engages the public through collecting, preserving, and interpreting the past . . . in other words, Oregon history matters.*

VISION: **A robust state historical society offering high quality museum, library, education, and publishing programs.**

By understanding how people in the past created the place we inhabit today allows us to imagine how our actions will determine Oregon's future. The Oregon Historical Society works with and for all the state's communities to generate and share knowledge about Oregon history by:

- collecting, preserving, and interpreting documents and artifacts from our past;
- creating opportunities for scholars to conduct research and share their work with the public; and
- offering programs and services that educate and entertain students and the general public.

Overall Goals for the 2011- 2016 Strategic Plan

The overall purpose of this plan is to build upon a secure, five-year funding base, grow additional resources, and develop exciting institutional services and programs for our patrons that use state-of-the-art delivery systems and first-rate history. During the next five years, OHS has the opportunity to become, once again, an institution offering robust history programs and services. County levy funds provide the secure underpinning of public funding, and an aggressive fundraising campaign to develop additional resources can support improvements in programs and services.

The programmatic priorities are vibrant programming for schools and the public; improved care and development of collections, and greater access to them; better facilities maintenance and development; and use of digital technologies to deliver services worldwide. The administrative focal points are developing the necessary financial and staff resources to support the improvements as well as reporting on progress under the plan and adjusting as necessary.

This plan will present a summary page of the five (5) goals, then a summary of the goals with their objectives, and finally the full detailed plan with goals, objectives, action plans, timelines, resources needed, and staff responsibilities.

Goals

Goal #1 – Engage and educate the public in Oregon history by creating high-quality programs that demonstrate the relevance of the past, reach across the state, and rely on strong partnerships

Goal #2 – Fulfill OHS’ role as stewards by maintaining, improving, and increasing collections of OHS historical artifacts and documents while setting a standard of excellence in access to collections, use of technology, and professional practice and care

Goal #3 – Create a stable, sustainable and secure annual financial condition through debt reduction, increased endowment, and revenue enhancement to ensure a balanced budget

Goal # 4– Create a plan for realizing the usage potential of OHS real estate holdings that anticipates needs and opportunities in using space to achieve organizational goals

Goal # 5 – Align organizational resources to successfully implement the strategic plan

Goals with Their Objectives

Goal #1 – Engage and educate the public in Oregon history by creating high-quality programs that demonstrate the relevance of the past, reach across the state, and rely on strong partnerships

Objective 1.1 – Create relevant, vibrant exhibits and public programs that educate, entertain and engage the public in meaningful conversations about Oregon’s past and how it shaped the present

Objective 1.2 — Complete and launch a new permanent exhibit on 20th century Oregon

Objective 1.3 – Increase library service to public

Objective 1.4 – Increase readership of *Oregon Historical Quarterly* and demonstrate its relevance across Oregon

Objective 1.5 – Increase and improve OHS educational efforts statewide

Objective 1.6 – Expand market awareness of exhibits, programs, and educational opportunities through partnerships and co-marketing

Objective 1.7 – Investigate and establish a strategy that employs web-based platforms to share collections, educate students and the public, increase visibility, augment publications and exhibits, and grow meaningful collaborations

Objective 1.8 – Establish working relationships with area historical societies and heritage organizations, educational institutions, cultural organizations, and groups representing ethnic communities.

Goal #2 – Fulfill OHS’ role as stewards by maintaining, improving, and increasing collections of OHS historical artifacts and documents while setting a standard of excellence in access to collections, use of technology, and professional practice and care

Objective 2.1 – Ensure that care of collections meets national professional standards

Objective 2.2 – Address collection development and management issues

Objective 2.3 – Expand access to all collections

Goal #3 – Create a stable, sustainable and secure annual financial condition through debt reduction, increased endowment, and revenue enhancement to ensure a balanced budget

Objective 3.1 – Develop and strengthen every avenue of public support to secure future public funding

Objective 3.2 – Raise funds to eliminate or reduce the debt on Gresham warehouse to save up to \$200,000 in annual operating expense

Objective 3.3 – Capitalize on a new permanent exhibit on 20th Century Oregon to engage new excitement, support and earned income opportunities

Objective 3.4 – Achieve full underwriting for all exhibits

Objective 3.5 – Expand development capacity to increase philanthropic support for general operations from \$1.1 million per year in 2011 to \$2.2 million by end of 2016

Objective 3.6 – Begin and grow an active planned giving program

Objective 3.7 – Plan and mount major capital and endowment campaigns

Objective 3.8 – Enhance earned revenue

Goal # 4 – Create a plan for realizing the usage potential of OHS real estate holdings that anticipates needs and opportunities in using space to achieve organizational goals

Objective 4.1 – Evaluate real estate holdings and plan for optimal financial productivity and strategic applications

Objective 4.2 – Address deferred maintenance needs and create a schedule of necessary maintenance

Objective 4.3 – Determine Gresham desirable storage facility upgrades over the duration of the plan

Objective 4.4 – Until decision is made on sale of non-mission-related buildings, maintain them to standards that protect OHS investment and minimize liabilities to tenants and the public

Goal # 5 – Align organizational resources to successfully implement the strategic plan

Objective 5.1 – Address promised service improvements under the Multnomah County tax levy by adding the needed staff

Objective 5.2 – Review current staffing configuration and recruit and retain strong, professional talents to ensure success of strategic goals

Objective 5.3 – Develop a board, staff, and volunteer group that is more reflective of Oregon's diverse populations and the communities it seeks to serve

Objective 5.4 – Conduct periodic reviews of selected job classifications for potential revision of position descriptions and pay rates.

Action Steps, Responsible Parties, and Measurements

Strategic Plan 2011 - 2016

Action Item	Year					Responsible Parties	(Cost)/Revenue blank spaces denote current or newly hired staff time					Measurements
	2011	2012	2013	2014	2015+		2011	2012	2013	2014	2015+	
GOAL 1 - Engage and educate the public in Oregon history by creating high-quality programs that demonstrate the relevance of the past, reach across the state, and rely on strong partnerships												
Objective 1.1 - Create relevant, vibrant exhibits and public programs that educate, entertain, and engage the public in meaningful conversations about Oregon's past and how it shaped the present												
Action Step 1.1.1 - Fulfill promises made in the levy to increase library and museum services to the public by adding more library hours and providing greater public programming and curation of collections (see Objective 1.3 for Library action steps)												
1.1.1a		x				Lead: Director of Public Services, Executive Director						a. Develop staffing priorities that address museum and public programming delivery needs (contingent on 5.2.5)
Action Step 1.1.2 - Develop a multi-year plan with goals for OHS-created temporary exhibits and rental exhibits, emphasizing creative partnerships with organizations and groups on local and statewide levels												
1.1.2a		x				Lead: Director of Public Services, Director of Dev						a. By end of 2012, set desired number of staff-developed internal and rental exhibits per year, including funding plan for working capital and sponsorships (contingent on 5.2.5)
1.1.2b	x					Lead: Dir. Of Dev & Marketing, Director of Public Services						b. Create an annual exhibition funding support group with a 2-3 year funding cycle (see 3.4.1a)
1.1.2c					x	Lead: Dir. Of Dev & Marketing, Director of Public Services,						c. Increase attendance from 27,531 in 2010 to 40,000 in 2016 (see 3.8.6)
Objective 1.2 - Complete and launch a new permanent exhibit on 20th century Oregon												
Action Step 1.2.1 - Give top priority to completion of installation of the already designed 20th century exhibit, Oregon: Yours, Mine, Ours (OYMO)												
1.2.1a		x				Lead: Director of Public Services, Director of Dev						a. Funding completed by Sept 2011 (see 3.3). OYMO installation completed by June 2012
1.2.1b		x				Lead: Director of Pub Svc, Education & Programs Mgr.						b. New educational programs in place for opening of OYMO
Objective 1.3 - Increase library services to public												

Action Step 1.3.1 – Increase use of library holdings									
1.3.1a	x					Lead: Library Manager, Research Librarian			a. Library hours increased to 32 per week on July 2011
1.3.1b	x					Lead: Library Manager			b. Library Technician position descriptions vetted 3 months prior to start dates
1.3.1c	x					Lead: Library Manager	(Salary + benefits), (\$500) phone, Levy funded	(Salary + benefits) Levy funded	c. Library Technicians hired effective July 1, 2011
1.3.1d	x					Lead: Library Manager			d. Librarian position descriptions vetted 3 months prior to start dates
1.3.1e		x				Lead: Library Manager	(Salary + benefits), (\$250) phone, Levy funded	(Salary + benefits) Levy funded	e. Librarian hired (contingent on 5.2.4)
1.3.1f					x	Lead: Library Manager, Director of IT, Library Staff			f. Increase on-site users from 3,599 in 2011 to 4,500 in 2016
Action Step 1.3.2 – Enable the library to offer optimal services by 2016									
1.3.2a						Lead: Library Manager, Library Staff, Director of Dev, Executive Dir			a. Library plan completed by June 2012 that lists key functional needs for a 21st century library, prioritized, indicating which could be grant funded, which require dedicated funding, and likely funding sources for all (contingent on 3.1.2 and 5.2.10/see also 5.2.4)

1.3.2b					x		Lead: Library Manager						(3K) Project Librarian, 100 hours at \$30/hour, including benefits	b. Affiliates and smaller institutions around the state contacted and responded regarding how we might provide assistance, training, support of their library work; incorporate feasible projects into plan (see also 1.8, contingent on 3.1)
Action Step 1.3.3 - Explore partnership possibilities with other repositories														
1.3.3a	x						Lead: Library Manager, Executive Dir, Board							a. Hold statewide meeting at OHS with key stakeholders from statewide repositories
1.3.3b		x					Lead: Library Manager, Executive Dir, Board							b. Plan of action for partnership projects developed by Dec 2012 (see also 1.8)
Objective 1.4 - Increase readership of <i>Oregon Historical Quarterly</i> and demonstrate its relevance across Oregon														
Action Step 1.4.1 - Maintain quality and increase content variety, and engage with diverse partners and contributors														
1.4.1a	x				x	x	Lead: OHQ Editor	x	x	x				a. Average of 6 articles published in each standard issue (see also 1.8.5c and 2.2.1)
1.4.1b	x				x	x	Lead: OHQ Editor	x	x	x				b. Develop and use tracking system for subjects, type of articles, and geographic range to determine variety
1.4.1c						x	Lead: OHQ Editor							c. Successfully implement new features, such as Local History Spotlight and book review and reflection essays, that provide high-quality content in short, easy to read format (see also 1.8.5b)
1.4.1d	x				x	x	Lead: OHQ Editor	x	x	x				d. Annual positive assessment given by OHQ Editorial Advisory Board

1.4.1e		x	x	x	x												e. Establish OHQ discussion events at OHS and with statewide affiliates by the end of 2012
Action Step 1.4.2 - Publish special <i>Quarterly</i> issues, beginning with Fall 2012, that clearly articulate the relevance of their subjects in the present																	
1.4.2a		x															a. Published Fall 2012 special issue on women and citizenship
1.4.2b		x	x	x	x												b. OHQ Editorial Board assisted in special issue creation and gave positive assessment
1.4.2c		x		x	x												c. Each special issue sold at least 250 additional copies
1.4.2d		x		x	x												d. Each special issue discussed in at least one external media outlet
Action Step 1.4.3 - Work with current partner JSTOR to increase digital access to OHQ issues and individual articles																	
1.4.3a		x	x	x	x												a. Annual subscription payments from JSTOR consistently increased by at least \$750 each year
Objective 1.5 - Increase and improve OHS educational efforts statewide																	
Action Step 1.5.1 - Increase number of school children touring at OHS to 15,360 by 2016 (contingent on 1.2.1)																	
1.5.1a	x																a. Prioritize staffing and space needs and costs, including education, scheduling, security, and visitor services for an optimal educational program by end of 2011
1.5.1b			x														b. Successfully fundraise and relocate downtown storage to Gresham to make classroom and lunch room spaces available (contingent on 3.1.2)
1.5.1c	x																c. Collaborate on tours between education staff and library

1.5.1d		x						Lead: Dir. Of Public Svcs, Education & Programs Mgr											d. Transmit 3-year schedule of changing exhibits to teachers to help plan visits
1.5.1e								x											e. Annual count reached 15,360 school children touring OHS by end of 2016 (contingent on 1.2.1)
Action Step 1.5.2 - Increase number of school children served by external services to 10,000 by 2016 (see also 1.7)																			
1.5.2a		x		x	x		x		Lead: Education & Programs Mgr										a. Number of school docents increased by 5 per year (at 30 in 2016)
1.5.2b				x	x		x	x	Lead: Education & Programs Mgr , Director of Dev						Grant funded (\$6-10K) per trunk	Grant funded (\$6-10K) per trunk	Grant funded (\$6-10K) per trunk		b. Develop one school trunk and curriculum-related traveling exhibit per year for school use (contingent on 3.1.2)
1.5.2c								x	Lead: Education & Programs Mgr							Reproduction of materials			c. Docents launch program of curriculum-related programs and visits to schools
1.5.2d								x	Lead: Dir. Of Public Svcs, Education & Programs Mgr, Director of IT, Dir of Dev							Grant funded			d. Develop and execute plan to use Internet resources and mobile technologies to provide curriculum assistance (contingent on 3.1.2)
1.5.2e								x	Lead: Dir. Of Public Svcs, Education & Programs Mgr										e. Annual count for students served outside OHS facilities reached 10,000 by 2016 (contingent on 1.7.1 and 2.3.4)
Action Step 1.5.3 - Increase educational services to various underserved target markets (see also 1.8)																			
1.5.3a		x							Lead: Education & Programs Mgr										a. Create a diverse exhibit and public programming plan (tours, workshops, etc.) for various target markets that's reflective of the Oregon demographic by end of 2012
Action Step 1.5.4 - Develop a plan to revitalize the National History Day (NHD) program in Oregon																			

1.5.4a	x							Lead: Education & Programs Mgr									a. In conjunction with NHD national headquarters staff (preliminary meeting in Sept 2011) evaluated potential of NHD program and participating schools
1.5.4b								Lead: Education & Programs Mgr	x	x							b. If NHD revitalized, incorporate state coordinator responsibilities by end of 2012 to grow number of participating schools to 30 by 2016
Action Step 1.5.5 – Create a Board of Trustees Education Committee to help plan, budget, and vet improvements in OHS educational efforts																	
1.5.5a	x							Lead: Executive Director									a. Bylaws changed by end of 2011 to include an Education Committee of the Board of Trustees
Objective 1.6 – Expand market awareness of exhibits, programs, and educational opportunities through partnerships and co-marketing (see 1.8)																	
Action Step 1.6.1 – Develop improved tracking system for museum admissions and library use, with monthly reports to management and board																	
1.6.1a	x							Lead: Research Librarian, Library Manager (for Library) Lead: Dir. Of Public Svcs, Visitor Services Coord (for museum)									a. Adapted survey questionnaires used in strategic planning by end of August 2011
1.6.1b	x	x	x	x	x			Lead: Library Manager (for library) Lead: Dir. Of Public Svcs (for museum)	x	x	x						b. Key information reported monthly, quarterly, and annually to management and Board
Action Step 1.6.2 – Develop a new marketing plan with emphasis on co-marketing, and use of social networking and other electronic media tools (see 3.9)																	
Objective 1.7 – Investigate and establish a strategy that employs web-based platforms to share collections, educate students and the public, increase visibility, augment publications and exhibits, and grow meaningful collaborations																	
Action Step 1.7.1 – Study web-based platforms and create a plan to incorporate them into our outreach work with a special focus on demonstrating history's relevance and reviving OHP and TimeWeb																	

1.8.3c	x	x	x	x	x	Lead: Library Manager						c. Meet with Oregon Digital Newspaper Project Board at least once a year
Action step 1.8.4 – Use Oregon Historical Quarterly to emphasize and build relationships												
1.8.4a				x	x	Lead: OHQ Editor, Director of Public Svcs, Library Manager						a. Two articles published per year from research articles and submissions originating from contacts with history departments and/or library special collections
1.8.4b	x	x	x	x	x	Lead: OHQ Editor						b. Two Local History Spotlights published each year to draw attention to work of affiliates and other organizations (see also 1.4.1c)
1.8.4c			x	x	x	Lead: OHQ Editor, Director of Public Svcs, Library Manager						c. One article published each year that highlights collections enhancement and introduces readers to new collections (See also: 1.4.1 and 2.2.1)
GOAL 2 - Fulfill OHS' role as stewards by maintaining, improving, and increasing collections of OHS historical artifacts and documents while setting a standard of excellence in access to collections, use of technology, and professional practice and care												
Objective 2.1 - Ensure that care of collections meets national professional standards												
Action Step 2.1.1 - Use an outside (consulting) evaluation of environmental controls at all OHS facilities to define and implement fiscally realistic operational standards for HVAC based on national best practices												
2.1.1a		x				Lead: Facilities Manager, Dir. Of Public Svcs, Library Mgr				(\$15,000) consulting fee		a. Report by outside consultant by end of 2012
2.1.1b		x	x			Lead: Facilities Manager, Dir. Of Finance, Dir. Of Public Svcs, Library Mgr						b. Evaluation costs included in annual budget
2.1.1c			x		x	Lead: Facilities Manager	x	x				c. Improvements added to the capital repairs priority list
Action Step 2.1.2 - Conduct in-house study to identify space available within existing storage systems for future collections growth over life of the 2016 strategic plan or beyond												

2.3.3b				x	x	x											(Salary + benefits) for photographer, plus equipment upgrade, (\$1200) computer, (\$250) phone	(Salary + benefits) for photographer	(Salary + benefits) for photographer	b. With grant funding, 5,000 digital images of museum collections added to the Argus database per year
2.3.3c				x																c. By June 30, 2013, funding obtained to complete the conversion of photo card files system (Wang Cards) into online catalog records (contingent on 3.1.2)
2.3.3d					x															d. Conversion project completed by end of 2014
Action Step 2.3.4 - Develop online exhibits or other interpretive and educational programming using digital versions of materials from all types of collections (see also 1.7)																				
2.3.4a				x																a. One trial program of an online exhibit or other interpretive and educational programming using digital versions of all types of collections put in place by end of 2013 and evaluated for future programs (contingent on 3.1.2 or 3.5)
Action Step 2.3.5 - Accelerate cataloging or processing of key library collections, such as the Photo Art photograph collection, the Oregon Journal photograph collection, and all incoming collections																				
2.3.5a	x	x	x	x	x	x														a. All incoming library collections represented by records in the online catalog, immediately
2.3.5b	x																			b. All incoming library collections made accessible through at least minimal processing, immediately, except additions to existing collections

2.3.5c	x						Lead: Library Manager, Collections Access Specialist, Cataloger (to be hired contingent on 5.2.10/see 5.2.4), Director of IT									c. A plan for preservation and access to the Photo Art photograph collection implemented by end of 2011
2.3.5d					x		Lead: Library Manager, Project Archivist (to be hired)				(Salary + benefits) for Project Archivist	(Salary + benefits) for Project Archivist	(Salary + benefits) for Project Archivist			d. By June 2013, a plan for preservation and access to the Oregon Journal collection implemented
2.3.5e				x			Lead: Library Manager									e. By June 2012, a prioritized list of library processing projects developed, with processing plan for each
GOAL 3 - Create a stable, sustainable and secure annual financial condition through debt reduction, increased endowment, and revenue enhancement to ensure a balanced budget																
Objective 3.1 - Develop and strengthen every avenue of public support to secure future public funding																
Action Step 3.1.1 - Meet regularly with federal funding agencies, state and local officials, and influencers to insure a deep understanding of what OHS needs and why it is important to the citizens of Oregon																
3.1.1a	x	x	x	x	x	x	Lead: Executive Director, Trustees, Director of Dev									a. Public funds increased over 2011 levels; continuation of \$1.5M or more annually
Action Step 3.1.2 - Explore all granting avenues for program and exhibit support																
3.1.2a			x	x	x	x	Lead: Director of Dev, Grant Writer/Mgr (to be hired), Director of Public Svcs, Library Manager	x	x	x	x	(Salary + benefits) for Grant Writer/Mgr, (\$1200) computer and (\$250) phone	(Salary + benefits) for Grant Writer/Mgr	(Salary + benefits) for Grant Writer/Mgr	(Salary + benefits) for Grant Writer/Mgr	a. Grants pursued, granted and reported accurately; additional \$250K plus in restricted and unrestricted funds for projects and exhibits in 2013-2016
Action Step 3.1.3 - Meet and partner with community groups and affiliates across the state to strengthen statewide awareness and support (see also 1.3.3, 1.5.3, and 1.8)																
3.1.3a			x				Lead: Executive Director, Director of Development, New Grants Manager, Director of Public Svcs, Library Manager, OHQ Editor									a. Contacts/visits with primary affiliates once a year at a minimum; strengthen partnership opportunities within grant proposals
Action Step 3.1.4 - Ensure that the voters and elected officials of Multnomah County are satisfied with their investment in OHS																

3.1.4a	x	x	x	x	x	Lead: Executive Director, Trustees, OHS Management Team										a. Face to face meetings with oversight committee, county officials and polling of voters done
Objective 3.2 - Raise funds to eliminate or reduce the debt on Gresham warehouse to save up to \$200,000 in annual operating expense																
Action Step 3.2.1 - Work with public sources to generate funding to retire or significantly reduce the debt																
3.2.1a	x					Lead: Executive Director, Trustees, Director of Dev										a. Debt is retired
Action Step 3.2.2 - Consider and evaluate adding debt reduction to a capital campaign																
3.2.2a			x			Lead: Director of Dev, Executive Director, Trustees										a. Contingent on 3.2.1a not being reached, debt is reduced
Objective 3.3 - Capitalize on a new permanent exhibit on 20th Century Oregon to engage new excitement, support and earned income opportunities																
Action Step 3.3.1 - Complete funding OYMO by end of summer 2011																
3.3.1a	x					Lead: Director of Dev, Executive Director, Trustees					Projected revenue \$150K					a. Funds are raised, contractor given green light on Sept. 1 or sooner
Action Step 3.3.2 - Launch new membership and marketing campaign																
3.3.2a		x				Lead: Director of Marketing, Executive Director, Director of Pub Svcs					Combat free Multnomah County losses					a. Admissions and membership are up over 2011
Objective 3.4 - Achieve full underwriting for all exhibits																
Action Step 3.4.1 - Create an annual exhibition giving program with 2 year funding																
3.4.1a		x	x			Lead: Director of Dev, Executive Director, Director of Pub Svcs, Trustees										a. Funding for 2013-2014 exhibits completed; \$250K in unrestricted exhibit funds annually by 2014
Objective 3.5 - Expand development capacity to increase philanthropic support for general operations from \$1.1 million per year in 2011 to \$2.2 million by end of 2016																
Action Step 3.5.1 - Define the necessary capacity of the development department to support this objective																
3.5.1a	x					Lead: Director of Marketing, Executive Director, Board										a. Development plan in place by September 2011
Action Step 3.5.2 - Identify and build relationships with funding sources for capacity building																
3.5.2a		x	x	x	x	Lead: Director of Development, Executive Director, Trustees										a. Continue to build strong relationships with funding sources

Action Step 3.5.3 - Create, fund, and implement a phased multi-year plan for expansion									
3.5.3a		x	x	x	x	Lead: Director of Marketing, Executive Director, Trustees		See attached chart	a. Expansion is completed and revenue goals are being met
Objective 3.6 - Begin and grow an active planned giving program									
Action Step 3.6.1 - Launch annual program and promotional materials in 2011									
3.6.1a		x	x	x	x	Lead: Director of Development		(\$800 printed materials, \$2K annual hospitality)	a. Increase membership in Legacy Club each year going forward; build to 100 plus members by 2016
Objective 3.7 - Plan and mount major capital and endowment campaigns									
Action Step 3.7.1 - In 2011 through early 2012, decide what OHS will include in the campaign, build capacity and case statement									
3.7.1a		x				Lead: Executive Director, Board, Director of Dev			a. Compelling case statement complete
Action Step 3.7.2 - Appoint leadership, create a campaign cabinet, and launch feasibility study									
3.7.2a		x	x			Lead: Director of Dev, Executive Director, Board, Director of Dev			a. Leadership in place by 2013 and cabinet chosen
3.7.2b		x	x			Lead: Director of Dev, Executive Director, Board, Director of Dev			b. Feasibility study launched
Objective 3.8 - Enhance earned revenue									
Action Step 3.8.1 - Assess profitability of store after implementation of free admission and evaluate the use of strategic partners to increase store proceeds									
3.8.1a	x					Lead: Director of Development, Merchandising Operations Manager			a. Review store sales after free Multnomah County admissions; meetings with potential partners
Action Step 3.8.2 - Provide food and beverage service on the Plaza during warm months to drive admissions and store sales									
3.8.2a	x					Lead: Director of Development			a. Food and beverage available for summer months for Pedal to the Metal; evaluation of continuation for following years completed
Action Step 3.8.3 - Plan a second marketing campaign in partnership with the State Capitol Foundation to increase Pacific Wonderland sales									

Objective 4.2 - Address deferred maintenance needs and create a schedule of necessary maintenance											
Action Step 4.2.1 - Assess needs and create a schedule of deferred maintenance and necessary upgrades											
4.2.1a	x						Lead: Facilities Manager				a. Assessment completed by September 2011
4.2.1b	x						Lead: Executive Director, Facilities Committee, Trustees				b. Board reviewed and approved maintenance schedule by December 2011
4.2.1c				x	x		Lead: Director of Dev, Executive Director			\$1.4M over 3 years	c. Evaluate for capitol campaign inclusion in 2013 and explore all other sources of funds, including annual operating budget
4.2.1d		x	x	x	x		Lead: Facilities Manager				d. Complete scheduled maintenance items per year (contingent on funding)
Objective 4.3 - Determine Gresham desirable storage facility upgrades over the duration of the plan											
Action Step 4.3.1 - Facility study in 2012, including Priority List for capital improvements and security upgrades											
4.3.1a		x					Lead: Facilities Manager, Dir of Pub Svcs, Library Mgr				a. Facility study completed by end of 2012 with decision by Trustees to proceed with all, some or none of the recommended improvements and upgrades
Objective 4.4 - Until decision is made on sale of non-mission related buildings, maintain them to standards that protect OHS investment and minimize liabilities to tenants and the public											
Action Step 4.4.1 - Undertake urgent repairs in 2011											
4.4.1a	x						Lead: Facilities Manager, Dir of Dev				a. Funding identified; repairs completed
GOAL 5 - Align organizational resources to successfully implement the strategic plan											
Objective 5.1 - Address promised service improvements under the Multnomah County tax levy by adding the needed staff											
Action Step 5.1.1 - Hire the 2 Library Technician positions with funding from the Multnomah County tax levy by July 1, 2011											
5.1.1a	x	x					Lead: Library Manager (for library), Lead: Director of Public Svcs (for museum)				a. Included in Action Steps 1.2.1 and 1.1.3
Objective 5.2 - Review current staffing configuration and recruit and retain strong, professional talents to ensure success of strategic goals											

Action Step 5.2.1 - Consider hiring an executive officer for departmental management to free executive director for legislative, representational, and fundraising work											
5.2.1a	x							Lead: Executive Director			a. Decision to hire/hot hire executive officer made by end of 2011
Action Step 5.2.2 - Assess the Finance Department staffing needed to deal with an increase in budget management and purchasing duties and oversight of HR, payroll, and financial reporting, and to provide more timely reporting of monthly budget data to Trustees											
5.2.2a	x							Lead: Finance Director			a. Determine by Sept 2011 whether part-time help or a different solution can answer the needs
Action Step 5.2.3 - Define capacity building plan for Development and Marketing Department											
5.2.3a	x							Lead: Development Director			a. By end of 2011, development and marketing staffing needs prioritized to double its capacity by 2016
Action Step 5.2.4 - Complete a library staffing plan by end of 2011 to take the library to optimal staffing by 2016											
5.2.4a	x							Lead: Library Manager, Research Librarian, Collections Access Specialist, Preservationist			a. By end of 2011, library staffing needs for a 21st century research library prioritized
Action Step 5.2.5 - Complete a museum staffing plan by end of 2011 to take the museum to optimal staffing by 2016 (see also 1.5.1a)											
5.2.5a	x							Lead: Director of Public Svcs			a. By end of 2011, museum staffing needs for a 21st century museum prioritized, indicating grant funded or required dedicated funding with likely funding sources for all
Action Step 5.2.6 - Complete a publications staffing plan by end of 2011 to take the journal and any other OHS publications to optimal staffing by 2016											
5.2.6a	x							Lead: OHQ Editor			a. By end of 2011, publications staffing needs defined
Action Step 5.2.7 - Add Assistant Engineer position as quickly as feasible to assist with equipment maintenance and implement capital repairs											
5.2.7a	x							Lead: Facilities Manager, Director of Dev, Finance Director	(Salary + benefits) Assistant Engineer, (\$1200) computer and (\$250) phone	(Salary + benefits) Assistant Engineer	(Salary + benefits) Assistant Engineer

Action Step 5.2.8 - Expand security and custodial staffing hours to support increased public access due to levy funded free admission											
5.2.8a		x	x	x	x		Lead: Finance Director		(Salary)	(Salary)	a. Starting in 2012, expand current .5 FTE security officer to full time
5.2.8b		x	x	x	x		Lead: Facilities Manager		(Salary)	(Salary)	b. Starting in 2012, add .5 FTE custodian to support increased custodial workload caused by increased public visitations
Action Step 5.2.9 - Complete an IT staffing plan by end of 2011 to meet web-based needs of the plan, including additional staffing and program needs in other departments											
5.2.9a		x	x	x	x		Lead: IT Director				a. By end of 2011, IT staffing needs defined to meet web-based needs of the plan
Action Step 5.2.10 - Review program and staffing needs and set priorities for staffing in the future, assuming necessary funding is available. Produce a Trustee approved priority list and action step by end of June 2012 with appropriate staffing levels, operational costs (including marketing and exhibit money) and likely sources of funding											
5.2.10a		x					Lead: Executive Director, Management Team				a. Trustees approve priority list by June 2012
Objective 5.3 - Develop a board, staff and volunteer group that is more reflective of Oregon's diverse populations and the communities it seeks to serve											
Action Step 5.3.1 - Increase Board representation to reflect Oregon's diverse population and geography											
5.3.1a		x	x	x	x		Lead: Executive Director, Trustees				a. Diversity added to the Board on an ongoing basis
Action Step 5.3.2 - Advertise positions widely and indicate OHS' particular interest in diversity											
5.3.2a	x	x	x	x	x		Lead: Finance Director, Human Resources Consulting Representative				a. Enlist HR consulting firm in advertising positions, indicating particular interest in diversity with assistance from minority communities
Action Step 5.3.3 - Annual volunteer recruitment program with special emphasis on diversity											
5.3.3a	x	x	x	x	x		Lead: Director of Public Svcs, Volunteer Coord				a. Growth of approximately 15 volunteers per year to 300 total by 2016 representative of Oregon's diverse population
Objective 5.4 - Conduct periodic reviews of selected job classifications for potential revision of position descriptions and pay rates											
Action Step 5.4.1 - Select at least one job series for benchmarking per year											

Attachment A

AAM Accreditation Information

The Accreditation Commission's Expectations Regarding Institutional Planning

- All aspects of the museum's operations are integrated and focused on meeting its mission
- The museum's governing authority and staff think and act strategically to acquire, develop, and allocate resources to advance the mission of the museum
- The museum engages in ongoing and reflective institutional planning that includes involvement of its audiences and community
- The museum establishes measures of success and uses them to evaluate and adjust its activities

The Commission expects

- Documentation of the planning process (committee lists, meeting minutes, planning schedule)
- A current, comprehensive, timely, and formal institutional plan that includes both strategic and operational elements

An accreditable museum uses planning to:

- Set goals and establish strategies by which it will achieve them
- Ensure that the museum acquires, develops, and allocates its resources (human, financial, physical) in a way that advances its mission and sustains its financial viability
- Gather appropriate information to guide its actions, including input from stakeholders and data from benchmarking
- Establish measures by which the museum will assess its achievements

AAM – American Association of Museum accreditation review April 2010

Another issue is reaccreditation of the museum. The American Association of Museums (AAM) gave the museum its most recent accreditation in 1998. Accreditation assures donors, board members, grantors, and museum professionals that an institution meets commonly expected standards in the museum world. It provides a measure of public confidence and helps with fundraising and often in hiring.

With submission of the full documentation package to AAM, the visiting accreditation team scheduled and completed its work in mid-2010 and submitted its report to the Accreditation Commission well before Multnomah County's decision to refer the levy to the voters. The Accreditation Commission's August 2010 letter deferred accreditation pending further information about the Society's efforts to solve its underlying fiscal problems (particularly, the levy) and submission of a new strategic plan that addresses OHS' long-term financial health and several lesser issues (see highlights and further information below). In December OHS gave AAM an update on successful passage of the 5-year levy and the schedule for completion of a new strategic plan. The Commission will review OHS' final submissions, including the strategic plan, at its September 2011 meeting. The AAM Accreditation Commission is, in effect, a priority customer of the strategic planning process.

A few highlights from AAM's preliminary accreditation letter and report are quoted here as they may affect this strategic plan.

Areas of Commendable Practice

- The museum's outsourcing of most human resource functions as a model that could serve other museums.
- Oregon History Project and Oregon Time-Web website geared for teachers and middle and high school students.
- Attractive online newsletter.
- Creative promotion of sales of reproductions of historic photographs to generate revenue.
- The "History Pub" program offered off-site and funded by a corporate sponsor seems like a fun way to engage new audiences

Additional Comments

Page 4 – "Though the strategic plan outlines some measurable results for each strategic initiative, additional information on responsibility and timeline goals is not stated. The site visit indicated that the staff understood these responsibilities, but the institution has not formalized the information. In addition, though it was apparent that the staff understood their audiences and community, there was an absence of evidence to document involvement of audiences in the institutional planning process."

Page 6 – "The Society is well aware of its need for additional collections staff. It is impressive that cataloguing is continuing, and even work towards moving collections catalogs on-line is being accomplished, but inventory of the collections is on hold until funds for additional staff can be obtained."

Page 7 – "Current planning for development and use of museum collections include: continuing to add late 20th and early 21st century objects in an effort to represent newer/younger constituents; placing of artifact collections records on-line, starting with popular selections such as Native American baskets, quilts, and Oregon-related items; and a full collections inventory."

Page 9 – "In 2010 the Society also began implementing a new marketing and development plan designed to increase income from several new sources. Because of the current economic situation, however, the Society has postponed a planned major development campaign."

Page 10 – "As part of a stalled capital campaign some building upgrades were included; these will be addressed when the campaign is re-started. Research and plans for these long range improvements have been finished, but this work is not integrated into an overall master facility/site plan."

Areas Where the Museum Does Not Meet Standards

Institutional planning – The museum has a number of plans, but there is not an adequate overall institutional plan The museum needs to submit a new strategic plan . . . that addresses the challenges of the museum, aligns activities and resources, has timeline, responsibilities, resources needs, and action steps.



Accreditation Visiting Committee Report*

Oregon Historical Society
Portland, OR

Visit start date: 4/7/2010

Members of the Visiting Committee:
Mr. Lawrence Sommer
Mendota Heights, MN

Ms. Susan R. Near
Special Projects Manager
Helena, MT

Introduction

The purpose of this report is to summarize the findings of the American Association of Museums Accreditation visiting committee subsequent review of the Oregon Historical Society, Portland, Oregon. Visiting committee members were Lawrence Sommer, St. Paul, Minnesota, retired director of the Nebraska State Historical Society and Susan R. Near, Special Projects Manager at the Montana Historical Society, Helena, Montana. Lawrence Sommer served as the visiting committee team contact.

The site visit began on Wednesday, April 7, 2010. Visiting committee members arrived in Portland and met over dinner to review the schedule and other details related to the visit.

Thursday, April 8, 2010, was spent meeting with staff and board members and touring the Society's off-site collections storage facility. Besides meeting with staff from several departments, the visiting committee also met with the Society board president and two other board members. That evening the visiting committee met over dinner with the Society's executive director, George Vogt.

On Friday, April 9, 2010, the visiting committee continued meeting with department staff. The committee also toured all Society facilities before holding a wrap-up session with the executive director.

Prior to leaving Portland Saturday morning, the visiting committee met over breakfast to review site visit findings and discuss writing the report.

It was obvious to the visiting committee that the Oregon Historical Society had prepared well for this AAM accreditation review. The Society's self-study and supporting documentation was carefully prepared. All arrangements for the site visit were handled in a professional and efficient manner.

We wish to express our sincere appreciation to George Vogt, executive director of the Oregon Historical Society, and all the Society staff for their cooperation, assistance and hospitality during our visit. We especially want to thank director of public services, Marsha Matthews, for her assistance coordinating the entire AAM accreditation review process.

Institutional History

The Oregon Historical Society was organized in 1898. Since that time, the Society has served as the de facto state history museum, as well as a major regional historical research library. Soon after the Society was organized, the State of Oregon recognized a special relationship with the Society that included an obligation to provide state support.

Over the years the Oregon Historical Society museum was housed in a variety of locations. During the 1960s the Society acquired property in downtown Portland and constructed a new museum and library facility. Since then the Society has acquired the entire city block, including an apartment building that is managed through a commercial, for-profit subsidiary. The Society also has completed several major building projects to expand and improve exhibition and related public programming space.

In 2002 the Society sold a former department store warehouse in downtown Portland that it had been using for collections storage. Proceeds from this real estate sale were used to acquire and renovate a 100,000 square-foot warehouse building located about 20 minutes away from downtown in Gresham. Most of the museum collections and some of the library holdings are stored and serviced at the Gresham facility. Besides collections storage and processing, the Gresham storage facility includes a reference room for use by patrons who need to use collections on site. This is done by appointment only.

Throughout its history the Oregon Historical Society has published a quarterly journal and a wide variety of books on topics related to Oregon and Pacific Northwest history. The Society also has offered numerous exhibitions and a multitude of public programs over the years.

The Oregon Historical Society currently has 38 employees including part-time and seasonal workers. The 2010 operating budget is approximately \$4.3 million.

Public Trust and Accountability

The Oregon Historical Society serves the citizens of Oregon, educators, students, historians and other scholars, genealogists, historic preservationists, the media, tourists and other visitors to Oregon. The Society

serves its constituents primarily through its museum/library headquarters facility in Portland, although public programs often occur across the state. In addition, the Society serves its constituent communities through collecting and preserving artifacts, manuscripts and other items related to Oregon history; permanent, temporary and traveling exhibitions; research access to its extensive collections; special tours and programs and by being a venue for a wide variety of programmatic activities. The visiting committee felt the Society is doing a good job of identifying its various constituencies and making a strong, on-going effort to provide a high level of service.

The Oregon Historical Society is, indeed, a very good neighbor in its downtown Portland area. The Society museum/library complex is a popular venue for many different community and interest groups to learn about the state's heritage. The Society frequently partners with other nearby cultural institutions. Society staff members participate on boards and public committees in a variety of capacities. The Society also provides technical expertise and related outreach to local museums and other historical organizations across the state.

The Society utilizes its annual report, newsletter, web site and IRS Form 990, among other means, to make available to the public information about all its operations and activities. The Society also has in place a whistle-blower protection policy that was adopted by the Board of Trustees in October, 2008. As required by the Sarbanes-Oxley Act, the Society also adopted a document retention and destruction policy at the same time. Overall, the Oregon Historical Society appears to be complying with all relevant federal, state and local laws, codes and other regulations.

The Oregon Historical Society's code of ethics covers board members, staff and volunteers. Topics covered include guiding principles, ethical duties, governance, collections (including deaccessioning and use of proceeds), gifts, personal collecting, business dealings and whistle blower protection. The policy was last updated and approved by the board in October, 2008.

Mission and Planning

The Oregon Historical Society's mission is preserving and interpreting Oregon's past in thoughtful, illuminating and provocative ways—"Preserving the past, inspiring the future."

The mission statement was adopted in late 2007 by the Oregon Historical Society Board of Trustees in conjunction with a new three-year strategic plan. All areas of the Society's operations reflect this mission. The staff, administration and board are focused on initiatives that will advance the mission. They effectively communicate and work together towards the mission.

The Society is now in the last year of their most recently adopted strategic plan. The five principle objectives outlined in the plan are: financial stability and responsibility; improved marketing and visibility to the broader community; improved collections accessibility and focus on 20th and early 21st century materials; improved educational services for students and teachers; and expanded capacity and better use of information technology. At present financial stability is the prime focus due to a catastrophic cut of State of Oregon appropriations. Much of the last few years have been devoted to acquiring, developing and reallocating resources to meet financial challenges. These efforts have been undertaken by board, director and staff working together on a regular basis. The visiting team observed numerous Board-staff committee meetings taking place during our short visit at the Society. The board is very engaged and has formed an effective team working with the executive director to continually research trends and economic status, respond to changing circumstances, and explore various strategies to address the financial crisis. The board is well connected to the community and is proactive and effective in representing the Society to various constituencies.

The Society's remaining strategic plan objectives mesh with efforts to stabilize their finances. Focusing on public accessibility and communications, the Society has been re-organizing the staff and tasks to meet crucial needs in these areas. For example, a development and marketing director has been hired to ensure both quality and consistency of messages to their constituents and the general public; so far this change has been extremely positive. There is good communication between development and other Society staff. The area of service to students and teachers has benefited from a closer working relationship with educators, resulting in

increased school-age participation in tours, special programs and services. Accessibility to collections is an objective that is embraced by all staff, and projects such as increased digitization of records, collaborative museum exhibits, and new equipment for library researchers have positively contributed to advancing these goals. Initiatives have been put in place due to public demand, but they are planned and guided by staff and aided by a vibrant volunteer staff.

The Society operations are integrated and focus on the mission. In daily work it is clear that the current goals and objectives outlined in the strategic plan are ingrained in the performance of duties and are widely discussed. On-going institutional planning is practiced at the Society in the course of daily work. The reality of the situation is that there have been many staff changes, task re-allocations, organizational structure changes, and re-prioritizations in the last two years. Yet the staff seems resilient and is rising to the challenge, working together effectively.

Though the strategic plan outlines some measurable results for each strategic initiative, additional information on responsibility and timeline goals is not stated. The site visit indicated that the staff understood these responsibilities, but the institution has not formalized the information. In addition, though it was apparent that the staff understood their audiences and community, there was an absence of evidence to document involvement of audiences in the institutional planning process.

Leadership and Organizational Structure

The Oregon Historical Society was incorporated in 1898. Since 1951 it has been recognized as a nonprofit charitable and educational organization by the Internal Revenue Service. The Society bylaws were last updated in 2008. They include a provision delegating authority to the executive director for day-to-day management and operations.

The Oregon Historical Society is governed by a 28-member Board of Trustees that meets at least four times a year. A seven-member executive committee includes the Society officers and three other board members. This committee meets and conducts business as necessary at times the full board cannot meet. Board members are elected for three-year terms and can serve a total of three terms or nine years before being required to leave the board for at least a year before being eligible to serve again. The Society's executive director serves as assistant secretary to the board but is not a voting board member. Society board members bring a mix of backgrounds, experience and skills that is effective for dealing with the strategic, legal, financial and fundraising issues the Society faces. The board is committed to increasing its ethnic diversity to better reflect the ethnic composition of the Portland community. Overall, the Society board is actively engaged and cares greatly about the future of the Society. Besides seeking greater ethnic diversity, the board is actively recruiting a new generation of younger community leaders to serve as both board members and in other capacities that benefit the Society.

Besides the bylaws, the Society board has adopted appropriate governance policies that include a code of ethics, informal board performance review and annual executive director performance review policies. All Society governance documents and management policies are current and follow best practices.

As already noted, day-to-day management and operational authority is delegated to the Society's executive director. There are appropriate job descriptions for each staff position, comprehensive personnel policies and an organizational framework that reflects the mission, strategic direction and priorities of the Society. The Society is an equal opportunity employer that encourages staff diversity. The Society also has been able to provide staff development funding and opportunities over the years. To be more cost effective and efficient the Society utilizes the services of a human resource support company to manage on-going human resource functions and provide some continuing education opportunities. The Society offers a standard menu of employee benefits consistent with similar organizations of comparable size.

Like most other museums and historical organizations, the Oregon Historical Society benefits from the services of approximately 250 volunteers who collectively contribute in excess of 22,000 hours of service annually. Society volunteers assist in almost every departmental activity. Volunteers represent a range of ages from teens to senior citizens. They bring a wide variety of expertise and specific skills along with their support.

Collections Stewardship

The Oregon Historical Society owns, uses and exhibits collections that are appropriate to their mission of preserving and interpreting Oregon's past. As a state-wide historical institution the Society is responsible for collecting and preserving a wide range of artifact collections and artworks related to the region that date from pre-historic to contemporary times. There are over 85,000 pieces in the museum collections; a large costume collection (10,000), art collection (2,000), and Native American collections (4,000) join the remaining general artifact collections (military, furnishings, tools, personal items, etc.). A fine collection of Native baskets were on exhibit during the site visit – they were exquisite; and we viewed many more in the storage area. The staff was preparing for an exhibit featuring 20th century artifacts; we saw many of these items in storage. In addition to the museum, the Society has a library, archives and photograph archives collection which is extensive (3 million photographs), and represents Oregon and the greater Pacific Northwest. These collections are incomparable and are utilized by researchers and publishers, but are also used in exhibits and educational materials.

The director of public services oversees museum collections staff that consists of one full time associate registrar who is assisted by two volunteers, one student volunteer and one grant-funded cataloguer. The director of public services is a former registrar and curator and is very familiar with the Society's collections. Both the director of public services and the associate registrar have appropriate education, training, and experience to fulfill the museum's stewardship responsibilities and the needs of the collections. Volunteer and temporary staff are trained by the associate registrar. The Society is well aware of its need for additional collections staff. It is impressive that cataloguing is continuing, and even work towards moving collections catalogs on-line is being accomplished, but inventory of the collections is on hold until funds for additional staff can be obtained.

The Society is following professional standards for the care, management and use of the collections. The museum's current collection policy was first developed and approved in 1974, and was last updated and approved by the board in the summer of 2003. It outlines collections goals, and policies and procedures that are actively used to guide the staff in collections stewardship. The policy includes both museum and library/archives collections. Staff has authority to carry out the collections management policy.

Most of the artifact collections and some archival collections are housed at an offsite support facility in Gresham, a suburban area about 20 minutes from the Society's downtown Portland facility. The Gresham facility has over 100,000 square feet of secure and clean storage, is environmentally monitored, regularly inspected, and is staffed Monday through Friday 8-5. Public may come to view and research collections at the Gresham facility by appointment; staff monitor and assist researchers. Security is excellent; there is limited security access, and staff has a very good working relationship with fire and police in the area. Installation of video surveillance cameras for this large facility is planned for but not yet funded. Areas in the downtown Portland facilities that house collections are well secured and maintained, but are being phased out and eventually most collection items will be transferred to the Gresham facility. The Society has no integrated pest management policy, though all storage and exhibit areas are monitored and physically inspected on a regular basis; they have had no pest problems in the past.

Museum staff uses Argus collections cataloguing software that they have had for many years, but meets their needs and remains reliable and robust. They have fully complied with NAGPRA laws and have responded to three repatriation requests. A spot check of physical location and record identification for collection items was conducted during the site visit, and all was in order. All collection items are used appropriately in exhibits, and are available for research, reproduction for publication and for loans to other qualifying institutions. The Society collections are a regularly used for research, a daily occurrence in the library where regular hours are kept to serve the public. Research on museum collections are requested to a lesser extent, but staff respond to internal requests, use by visiting curators, and scholars/writers using special collections such as Native American objects. Collections are also available for view with staff assistance on request for the public, i.e. tribal representatives and students.

Current planning for development and use of museum collections include: continuing to add late 20th and early 21st century objects in an effort to represent newer/younger constituents; placing of artifact collections

records on-line, starting with popular selections such as Native American baskets, quilts, and Oregon-related items; and a full collections inventory.

Education and Interpretation

The Oregon Historical Society education and interpretation activities include exhibits, traveling exhibits, school tours and other educational programs, such as demonstrations, lectures and traveling trunks. Multimedia is used effectively in exhibits; an especially good example is in *Oregon, My Oregon* where a selection of short films on related themes can be viewed by pushing selections on a lunch counter “jukebox.” More educational material is being added to the website; *Oregon History Project* helps middle and high school students learn to research on-line, and plans are proceeding to add curriculum materials (including standards) to the Society website to meet the needs of Oregon teachers. A major strength in their historical interpretation is wide access to the extensive Society research collections; *Oregon Historical Quarterly* is found on JSTOR, Society finding aids are found on the Northwest Digital Archives, and an on-line interactive companion website-*Oregon Time Web*-connects primary sources documents thematically, geographically, and chronologically.

Educational goals, philosophy, and messages mesh with the Oregon Historical Society’s mission, and goes beyond. The 2008 strategic plan directs the museum to focus attention on student visitation and services. Accomplishments to that end include: planning for and development of school tours meeting required curriculum standards; recruitment and improved training for docents; and exhibit selection process now includes consideration of school curriculum and those which address a younger, more diverse audience.

Additionally exhibits are now being chosen with a new criteria that will broaden potential audiences; looking at Oregon history in a broader context of regional, national and international aspects. The staff exhibits committee reviews and assesses exhibit proposals (they can be submitted by anyone) to determine if they support and advance the institutional mission and philosophy. Recommendations then go to the executive director and board programs committee (four Board members and three community members) for discussion and budget approval (if over \$15,000). The Society has a terrific spreadsheet that they use to visually see when and where exhibits are scheduled; this is a simple, yet effective tool for exhibit planning.

Interpretive content for all educational programs are researched appropriately, using historical resources in their own and other institution’s libraries as well as using professional standards for content – whether in the education, publishing, marketing, or information technology field. This is obvious from the overall high quality of offerings, and depth of historical interpretation present. Original research is not done internally for interpretive content, but rather is accomplished by outside consultants-scholars, writers, educators. This is due to lack of staff in the curatorial and history areas. But the various techniques and methodologies used are suitable for each interpretive program undertaken. For example, the educational offerings for students are developed by a staff member with extensive knowledge of teaching methodologies and standards who also has excellent communication with teachers who use museum resources regularly.

In the area of assessment and evaluation of programs, the Society heavily relies on surveys and informal inquiry, though advisory committees are used along with community member input for certain projects. The most consistent information comes from the education community regarding school programs. Other data is gained from museum visitor information and surveys. Plenty of anecdotal information is available; that, interpreted by experienced staff, does help guide program planning. Because the mandate to serve an audience interested in Oregon’s history is extremely broad, the accepted evaluation methods used to solicit community attitudes are difficult to accomplish in an on-going process that is truly representative of all of the vying Society constituencies.

Financial Stability

Like many other museums and historical organizations, the Oregon Historical Society has felt the effects of the national economic downturn of the past few years. Almost every category of revenue and support has

decreased between 2006 and 2010. The Society has been forced to respond with budget modifications, staff reductions and program cutbacks or elimination.

The continuity of state funding has been a major concern for several years. The Society's executive director and board have been exploring alternative public funding mechanisms that would stabilize this source of long-term support. At the time of this accreditation site visit two possible approaches were being considered. The preferred option is to secure a dedicated source of state funding. A back-up option, should the statewide funding effort fail, is to seek public support to create a special heritage taxing district.

Even in the current difficult economic environment the Society has been successful raising funds for specific facility improvements, exhibitions and related public programs. The Society also has been able to increase earned income through various efforts. In 2010 the Society also began implementing a new marketing and development plan designed to increase income from several new sources. Because of the current economic situation, however, the Society has postponed a planned major development campaign.

As part of its response to economic conditions and the need to meet new accountability standards and requirements, the Society has refined its budget development and management process and has adopted new internal controls. All of these things have been incorporated into a financial policy manual. These changes already have resulted in more accurate and timely financial data and better overall management of the organization's financial resources. The Society finance committee also is implementing a plan to project revenue and expenses on a four-year rolling basis and is evaluating the Society real estate holdings as part of its long-range financial management and planning efforts.

The Oregon Historical Society has implemented a rigorous budget planning, development and monitoring process that includes key staff, the finance committee and board of Trustees. The visiting committee was told that the new budget and accounting systems allow more transparency and much better fiscal management and oversight of each program, transaction and personnel costs. Information that may impact the next budget cycle, such as utility cost projections, is gathered and analyzed on an on-going basis. Program staff and managers can track and review their specific budgets on a regular basis to make sure expenditures are on target and that aspects of the strategic plan that fall under their programs are being met. Program, senior management staff and the board also use historical and current financial data to help establish future strategic priorities.

The visiting committee confirmed that the Oregon Historical Society's collections are not capitalized. The Society does assign a value of the collections for insurance purposes. Language in the collections policy will be amended to clarify the use of deaccession proceeds.

The Society has an annual independent audit and reviews its audit relationship on a regular basis.

Facilities and Risk Management

The Oregon Historical Society uses five buildings for their operations; all but one are located on a city block owned by the Society in downtown Portland. The remaining property, the Gresham facility, was acquired in 2001 for a collections storage support facility; it is located in a Portland suburb. The downtown properties not only house the public museum, research center and library, staff offices, programmatic space, storage and support space; they also provide rental/lease income for the organization through retail, commercial, parking and residential space rentals.

Changing circumstances and shifting priorities over the past fifteen years have resulted in what has been an almost constant rededication of space. Much of this change is due to the acquisition of the Gresham facility, which answers the long term need for dedicated, affordable, environmentally acceptable storage space. Also, with staff downsizing, reorganization, budget cuts and programming re-prioritization occurring, required program changes and staff moves within the spaces available have been numerous during the same period.

The last major remodel to the downtown facility involved improvements to the facility to enhance visitor services and public event space. These changes have opened up the public face of the Society, made it more inviting, easy to access, more visible, and has allowed expanded use of the facility for larger informal events.

One of the big moves was relocating the museum store to a front and center position at the museum's entrance; where formerly it had a good street location, but was disconnected to the main museum. Since the remodel many museum offices have been moved because of staff downsizing and changes in how the staff is organized. All are settling in and it appears that the new arrangements will be an improvement for working situations.

Security is an important concern at the Society facilities and is more than adequately being addressed. Security staff receive training in CPR, first aid, disaster/emergency situations, fire extinguisher use, personal safety and automated defibrillator. Additionally, staff and volunteers are trained in some of these areas. The Society and the Gresham facility are covered by security/maintenance staff and both facilities have digital environmental control and monitoring systems. In addition the Society computer room has received a dedicated cooling system to ensure uninterrupted service due that can be caused by overheating. At the Society headquarters a security camera systems is augmented by patrolling. All areas are handicapped accessible; occasionally the museum hosts guide dog training. The Gresham facility lacks security camera monitoring; a request for monies for cameras has been made but not approved due to financial concerns. The intrusion systems there are very good, someone opens and closes the building each day and makes inspections, staff is present 8-5 during the week, and the Society has a very good relationship with the local police and fire companies as they regularly use the facility for emergency preparedness exercises.

All of the Society facilities are extremely clean, organized and well-maintained. The public areas are pleasant as are the office areas. There is adequate insurance for visitors and staff, facilities and collections. Many modifications have been made to the Society facilities over the past 15 years, and there are planned improvements on tap. As part of a stalled capital campaign some building upgrades were included; these will be addressed when the campaign is re-started. Research and plans for these long range improvements have been finished, but this work is not integrated into an overall master facility/site plan. The daily routines and systems in place for care and maintenance of the Society buildings are effective and thorough.

Conclusion

The Oregon Historical Society is doing an excellent job of fulfilling its stated mission with the resources it has available. In every area of its operation current standards and best practices of the museum field are being met. The Society is a leader among state historical organizations in the United States. The staff is dedicated, motivated, professional and well-qualified. It has first-class facilities that are well-maintained. The Society Board of Trustees is engaged and supportive in providing strong leadership and oversight during these difficult economic times. Both the Society board and staff are to be commended for their continuing commitment to excellence.

Oregon Historical Society Strategic Plan 2008-2010

Our Mission

Is preserving and interpreting Oregon's past in thoughtful, illuminating, and provocative ways.
"Preserving the past, inspiring the future"

Vision

The Society is a fiscally sound, well-managed, exciting organization that understands its customers' needs and delivers outstanding educational services to young and old; reaches across the state to present diverse communities with high quality programs and services; and provides unexcelled access through the web to our programming, retail services, and scholarly resources.

The institution is a good collaborator with others. It is entrepreneurial and produces significant income from retail and rentals. Capitalizing on modern technology, the Society provides immediate, efficient access to our historical resources without regard to distance.

We believe this vision can be realized through the implementation of five strategic initiatives:

- 1) Financial Stability
- 2) Market Research and Alignment
- 3) Improvements in Collecting and Presentation
- 4) Enhanced Metro and State Educational Programming
- 5) State-of-the-Art, Dynamic Society Website

Outcomes:

- OHS General Admissions and Adult Tours increase from 21,090 (2007) by 10% per year
- Memberships (Society, corporate, clubs) increase from 4,168 in December 2007 by 10% per year.
- Annual Fund gifts increase from \$408,010 in 2007 to a steady base of \$500,000 annually by 2010.
- Website visits (not hits) for all sections except Oregon History Project increase from 180,000 in 2007 to 360,000 in 2010. Average duration of visit increases from 2:46 in early 2008 by 10% per year.
- Earned income increases from \$653,488 (2007 actual) by 5% per year to \$756,500 in 2010 .

- OHS library “distance services” (responses to mail, email, and phone queries) increase by 5% per year from 3,698 (2007 actual) to 4,280 in 2010.

Financial Initiative

Intro

The Society operates under balanced budgets that sustain core functions and necessary activities of the strategic plan. The Society has eliminated all debt. The development program includes all traditional components (annual fund, major gifts, grants, membership, and planned giving), is capital campaign-ready, and delivers steady growth in giving and membership. The Society’s short- and long-term plans for increasing revenue and reducing/containing costs are producing additional funds to cover inflationary increases and to permit judicious expansion of services and programs.

Measurable Results

- In the course of budgeting for 2008, the Society’s Board has established financial parameters for the core functions* of the Society.
- The Society balances each annual unrestricted cash budget;
- By the end of 2007, the Society has adopted a four-year financial plan, which includes the elimination of debt (a \$2.8 million mortgage).

Marketing Initiative

Intro

The Society’s market research is now key to OHS being able to create programs and services that are targeted not only to what appeals to us but also to what will appeal to our customers. We are able to provide services according to who will be able to identify with them and, in doing so, draw in customers from all demographics. Staff, volunteers, and members are feeling part of a smart, purpose-driven organization. Donor confidence is rising at a steady pace due to the clear message: “OHS is a solid, vital, contributing member of the community.”

*Core functions are the following:

1. Education: providing learning experiences for school children and other constituencies on site and remotely
2. History museum: collecting, preserving, exhibiting; serving patrons on site and remotely
3. Research library: collecting and preserving; serving patrons on site and remotely
4. Membership services: delivering benefits of membership (programs, publications, opportunities), including a quarterly history journal
5. Administration: providing finance, fundraising, marketing, and technology services to other programs
6. Facilities maintenance: ensuring a safe, habitable physical environment for staff, visitors, and collections

Measurable Results

- The Society establishes a “visibility benchmark” in 2007 through professional surveys and improves its numbers by at least 5% each year, as measured by surveys.
- OHS is listed as a top-ten attraction in *Portland Monthly*, is included in *Willamette Week*’s Best of Portland list, and appears as a featured destination in *Sunset* magazine.

Collections Initiative

Intro

OHS holds and has expanded major collections that broadly represent all Oregonians into the 21st Century, thus allowing the Society to sustain research activities and present provocative and exciting exhibits that mirror the diversity of the state.

OHS emphasizes the display of its own collections, with easier access to collections information via the website. New Oregonians look to OHS for reflections of their heritages and inspirational ways to learn about the past.

Measurable Results

- OHS creates a collections acquisition fund of at least \$250,000 through selective deaccession of out-of-scope or duplicate items.
- OHS chooses one target area for collecting per year, gathers library and museum materials, and, beginning no later than 2010, uses these as the basis for programs and exhibits.
- The amount of catalogued and scanned collection materials accessible via the web increases by one “high demand” collection per year (equivalent to 5,000 images or pages).

Education Initiative

Intro

The Society operates a vibrant educational program with exciting offerings for students in the Metro area, schools and teachers across the state, families, and adults eager to participate in continuing education. The Society is well-known and relied upon by pre-K-12 teachers for providing relevant, engaging, and convenient historical education programming statewide.

Measurable Results

- The Society recruits and trains ten new docents per year to handle the increased number of school groups.

- OHS extends educational services across the state via at least three off-site workshops (genealogy, preservation, etc.) per year and one new trunk program per year.
- School tour attendance doubles from 4,013 (2007) by 20% per year to 8,000 in 2010.

Technology Initiative

Intro

The Society maintains a high-quality technological infrastructure that is capable of supporting all of our internal operations and the website. The state-of-the-art website has become Oregonians' first stop for information about Oregon history and the Society's services, collections, and programs, and a "must visit," fun site for young Oregonians. Website visitors remark on the website's intuitive, entertaining, and useful nature.

Measurable Results

- The new website enables on-line purchasing of store items and photographic offerings.
- Beginning in 2009, the website offers virtual exhibitions, including at least one OHS-mounted museum exhibit per year.
- By 2010, the website is home to an actively used Oregon History Blog for educators, a Q&A site for scholars and students, and downloadable programming as a membership benefit.
- By 2010 the average website visit duration increases by 25% from 10 minutes (average of 2006 and 2007) to 12.5 minutes.

Adopted by Board of Trustees: November 8, 2007

Measures Updated: Summer 2008

General Comments on Sections of the 2007-10 Plan

General Admissions

- 30% growth in admissions over the life of the plan

Membership

- 0.4% growth in memberships

Financial:

- Balanced 1 of 4 budgets
 - In 2010, OHS raised \$488,546 in un-restricted annual fund gifts from individuals and corporations and \$75,000 in unrestricted foundation gifts. OHS limited its requests for

restricted project grants and planned gifts in 2010 because of a looming financial crisis and levy campaign.

- Additional fundraising secured \$30,000 of donations to OHS and \$170,000 to the OHS Pac to help provide tax levy marketing funds
- Earned income growth over the duration of the plan was 3%
- The size of the endowment fund grew from \$7.5 million in 2007 to \$7.9 million (now estimated at current market levels to be \$7.6 million). The endowment provided \$240,772 in operating funding in 2010 and \$76,491 of dedicated project funding in 2010.

Marketing

OHS has received some publicity in *Willamette Week*, *Portland Monthly*, and *Sunset Magazine*

Collections

- OHS did create the Collection Acquisition and Care Fund (\$165,000) through appropriate deaccessioning, and it identified additional duplicate books and photographs to auction in the future that could produce approximately \$200,000. Additional restricted funds for acquisition are also available, totaling more than \$30,000.
- Staffing cuts precluded additional targeted collecting.
- Cataloged and scanned materials: 3,000 photos for e-commerce website (Hayes grant); 1,500 manuscript collection descriptions, with 3,500 more to come (NHPRC grant); selected images and documents (\$50,000 Mt. Hood Cable Regulatory Commission grant for creation of school curriculum materials; videos in preparation).
- Education
 - Recruited and trained new docents annually but less than the plan rate of 10 per year
 - Added additional trunk programs with special grant funds
 - OHS cancelled workshops because of staff reductions
 - School tours almost at target for 2010; will probably exceed target in 2010-11 school year
- Technology
 - E-commerce function working well for photo sales; Museum's Argus database of collections is not yet accessible on the website.
 - Virtual exhibitions on website not implemented because of lack of staffing
 - Very active Facebook site was started
 - Heavy use of web technology for distribution of alerts, newsletters, etc.
 - TimeWeb, interactive history chronology, added to Oregon History Project
 - Downloadable lectures and oral history excerpts added to website
 - IT upgrades accomplished: servers, PCs throughout OHS, software

Highlights of Activity 2007-10:

1) Volunteer engagement in the tax levy campaign. OHS has a highly motivated core group of volunteers and docents who have helped publicize our services to schools and wish to see education become an even larger part of our mission. In addition, the scholarly community lent considerable volunteer support because of its need for greater access to the research library.

2) Revamped the exhibits program, featuring interesting local companies, local history, and local collectors with nationally significant historical materials. Michael Curry, designer of The Lion King puppetry, whose studios are in Scappoose, created a hugely popular exhibit on the history of his puppetry firm. Nike created an exhibit on the history of running in Oregon; OHS and the 3-D Museum installed an exhibit on different kinds of three-dimensional visuals and highlighted the history of 3-D businesses in Oregon; and OHS worked with a trustee whose political manuscript collection contains numerous Lincoln items to produce a splendid Lincoln exhibit and a highly successful essay and scholarship contest in the public schools. OHS has also developed and fully designed a new permanent exhibition on 20th-century Oregon, which awaits fabrication and installation.

3) Growth in school group attendance. Total school attendance has nearly doubled in the last three years, due in part to active promotion of field trips directly to teachers and in part to efforts to underwrite admissions and bus costs through foundation grants.

4) OHS exhibits outside Portland. OHS reinstituted traveling exhibits with the notable Oregon Is Indian Country panel exhibit, which more than 800,000 Oregonians in all counties have viewed. OHS upgraded the quality of exhibits in the State Capitol cases and now generates traveling versions of these (e.g., Oregon geological history and great pieces of legislation and the people who created them). OHS collaborated with Tamastslitk, the CTUIR cultural center, on a 100th anniversary exhibit of the Pendleton Round-Up that appeared at both institutions. OHS has also mounted numerous exhibits about Oregon's diverse cultures: Japanese internment camp art; Mexican charros and the culture of horsemanship; several African American exhibits on local history and urban murals; the Mexican cinematographer Gabriel Figueroa; and Native American basketry.

5) Recruited new board members of diversity to better reflect the composition of the community. In 2011, the board includes representatives from the following communities: Native American, Korean American, Hispanic, and Japanese American.

6) Secured a grant for the OHS library to enter 4,000 manuscript collection descriptions into the on-line catalog.

7) Received major bequests from Barbara Davies and Walter Z. and Rosa Brown of approximately \$4 million. These unrestricted funds helped bridge the gap caused by loss of state funding and would otherwise have increased the endowment by a similar amount.

8) Renovated the Pavilion and the Madison Room (our board and multi-purpose room) with private gifts and relocated the museum store to the Pavilion. Gifts totaled more than \$200,000. This and other shifting of OHS spaces has allowed OHS to rent former executive offices to the World Affairs Council and the storefront space to a realty company for a substantial increase in earned revenue.

9) Created a Collections Acquisition and Care Fund by auctioning duplicate Carlton Watkins photographic prints. The sale netted more than \$165,000. OHS retained for future sale a number of other Watkins duplicate prints.

10) Built a vibrant array of public programs, including Family Day activities, monthly history presentations at brewpubs, special Sunday speakers, frequent talks to service clubs, and exhibit-opening entertainments. OHS continued its annual authors' event (Holiday Cheer) and the highly

successful Hatfield historians lecture series, bringing David McCullough and Doris Kearns Goodwin to Portland during Oregon's sesquicentennial year

11) Inaugurated a major annual fundraiser, the Oregon History Makers Awards Banquet.

Attachment C

Planning Committees Meeting Minutes

Strategic Planning Steering Committee

Committee Members:

Bill Failing – Consultant, Portland
Marc Berg – Southwest Washington Medical Center, Vancouver, WA
Dr. Lesley Hallick – Pacific University, Forest Grove
Dr. Jerry Hudson – Collins Foundation, Portland
Jackson Lewis – Tonkon Torp LLP, Portland
Libby McCaslin – Keller Family Foundation, Portland
Jin Park – The Reserve Vineyards & Golf Club, Aloha
Dr. Jackie Peterson-Loomis – Washington State University, Vancouver, WA
Pat Ritz – Footwear Specialities International, Portland

OHS Staff:

George Vogt – Executive Director
Kerry Tymchuk – Interim Executive Director
Lisa Noah – Assistant to Executive Director

Full Strategic Planning Committee

Committee Members:

Arleen Barnett – Portland General Electric, Portland
Marc Berg – Southwest Washington Medical Center, Vancouver, WA
Dr. Lesley Hallick – Pacific University, Forest Grove
Dan Heine – Bank of Oswego, Lake Oswego
Mary Beth Herkert – State of Oregon, Salem
Dr. Jerry Hudson – Collins Foundation, Portland
Jackson Lewis – Tonkon Torp LLP, Portland
Barbara Mahoney – Retired, User of Library Services
Judy Margles – Oregon Jewish Museum, Portland
Libby McCaslin – Keller Family Foundation, Portland
Jin Park – The Reserve Vineyards & Golf Club, Aloha
Dr. Jackie Peterson-Loomis – Washington State University, Vancouver, WA
Pat Ritz – Footwear Specialities International, Portland
Sharon Thorne – Consultant and Oregon Historical Society Docent
Mary Margaret Wheeler-Weber - Northwest History Network, Portland
Bill Wyatt – Port of Portland

OHS Staff:

George Vogt – Executive Director
Kerry Tymchuk – Interim Executive Director
Sue Metzler – Director of Development & Marketing
Sheri Neal – Director of Finance
Marsha Matthews – Director of Public Services
Eliza Canty-Jones – Oregon Historical Quarterly Editor
Geoff Wexler – Library Manager
Gloria Rasmussen – Education & Programs Manager
Lisa Noah – Assistant to Executive Director

Strategic Planning Affiliates Committee

Affiliates

Cathy Galbraith
Architectural Heritage Center, Portland

Irene Zenev
Benton County Historical Society, Corvallis

Bob Hart
Lane County Historical Society, Eugene

Nicole Nathan
Nikkei Legacy Center, Portland

Marta Bones
Pittock Mansion, Portland

Allison Weiss
Southern Oregon Historical Society, Medford

Greg Handy
Troutdale Historical Society, Troutdale

Sam Shogren
Washington County Museum

OHS Staff

George Vogt
Kerry Tymchuk
Sue Metzler
Marsha Matthews
Eliza Canty-Jones
Geoff Wexler
Lisa Noah

OREGON HISTORICAL SOCIETY
STRATEGIC PLANNING STEERING COMMITTEE MINUTES
FEBRUARY 2, 2011

Present:	Directors: Jerry Hudson Bill Failing Jackson Lewis Jacqueline Peterson-Loomis Jin Park Marc Berg Pat Ritz	Staff: George Vogt Kerry Tymchuk Eliza Canty Jones Lisa Noah
		Facilitator Tom Wilson

Welcome

Jerry Hudson opened the meeting at 3:07 p.m. and welcomed everyone. He informed the committee that there will be a larger Strategic Planning Committee that he will appoint, but that the Steering Committee, including absent members Leslie Hallick and Libby McCaslin, will do the bulk of the work of laying out a plan of action for the Oregon Historical Society. A near final strategic plan must be accomplished prior to the April 23rd annual meeting for presentation to the Board of Trustees, which means the target date of completion for this committee is April 15th, leaving about two and a half months to complete this task.

We should do a quick review of the 2008-10 strategic plan to see what was accomplished, what still needs to be done, and where we were off base.

Introductions

All present introduced themselves and shared what they hoped to accomplish with the strategic plan. The expectations centered around:

- Financial stability
- Road map so Oregon Historical Society will know where we're going
- Taking advantage of the great momentum from the passing of the tax levy and creating a good future for OHS

Background Briefing – OHS Journal

Jerry Hudson informed the committee that a briefing by OHS department staff will occur at every meeting to give the members a short overview of what the department does and its various activities. Eliza Canty-Jones, editor of the Oregon Historical Quarterly (OHQ), was the guest staff presenter for this meeting. She distributed a one-page synopsis about OHQ, the journal of record for Oregon history (see attachment for detailed information) along with a copy of a brochure that is given to prospective authors interested in submitting research articles to OHS. OHQ is on its 112th year and continues to fulfill the mission of preserving and illuminating the past while serving as a benefit for members. It is one of the most respected state history journals in the country. OHS also has the Rose Tucker fellowship that supports graduate students from PSU to help fact check articles. The committee members asked numerous questions, and Jerry Hudson commented that the group found the presentation valuable. Upon completion of her presentation, Eliza Canty-Jones exited the meeting.

Schedule

George Vogt noted OHS has different needs with different time spans:

- 3 year plan is needed for the re-accreditation for the American Association of Museums (AAM). Once completed, accreditation is almost automatic.
- 5 year plan needed for levy and/or state funding.
- 10 year plan/vision needed for any major fundraising campaign for the next several years.
- 25 year vision is needed to motivate planned estate gift donors so they can see what their dollars will produce.

The committee was in agreement to work on a 5 year strategic plan to encompass the AAM and public funding issues but that it should also include a 3 year endowment effort.

Jerry Hudson asked George Vogt to explain further the 2008 discussions on whether finances would force a decision to be either a museum or a library but not both. Agreement was that ideally we want to fulfill both missions. Jerry Hudson noted that both he and George Vogt had done some simple “back of the envelope” calculations to figure out how much money would really be needed to do a good job at both—a “full-service historical society.” They both came up with roughly a \$7 million a year budget. OHS is currently at \$4 million.

Process Tools

Tom Wilson of Campbell Company, the facilitator for the strategic planning, spoke about the process. He mentioned the following process tools:

- Peter F. Drucker’s *The 5 Most Important Questions* which will be used as an assessment tool and he asked committee members to read this book. The workbook was used in September 2009 and George Vogt will email the results from this workbook as background information.
- Falk & Sheppard’s *Thriving in the Knowledge Age* was another book members were asked to read. George Vogt explained that the book looks at breaking out of the old business models and thinking of new ways.
- Jim Collins *Good to Great* will be another resource but committee members will not be asked to read this book. Tom Wilson noted that non- profit operations are based on the six principles outlined in this book.
- SWOT analysis
- Environmental scan and benchmarking, looking at demographic projections as well as operational health of other regional historical societies.

George Vogt reminded members that copies of the Drucker and Falk/Sheppard books were available on the coffee table, for those who have not picked up their copies yet.

Jackie Peterson-Loomis noted she emailed committee members copies of two other items she felt are noteworthy for reading and also brought hard copies.

Major Issues to Discuss in the Plan

Jerry Hudson noted that this item wasn’t something to solve today. Instead, he asked committee members to give input as to what people would expect this committee to address in the strategic plan:

- The museum – exhibits and programming
- The library

- The journal
- Revenue streams:
 - State and county funding
 - Memberships
 - Fundraising: annual, endowment and planned estate giving
- Facilities
 - Gresham debt
 - Park block buildings and properties
- What did we abandon in the past that may need partial or full restoration? What ideas were abandoned due to financial problems – make a list of these.
- What are new technologies and other organizations doing that could make OHS more relevant to our audience
- What's our message? We need a clear message before we talk to anyone for money.
- Strategic plan has to nail what OHS's role is.
- Who is our customer? Who are we serving?
- Strategic affiliations with other heritage organizations.
- What are other state heritage organizations doing? How do we compare?
- Address ways for exhibits to be self funding so it's not a drain on other funds.
- OHS is in a cultural zone surrounded by the library, PSU, Portland Art Museum and OHS. Need to remember we're part of this cultural community.
- Think of OHS as a business
- How does our holdings; apartment building and restaurant, fit into the plan?
- What staff positions do we need the most to accomplish the goals?
- How do we keep the visitors coming back – repeat customers.
- Ask donors what we can do to get their support
- Discussion showed one common denominator of education – ask teachers what we should do to attract them.
- Answer the question, what is OHS about?

Who Else Can Help Complete the Plan

Jerry Hudson noted that the full Strategic Planning Committee will consist of approximately 25 people, including the 12 Steering Committee members. He is looking at adding 4-5 more Board members but would like the members to think about other potential members. Many suggestions were proposed, including past Board members, representatives from the South Portland Jewish community, representatives from the media and/or technology, and a representative from the hospitality industry. Jerry Hudson asked members to think about a cross section of knowledgeable people and email him recommendations with a couple sentences explaining the reason for the recommendation. He will compile this list and email to the committee.

ACTION ITEM: Email Jerry Hudson recommendations of potential committee members with two sentences explaining reason for the recommendation.

Next meeting of the Strategic Planning Steering committee is on Thursday, February 10, 2011 from 10:00 am – Noon.

There being no further business, meeting was adjourned at 5:00 p.m.

OREGON HISTORICAL SOCIETY
STRATEGIC PLANNING STEERING COMMITTEE MINUTES
FEBRUARY 10, 2011

Present:	Directors:	Staff:
	Jerry Hudson	George Vogt
	Bill Failing	Kerry Tymchuk
	Jackson Lewis	Geoff Wexler
	Jacqueline Peterson-Loomis	Lisa Noah
	Jin Park	
	Libby McCaslin	
	Marc Berg	
	Pat Ritz	
		Facilitator Tom Wilson

Welcome

Jerry Hudson opened the meeting at 10:08 a.m. and welcomed everyone.

Presentation on Davies Family Research Library

Jerry Hudson introduced Geoff Wexler, Library Manager for OHS, to give a briefing on what the department does and its various activities. Geoff Wexler gave a brief background of his work history and distributed an overview of operations of the research library as well as a handout about the various types of library collections. OHS ranks as one of the top library institutions in the U.S. due to the collections that we have amassed over the past 100+ years. But the library needs more dollars and more staff. Staff has decreased dramatically due to budget cuts, but collections have increased drastically in quantity and complexity. The ability to catalog and inventory is constrained due to lack of staff. At the height of OHS staffing, library staff numbered approximately 25 FTE. Currently, the library has 1.5 full-time permanent, 2 full-time temporary, and 2 project people (grant funded).

The positives are that there is tremendous support from the scholarly community of Oregon; OHS's collection is valuable to their constituencies. OHS also has extremely dedicated staff members who appreciate the holdings we have and continue to work at OHS, though they could earn much higher wages elsewhere. Because of the staff's dedication, the level of service is tremendously high.

Geoff Wexler brought with him a volume from the *Vancouver Voyage* to show members an example of a rare book. The committee members asked numerous questions, and Jerry Hudson commented that the staff presentations continue to be valuable to committee members. Upon completion of his presentation, Geoff Wexler exited the meeting.

Report on 2007 – 10 Strategic Plan

George Vogt went through the 2007-10 Strategic Plan handout, explaining the expected outcomes from this plan versus the actual of where we are now.

- Goal was to increase general admission and adult and school tours from 21,090 in 2007 by 10% per year. OHS has met that goal for 2010 with attendance at 27,531.
- Membership goal was to increase by 10% per year from 2007 numbers of 4,168. Outcome fell short with 4,165 in 2010. George Vogt noted the difficulty of calculating membership numbers due to the ebb and flow of members during the year. He commented that even though we are starting to see some downward slide in membership numbers as a result of the free admission to Multnomah County residents, he believes that many will maintain their membership for the

benefits, such as the Oregon Historical Quarterly.

- Goal was to increase annual fund gifts from 408,010 to \$500,000 in 2010. Actual was \$494,937. George Vogt noted that the gifts are rising but some of the decrease was due to the efforts put into the levy fundraising.
- Increase earned income by 5% per year to \$756,500 in 2010. Outcome fell short with actual being \$674,904.
- Increase library distance services from 3,698 in 2007 to 4,280 in 2010. Actual was 3,599. George Vogt noted the service levels are back to what they were before the reduction in hours and that the number of in-person visits is running about 2,300 per year, a high number for a special collections library.

Website visits are definitely up, but by how much is problematic to measure. Google Analytics was not helpful in measuring what OHS needed to measure. Therefore, OHS IT Director, Dwight Peterson, is running new WebTrends software against our web data for past years, which he has retained, and will provide further details during the strategic planning process.

Discussion of Mission, Possible Strategic Goals & Timing for Board Retreat

Tom Wilson of Campbell Company, the facilitator for the strategic planning, reminded the committee that the deadline date for completion of a plan is April 15 for presentation to the Board at the Annual Meeting on April 23. The workbook results from September 2009 were distributed to use as background information.

Discussion ensued regarding OHS mission statement and goals. According to Tom Wilson, a mission statement should be memorable and operational, but should be short enough to fit on a T-shirt and on the back of business cards.

Possible strategic goals noted by Tom Wilson were:

- Goal 1 – Preserve Oregon's history through collections of physical objects, images, and printed materials
- Goal 2 – Share the past to enlighten the present
- Goal 3 – Educate future citizens of Oregon – school age children and their families
- Goal 4 – Diversify and expand revenue streams
- Goal 5 – Maintain physical plant
- Goal 6 – Build personnel for the future

The feeling was that the committee shouldn't start from the beginning. We need to go beyond the mission statement and goals and focus on specifics to accomplish the goals. This is the year to come out with a bold plan that says this is what OHS is.

The committee suggested that staff put together draft goals and objectives, with a list of donors and funding sources, proposal for specific exhibits, and list of endowments and restricted funds for the committee to use as a starting point.

ACTION ITEM: George Vogt, Kerry Tymchuk, and staff to compose goals and objectives and funding sources/opportunities for next strategic planning steering committee meeting.

There being no further business, meeting was adjourned at 11:53 a.m.

OREGON HISTORICAL SOCIETY
STRATEGIC PLANNING STEERING COMMITTEE MINUTES
MARCH 2, 2011

Present:	Directors: Jerry Hudson Bill Failing Jackson Lewis Jacqueline Peterson-Loomis Jin Park Lesley Hallick Libby McCaslin Marc Berg	Staff: George Vogt Kerry Tymchuk Lisa Noah Facilitator Tom Wilson
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Welcome

Jerry Hudson opened the meeting at 2:08 am and welcomed everyone. He noted the hard work done by the steering committee and staff so far in our efforts to answer the question “What do we want to be?” and “What do we need to do to get there?”

Presentation of Research Materials

Jerry Hudson gave his appreciation to Jackie Peterson-Loomis for all her efforts in researching other historical societies and institutions as information for the strategic planning process. Jackie Peterson-Loomis noted that this is the moment for OHS to seize the opportunity to reinvent ourselves for the 21st Century. And one of the ways to do that is to look beyond our doors to what others have accomplished. She has researched 30 different historical societies and institutions and has compiled information on ten of them that all have something in common with OHS.

Jackie Peterson-Loomis distributed a sheet containing a matrix of all the pertinent information contained in the two binders on the table, which is available for the committee members to take home with them for further detailed information. The binder contains information of the ten institutions containing success stories from the Minnesota Historical Society, Colorado Historical Society, Indiana Historical Society, Montana Historical Society, Northwest Museum of Art and Culture/Eastern Washington State Historical Society (also under cautionary tales since it has been slated for closure by the State of Washington), Oakland Museum of California, and Chicago Historical Society; archive collections standard from Wisconsin Historical Society; cautionary tales from Washington State Historical Society, Northwest Museum of Art and Culture/Eastern Washington State Historical Society, Nevada Department of Cultural Affairs (including Nevada Historical Society), and California Historical Society; and a list of recommended external consultants.

The institutions that have/are suffering all had similar patterns to the housing problem: over built, over bought, and over spent. The saddest is the Nevada Historical Society, which built a grand museum in the outskirts of Las Vegas but could not raise the additional \$6M needed and therefore had to fire the entire staff and close the facility. Most of the institutions spent huge capital gains, built a facility and then saw attendance drop.

Most successful institutions seem to have combined State and private funding, instead of one or the other. Others reinvented themselves, such as the Oakland Museum whose focus became art, history

and natural science. The Eastern Washington State Historical Society did a huge campaign to add art and history (Northwest Museum of Art and Culture).

Jackie Peterson-Loomis concluded by stating that there's a lot to learn from these examples and she hoped that the committee members would take the opportunity to read the volumes and draw their own conclusions.

Jerry Hudson pointed out that the list of potential consultants is particularly helpful. We may not be able to afford a major external study but it may be worthwhile to get them to come out for a day or send us info and give their expertise.

Review of Latest Draft and Discussion

Jerry Hudson asked the committee members not to worry about the wording or the order of the goals and action plans presented in the 2011-2016 Strategic Plan handouts. Instead, he asked the committee members to review what's in the material, what's not included and make sure it reflects what the committee collectively thinks.

Tom Wilson noted that during this draft 4 process, he and George Vogt delved farther into the AAM accreditation comments. He pointed to page 4 of the handout as the starting point for AAM comments and requirements, noting areas of particular concern: short-term and long-term financial solutions, broad based planning with community input, and greater detail in action steps (with assignments, dates, measurements). Noting this, Libby McCaslin suggested deleting the paragraph on page 2 of "This plan will only outline goals, objective, and action steps, leaving details of the plan to OHS management and annual work planning." [Removed in draft 5.4 and beyond]

The 2011-2016 strategic plan starts on page 9 of the handout. Some areas are more complete than others. Comments from the committee members were that the overall goal statement didn't focus on what's new and different and didn't answer the question where are we going.

George Vogt agreed with the overall goal statement not having pizzazz. He noted that the management team had a meeting earlier in the day and they agreed. They asked to strike the first sentence after the Mission: "The overall purpose of this plan is to build back and build smart." The management team felt that the new plan is about taking a new OHS into the 21st Century, not building back. One strategy from the management team was to have a comprehensive collection with comprehensive management, not broken down into silos of the museum or library, with unified web and physical access. This will break down the barriers of the "artificial walls" that exists.

Committee members agreed with management's strategy to desilo the institution. OHS needs not only to decide what we want to be, but also what we have, what are we going to do with it, and what percentage of what we're currently doing is important and valuable. OHS then needs to let go of those collections and programs that are not valuable.

Much discussion ensued regarding collections, its importance, care and maintenance, which is included in Goal #3 with reference that the importance of the collections needs to be recognized in the mission.

Kerry Tymchuk read the mission statement from the Colorado Historical Society that he felt fit the discussion so far. "As the designated steward of Colorado history, we aspire to engage people in

our State's heritage through collecting, preserving, and discovering the past in order to educate and provide perspectives for the future." Comments were to change Colorado to Oregon and we have our new mission statement. Jackie Peterson-Loomis pointed out that by having the word "designated" in the mission statement, we would be claiming our territory as the only entity in Oregon. The discussion will continue.

In light of the discussions, committee members agreed that Goal #4 (education/outreach) should be Goal #1, but with revised wording. Libby McCaslin suggested rewording Goal #4 to something similar to "Bring good, exciting history to more Oregonians, using the heritage of the Museum and Library to provide access and educational opportunities to our constituents." Tom Wilson and George Vogt will work on this.

The question was raised whether we know the needs of our constituents and how to serve them, especially the minority communities and the under-30-year-olds. Can we use the surveys that were done for the tax levy campaign as part of this strategic planning? Marc Berg noted that 137,000 voters in Multnomah County authorized \$10M to keep the programs and services of OHS alive and that this should be included in the AAM accreditation materials. Another question was, with technological changes, especially in social networking media, does OHS have the right set of eyes looking at this issue? OHS needs to have relevance with the rest of the people besides the scholars and the families with historical ties. Just because we have the collections doesn't mean there's relevancy for the future. George Vogt noted that we do have a full Strategic Planning Committee meeting planned, made up of volunteers, staff, new Board members, and people from the community. This full committee will review the strategic plan drafts and give input. There will also be listening sessions and discussions with various constituencies. Committee members asked that we have a simplified list of goals and/or goals and objectives to refer for the sake of expediency and focused discussions. George Vogt and Tom Wilson are to work on rewording the goals.

Assignments and Next Meeting Date

Committee members were charged with reviewing the reworded goals that will be emailed to them. Email suggested changes to Jerry Hudson or staff so that they can be incorporated into the handout for the full Strategic Planning Committee meeting scheduled for Friday, March 9, from 2 – 5 pm at the Madison Room. Jerry Hudson invited all of the Steering Committee members to attend.

Other

Marc Berg reminded everyone that George Vogt and Kerry Tymchuk had about three weeks to get a revised operating budget to the Finance Committee, which is scheduled to meet on March 18. Some sort of Board action has to occur at the Annual Meeting since the operating budget is only approved to the end of April. [The Finance Committee was subsequently rescheduled to early April.]

Kerry informed everyone that there were two very successful events this past two weeks. Approximately 150 people attended the Welcome Reception and almost 250 people attended the Peace Corp opening, of which most were new faces. And because we opened to the general public, we had admissions revenue of approximately \$1,000 and store revenue of \$1100 in under 2.5 hours. OHS will also receive publicity in the Oregonian this Friday, and the Portland Monthly will have a huge piece in next month's issue.

There being no further business, meeting was adjourned at 3:43 pm.

OREGON HISTORICAL SOCIETY
STRATEGIC PLANNING FULL COMMITTEE MINUTES
MARCH 9, 2011

Present:	Directors: Jerry Hudson Bill Failing Jackson Lewis Jacqueline Peterson-Loomis Maura O'Scannlain <u>Other Members:</u> Barbara Mahoney Judy Margles Mary E. Herkert Mary-Margaret Wheeler-Weber Sharon Thorne	Staff: George Vogt Kerry Tymchuk Sue Metzler Sheri Neal Marsha Matthews Eliza Canty-Jones Geoff Wexler Gloria Rasmussen Lisa Noah
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Welcome

Jerry Hudson opened the meeting at 2:06 p.m. and welcomed everyone to the full Strategic Planning Committee meeting. He explained that there were three main reasons for this meeting: 1) the old strategic plan ended in 2010; 2) OHS needs to have a new direction; and 3) OHS needs to meet the AAM accreditation requirements. The plan is to have a Steering Committee, the Executive Director, and Interim Executive Director work with Tom Wilson, our facilitator from Campbell & Company to set process and oversee creation of successive drafts. The process includes consultations with outside constituencies, all Board members, and staff of OHS. The Steering Committee has already met three times in the past five weeks and produced (and modified) basic strategic goals. Then, the larger group, consisting of approximately 25 people, including a large portion of the OHS Board, and OHS stakeholders, supporters and constituents would be responsible for making sure the plan has incorporated the internal as well as the external needs. This would then go to the full Board at its Board Retreat on April 2 for discussion. The Board will continue the discussion at its April 23 Board meeting, and OHS may be able to outline the contours of the plan to the general membership at the Annual Meeting later that day. Jerry Hudson reminded everyone that the draft plan that was emailed to them is a draft of a draft not yet approved by any group. He noted that the Steering Committee has spent much time—perhaps too much—on the mission statement and asked this group not to focus on this, unless something crucial is missing, but to go into specific details of what's not on target. But before going into details, Jerry Hudson asked everyone to introduce themselves

Introductions

- All present introduced themselves and their respective affiliations.

Background Briefing

George Vogt made a Power Point presentation explaining the expected outcomes from the 2008-10 strategic plan versus what was actually accomplished:

- OHS general admissions and adult tours to increase from 21,090 (2007) by 10% per year. 2010 actual was 27,531. If we add events, Hatfield series, etc. it adds an additional 10,000 to the total attendance figure. School group attendance has risen from 4,035 in 2007 to 7,207 in 2010.

- Memberships (Society, corporate, clubs) to increase from 4,168 in December 2007 by 10% per year. Fell short with actual in 2010 of 4,165.
- Annual fund gifts to increase from \$408,010 in 2007 to a steady base of \$500,000 annually by 2010. Close to meeting outcome with 2010 actual of \$494,937, thanks to some bump from the levy fundraising.
- Website visits (not hits) for all sections, except Oregon History Project, to increase from 180,000 in 2007 to 360,000 in 2010. Average duration of visit to increase from 2:46 in early 2008 by 10% per year. Website visits are definitely up, but by how much is problematic to measure. Google Analytics was not helpful in measuring what OHS needed to measure. Therefore, OHS IT Director, Dwight Peterson, is running new WebTrends software against our web data since 2007 and will provide further details during the strategic planning process.
- Earned income to increase from \$653,488 (2007 actual) by 5% per year to \$756,500 in 2010. Actual in 2010 was \$674,904.
- OHS library “distance services” (responses to mail, email, and phone queries) to increase by 5% per year from 3,698 (2007 actual) to 4,280 in 2010. Actual in 2010 was 3,599. The good news is that we are back to the levels before the hours were reduced. Number of in-person visits running about 2,300 per year.

In general,

- OHS balanced 1 of 4 budgets and secured approximately \$1.9M annual funding with the passage of the levy.
- OHS has not surveyed marketing visibility since 2007; but have received publicity in Willamette Weekly, Portland Monthly, and Sunset Magazine.
- OHS did create the collections acquisition fund (\$165k) and identified additional duplicates to auction when more funding is needed. Targeted collecting has not been done due to staffing cuts. We have cataloged and scanned 3,000 photos and 1,500 manuscript collection descriptions.
- We are recruiting and training docents annually but not at the rate of 10 per year. However, we added additional trunk programs but had to cancel workshops due to staff reductions. School tours exceeded the target for 2010 and expect to exceed in 2010-11 school year.
- E-commerce is functioning well for photo sales but museum items are not up on the Web. IT upgrades have been accomplished. We have not accomplished virtual exhibitions. However, we’re very active in Facebook and blogs; use of web technology for distributions of newsletters, alerts, etc.; and downloadable lectures and oral history excerpts. TimeWeb has been added to the Oregon History Project and George Vogt urged everyone to take a look.

Draft Strategic Plan Discussion

Jerry Hudson asked the members to think about the following three questions as part of the discussion:

1. What questions are unanswered by the five year strategic plan?
2. What concerns you the most about the plan?
3. What is the most exciting addition(s) we can make for the next five years?

Jerry Hudson pointed out that if we can answer those questions, we would have the essence of a plan.

Following items surfaced during the discussion.

What questions are unanswered by this five-year strategic plan?

- Long term survival; it is key to OHS existence.
- Will OHS be relevant?
- Will OHS demonstrate its value?
- Will OHS serve its statewide community?
- Based on research of like historical societies and institutions, the only thriving organizations were the ones with both State and private funding, not one or the other. Are we moving in this direction?
- Membership goals are missing from the plan. It's a critical piece. Membership is the first step to donor cultivation and very important to the fundraising world.
- OHS has scarcity of traffic. Needs marketing, programs and exhibits to get people through the door. The strategic plan doesn't cover strategies for combined programs and exhibits as well as marketing efforts (note: OJM was applauded for their work in this area).
- Collaboration and outreach should be a combined goal. Think of OHS having an Advisory Committee to keep the conversations going between partners.
- Nothing in the plan addresses the goal of excellence. OHS should be a role model for all and the steward of collections. Excellence needs to be imbued in the plan as a measurable goal.
- OHS should look at tying in with the 2012 Women's Suffrage anniversary since it's been sanctioned as an official anniversary by the State. OHQ is doing a special edition in 2012, but need to look at exhibits, programs and marketing.

What concerns you the most about the plan?

- OHS needs to do a better job of getting its message out in all areas; marketing, marketing, marketing.
- A five-year plan seems very ambitious. Why not an 18-month or 24-month plan? Jerry Hudson answered this question that a short term plan will not be satisfactory for the AAM accreditation process. But once the 5-year plan is completed, it will be a living document that will be revised on an annual basis.
- Need to get a handle on the inventory of what OHS has and utilize the collection to form more of an outreach and collaboration and to improve programs.
- Concerned about accomplishing all the goals and action plans with limited staff.
- Need to examine our membership base; who are our repeat customers?
- Need to upgrade to stable funding whether it's in development work and/or membership.
- OHS has a hole in K-12 educational offerings. We offer tours to second and third graders but do not offer a tour on Portland. Gloria Rasmussen and the docents created a mock Portland tour using library resources.
- Caution was aired regarding Objective 2.2 of "Create unified collections management program to improve collections stewardship, development, and seamless public access to information, regardless of collection type." Though very supportive of the sentiment, technical services in the library and museum are different.

What is the most exciting addition(s) we can make for the next five years?

- Having Kerry Tymchuk as the incoming Executive Director. His connections, personality, energy and leadership is what's needed for the new direction.
- Reaching out to the community is going in the right direction; collaboration of efforts amongst affiliates and other institutions.

- The tax levy campaign gave OHS great visibility. But it was interesting to note that during the tax levy campaign, many people didn't know about OHS, or where we were located, or what we had to offer. Continued visibility through outreach, collaboration and marketing.
- Excited about the possibility of an increase in staff levels, especially high level positions with knowledge of Northwest history and the possibility of an Assistant Executive Director (XO). The potential of an XO position brought in pro and con discussions, with most approving the need for such a position if Kerry Tymchuk is to spend the bulk of his time externally. During the tax levy campaign, OHS promoted Dick Matthews to the XO position to free George Vogt to concentrate on the campaign. However, Dick is now part-time and will be retiring at the end of June. A comment was made that the XO position was the most important position needed. Staff commented that if the organization is to change and become a different OHS, strong internal leadership is needed.
- Having a statewide presence through real collaboration with other institutions to dovetail collections. Collaboration and outreach should be one goal. Outreach should be beyond affiliate organizations, such as the Shakespearian Festival in Ashland and similar programs to McMenamins. Collaboration in exhibits and public programs with local affiliates. Collaboration should also be within OHS departments such as education and the library. Collaboration should be an outcome in the strategic plan.
- Having more depth of online resources for education, research, and information for statewide level use as well as local. OHS has great educational online tools but they are not young child friendly.
- OHS has a library full of wonderful things that could be utilized better, if we loosened up. Traditionally, libraries were exclusive and not for children. Great learning opportunity, not only for kids, but for adults as well.
- Excited about the possibility of National History Day coming back.

Bill Failing asked for comments in regard to what the committee members thought drew people through the front door and what the welcoming atmosphere was once in the door. Being able to view an exhibit, such as the car or the bicycle, from the sidewalk draws attention. Once in, the change to having staff at a well-located admissions desk and store is more welcoming than just a long hallway. It was pointed out that changing banners outside would be an added visual that's currently missing.

Bill Failing also asked for input regarding one of the strategic plan items of having a food and beverage cart on the Plaza. Members agreed that this would be another added visual and benefit. However, it was pointed out that vendors that had been contacted in the past were not interested due to the low attendance numbers.

As part of looking at new things for OHS as well as what had been cut in the past, Jerry Hudson asked the members for their input on what should potentially be restored:

- Oral History
- National History Day
- Have a historian on staff
- Library Director
- Senior leadership on the museum side

Though the Pacific Northwest History Conference is not organized by OHS, it would be a worthwhile collaborative project to bring the conference back, with OHS assistance.

Kerry Tymchuk had to leave the meeting for a previously arranged appointment with Tim Wood, head of the Oregon State Parks and Recreation. Upon his return, he shared Mr. Wood's input: OHS should have a presence at the State Fair (bring Oregon history to the people) and sell Oregon Parks and Rec's materials in our store. OPRD would be interested in renting storage space at the vault to house parts of their collection.

Geoff Wexler showed the group a diary that was found in a New York basement chronicling a trip to and through Oregon in the 1850's by the author. It was donated recently to OHS. Suggestion was made to use the excerpts on Twitter or other social media.

The three questions posed by Jerry Hudson were excellent questions and suggestion was made to send out the same questions to the entire OHS staff for their input. This will make them feel like they've been part of the process. [Done on 3/13/11.]

Jerry Hudson gave his appreciation to the committee for their contributions. He noted that not everything suggested will find its way into the plan, but he guaranteed that it would be discussed at upcoming meetings. He would like two more meetings of this committee; one right after the April 2 Board Retreat, where he hopes enough progress will be made and one last meeting where he hopes consensus will happen so the draft becomes a real draft. Jerry Hudson noted that this is one of the more important things we're doing and asked everyone to contact him or the staff with any other thoughts.

There being no further business, meeting was adjourned at 4:15 p.m.

OREGON HISTORICAL SOCIETY
STRATEGIC PLANNING STEERING COMMITTEE MINUTES
MARCH 24, 2011
2:00 pm

Present:	Directors:	Staff:
	Bill Failing	George Vogt
	Dr. Jackie Peterson-Loomis	Kerry Tymchuk
	Jin Park	Dick Matthews
	Pat Ritz <i>via phone</i>	Sue Metzler
		Sheri Neal
		Marsha Matthews
		Dwight Peterson
	Facilitator Tom Wilson	Eliza Canty-Jones
		Geoff Wexler
		Lisa Noah

Welcome

In the absence of Chair Jerry Hudson, Facilitator Tom Wilson opened the meeting at 2:01 pm and welcomed everyone.

Tom Wilson reminded everyone that the Board Retreat is a week from Saturday and this committee has a lot of work to do to go through draft plan 7.1. The strategic plan is in two parts: first portion is the big picture that will be covered today and at the Board Retreat. Second half is the details involved with action plans and associated budgets that the staff will have to work on afterwards. The comments from this meeting will be incorporated into the next version of the plan that will be emailed out early next week,

At the retreat, Tom Wilson will work under the assumption that no one has read the plan. Each of the five goals will have a table with a Trustee and a staff person, team leaders for that goal, who will educate the rest of the attendees on their specific goal within 15-20 minutes. The attendees who are not team leaders will be divided into five groups, and rotate to each table until everyone has been versed in all five goals and objectives. Jerry Hudson and Kerry Tymchuk will not be in a specific group but be able to walk around to all the tables.

Team leaders are as follows:

- Goal 1: Bill Failing and Eliza Canty-Jones
- Goal 2: Jackson Lewis and Geoff Wexler [Mr. Lewis will not be at the retreat, need to choose another Trustee]
- Goal 3 [4]: Lesley Hallick and George Vogt
- Goal 4 [5]: Marc Berg and Dick Matthews
- Goal 5: Pat Ritz and Sue Metzler [Now Goal 3]

Discussion of the short and long mission statement ensued. A mission statement should tell us what to do and what not to do and should be examined every 3 – 5 years.

It was a quick decision that the short mission statement for the Board of Trustees' consideration be "Preserving the past, informing the future". Longer discussion ensued over the long mission statement with the final agreement that we should forward on to the Trustees for their discussion "As the designated steward of Oregon's history, we engage, educate, and inform the public through collecting, preserving, and interpreting the past".

Tom Wilson brought up the grand financial vision of whether the \$7M or \$5M is reachable. Both Jerry Hudson and George Vogt, separately, penciled out the cost of a full service historical society, which came in at about \$7M. The question is, can this be achieved in 5 years or will it take 7 or 10 years? Do we want to set up a scenario for failure? Points were made that OHS needs to have a vision. Both the AAM and Collins Foundation pointed to OHS's weakness in needing a bold vision with supporting goals and action plans. The committee members suggested putting in a vision statement after the Mission statement of being a full service historical society that encompasses the library, museum, education and publishing programs.

Tom Wilson asked the members to see if there are any objectives under each of the goals that can be combined, especially under Goal 3. This is the plan that will be discussed at the Board Retreat. Does it have the proper objectives and measures for the Trustees to consider?

Goal 1 – Increase use of OHS collections for exhibits, research, web resources, publications, and public educational programming for young people and adults

- Don't just count bodies "through the door" for increased use. Include electronic usage numbers, attendance associated with the traveling trunk, and attendance at special events such as the McMenamens pub series.
- Collaboration with local historical societies is a ready-made network that should also be included in increase usage.

Goal 2 – Maintain, improve, and increase collections of OHS historical artifacts and records with the goal of setting a standard of excellence in professional practice and care

- Geoff Wexler suggested deleting "Create unified collections management program" in Objective 2.2. He agrees with the sentiment but the method is different from library collections to museum collections. George agreed.
- Geoff Wexler also pointed out that there is misperception among various people about the state of our collection processing and control over our holdings. He noted that the State Archives had proposed a complete inventory of OHS collections to locate public records. They were unaware of the written finding aids that OHS has maintained and backed off the proposal once they learned more. OHS Library staff knows what is in the collection and can get to it.

Goal 3 – Address personnel needs to implement the plan

- Suggestion was made to combine Objectives 3.2 and 3.3 under 3.6 since any new positions, if needed, will be done after reviewing current staffing configuration and adjusting as required to meet strategic goals.

Goal 4 – Maintain our physical plant

- The issue with Objective 4.1 is having the necessary staff to monitor maintenance issues before it gets to be a big issue.
- Question with Objective 4.2 that needs to be considered is, how many staff are we going to add, where are they going, and where do we put them.

- Need to add an objective for a strategic plan for facilities; set goals to evaluate physical facility needs, taking into account staffing and their use of space and potential future usage, and prioritizing maintenance needs.

Goal 5 – Diversify and expand revenue streams

- It was suggested that this goal be moved up. Even though all the goals have equal weight, having the financial goal look like an after thought makes it seem like it's not that important.
- To accomplish Objective 5.2, need to expand the Development Department staff. The highest number of staff in this area at one time was six employees. Currently there are 3.5.
- Tom Wilson informed members that the Miller Foundation's notation in their grant letter stated OHS should strike while we're hot to mount a capital campaign (Objective 5.3). OHS has the momentum but no bold vision or enough development staff yet to go forth to donors and be successful. OHS is viewed as damaged goods and we need to show the new OHS.
- Suggestion was made to add a new objective of researching and developing strategies for major Federal grants for the Library and Museum activities, ie. NEH grant.

Discussion

- Bill Failing noted that we still have not answered the question "who is our customer". He appreciated the demographic work being done by Bob and Donna Setterberg but OHS needs to identify our customers and their values.
- Pat Ritz noted that we need to have short-term goals that are achievable and measureable as well as long-term goals that shows the legislature what we've done in the past 2 years and where we're going.
- Kerry Tymchuk pointed out that there's a lot of reasons for optimism; that we shouldn't get mired down in pessimism. We received a \$52,000 check yesterday from a deceased supporter, the Art Museum is doing a car show every Saturday with 300 people showing their cars and they asked us to do food at the Plaza for the 300 participants plus all the visitors. They are giving us every opportunity to co-market with them; a gift of partnership that we couldn't return no matter how much we'd like to. He suggested to Tom Wilson that the Board Retreat start with all the good news.
- Jackie Peterson-Loomis noted that she would like to rework action items under Goal 1 with Bill Failing and Jin Park, if they're interested.
- Jin Park made a point that OHS needs to define our product. The world is changing and we need to be flexible to seize the opportunity when it comes to us, such as the Pedal to the Metal exhibit, which was not budgeted but will create a lot of interest in OHS.
- Sue Metzler confirmed that the plan will be a living, dynamic document that will be reviewed and revised. Eliza Canty-Jones agreed with this comment and that we should think about benchmarks. Tom Wilson noted that the plan should be reviewed every quarter.
- Kerry Tymchuk thanked George Vogt for all his patience and perseverance through this difficult process.

Tom Wilson thanked everyone for their input and lively discussion. He asked that any edits to the strategic plan be given to George Vogt by no later than first thing Monday morning, since the revised plan needs to be emailed to the Trustees by mid-afternoon.

There being no further business, meeting was adjourned at 4:05 pm.

OREGON HISTORICAL SOCIETY
STRATEGIC PLANNING AFFILIATED ORGANIZATIONS MINUTES
MARCH 28, 2011
2:00 pm

Present:

Affiliated Organizations:

Allison Weiss; Southern Oregon Historical Society *via phone*
Bob Hart; Lane County Historical Society *via phone*
Cathy Galbraith; Architectural Heritage Center
Greg Handy; Troutdale Historical Society *via phone*
Irene Zenev; Benton County Historical Society
Marta Bones; Pittock Mansion
Nicole Nathan – Nikkei Legacy Center
Patti Larkin; Pittock Mansion
Sam Shogren; Washington County Museum

Staff:

George Vogt
Kerry Tymchuk
Sue Metzler
Marsha Matthews
Eliza Canty-Jones
Geoff Wexler
Lisa Noah

Welcome

George Vogt, Executive Director of the Oregon Historical Society, opened the meeting at 2:08 pm and welcomed everyone that was there in person and on the conference call. He asked everyone to introduce themselves with their title and affiliation:

- Kerry Tymchuk, Interim Executive Director for OHS
- Irene Zenev, Executive Director of Benton County HS
- Marsha Matthews, Director of Public Services for OHS
- Lisa Noah, Assistant to Executive Director at OHS
- Cathy Galbraith, Executive Director of Architectural Heritage Center
- Sue Metzler, Director of Development & Marketing for OHS
- Nicole Nathan, Director of Collections & Exhibits for Nikkei Legacy Center
- Patti Larkin, Programs & Collections Manager of Pittock Mansion
- Eliza Canty-Jones, Oregon Historic Quarterly Editor for OHS
- Geoff Wexler, Library Manager at OHS
- Sam Shogren, Executive Director of Washington County Museum
- Marta Bones, Executive Director of Pittock Mansion
- Allison Weiss, Executive Director of Southern Oregon Historical Society
- Bob Hart, Executive Director of Lane County Historical Society
- Greg Handy, Board member of Troutdale Historical Society

General Comments about Previous Plan & Process for New Plan

George Vogt commented that the last four years were spent on fixing the public funding issue, twice, which seriously affected our work under the old plan. Looking at the data for the previous four years, not much progress has been made. A number of the measures are flat. He acknowledged deficiencies in the previous strategic plan, as noted by the AAM. However, he noted that this new strategic plan is much more detailed from the goals to the measurements. The fat document is in response to the AAM requirements and expectations, which include detail and more detail, as well as back-up data and minutes of meetings.

The outcome of this meeting is to have input from affiliated organizations, which will be incorporated into a revised version from the draft 7.5 that was distributed to the affiliates. As of this morning, George Vogt is working on version 8.0 from inputs received at last week's meetings.

The strategic planning process is being led by a very capable facilitator, Tom Wilson from Campbell & Company. The process is iterative, which is not the norm. Normal process would be to do the research and then the plan, but this plan is being done in layers. The strategic plan is in two parts: first portion is the bones of the plan that will be the topic of discussion at the Board Retreat on April 2. Second half is the details involved with action plans and associated budgets that the staff will have to work on afterwards. George Vogt is retiring on April 23, so the final strategic plan will be completed on Kerry Tymchuk's watch.

This is a 5-year plan, not 3 years, deliberately designed to coincide with the Multnomah County tax levy. The strategic plan is at its fattest point, with over 60 action items that need to be whittled down.

George Vogt pointed out that he would appreciate input from the group on four key questions that would add to the strategic plan, especially question 4 regarding OHS services to sister institutions.

Key Questions

What questions are unanswered by the five-year strategic plan?

- There was agreement with Sue Metzler and Eliza Canty-Jones' comments in the plan that there is no clear sense of purpose. The plan doesn't answer why heritage is important. [This section has been added in a subsequent version.] Again and again, it was brought up that the document needs to show why OHS is relevant. It needs to be a part of the document. What are some of the action words that should be used instead of a passive voice?
- OHS has a really rich opportunity for collaboration just by the sheer proximity of our location to Portland State University, Portland Art Museum, etc.
- The mission statement is run-of-the-mill, nothing earthshaking. It doesn't communicate that it's a new OHS and new direction. Even though the short mission statement should fit on the front of a t-shirt, according to the facilitator, it can be too generic as is the case with OHS's mission statement, which does not have anything about Oregon. Comments were made that the short mission statement is fine with the addition of "Oregon" in it, but we need to elaborate on the long mission statement. It needs to include a statement of relevance for today, and education and entertainment for all Oregonians.
- George Vogt noted that this was an issue and that Eliza Canty-Jones had written a description that he asked her to share. She didn't have her written statement but summarized that hindsight offers unique perspectives on the causes and effects of human action. Understanding the past defines the State's future. OHS seeks to demonstrate history's relevance in today's world and strives to offer services and programs that educate and entertain all members of the public.
- George Vogt noted that the long mission has been revised, and financial goal 5 was rewritten and became goal 3, though all goals are roughly equal.

What concerns you most about the plan?

- The plan mentions capital campaign but not what it is for, and needs more clarification. To some, capital campaign is related to a physical facility, not sustainable annual funding.
- There's also not much emphasis on public funding.

- There was concern that the “library consortium” idea may be an issue as to how other players would feel about this.
- Goal 2 has a collections care objective and then growing the collections objective. Does OHS have a business model for doing this? There are duplicate collections and archive and program issues with institutions reinventing the wheel throughout the State. Storage and collection are issues faced by just about every affiliate. Oral History programs are going on everywhere with no one communicating with each other. OHS needs to rethink how to deal with these issues; possibly act as a clearinghouse. Geoff Wexler explained that’s the purpose of the statewide consortium. Currently, a group of Curators throughout the State are having informal conversations about a statewide consortium that would serve as the clearinghouse. The conversation may turn formal. The issue is not the actual ownership of collections, since the donors dictate who the owner is, but the actual usage.
- The wording on diversity issues related to OHS Board composition and Community Coalition of Color feels self-centered and should be changed.
- The plan implies that there is potential for storage space rental. How much is used and what is available is not clear. George Vogt explained that capacity is there, especially if we go upwards. However, this would require additional dollars for required fire suppressant systems and remodeling. The staff is consolidating and creating more space, but how much will be available for dead storage usage is uncertain. Budget reductions got in the way of making part of this a research center. We have had interest from the State Parks and Rec. for storing their collections. George Vogt gave an invitation for those interested to visit and tour the Gresham facility. April’s Portland Monthly did a nice article and photos of the vault.
- Cathy Galbraith read AAM’s report and aside from the shortcomings of money and strategic planning, everything else was very positive. She feels that OHS should publicize this since the only word out in the public is the negative perspective that OHS did not receive their accreditation yet.

What is the most exciting addition(s) we can make for the next five years?

- Nail down financial problems in the next 5 years.
- The State needs to understand that OHS is a repository for state archives and that it comes with a price.
- People need to find themselves by making personal connections with OHS and/or its collections before they will support OHS.
- OHS needs to be recognized as a statewide institution and get support from those outside the Portland area.

How can OHS better serve its sister institutions across the state?

- OHS should have systems in place for other institutions to access information (similar to a public library). We need a centralized method of resource management that is sustainable. If the space station can be built with parts from all over the world, we should be able to centralize our services so it’s easier to gain information from one another.
- OHS should look at getting an Oregon History app.
- We need to pull together and everyone be present when we go to Salem, a united stand to the legislators.
- George Vogt noted his surprise that no one brought up the need for training and workshops. This opened up the conversation to a definite need but that no one is really providing it. Oregon Museum Association and Oregon Heritage Commission are doing some but also

duplicating subject matter. OHS should contract with both and also make sure there's no duplication between the two organizations. It's also hard to find qualified candidates and having the training and workshops, for a fee, for continuing education would help in this area as well.

- Have a coordinated effort in bringing qualified consultants for assessment of needs. Washington County Museum has HVAC issues, like OHS. It would be nice to collaborate on this project and save both organizations money by sharing the consultant and his/her costs.

Other Topics

George Vogt asked for any other comments not yet expressed.

- The plan is focused on collections but is there a collections plan.
- There's not much information about increase in staff levels and what that level is.
- Increase in docents is in the plan but it's unclear if OHS has a volunteer coordinator to take on this responsibility. OHS does have a volunteer coordinator and a great docent training program. OHS was asked if we would make this training information available to everyone, with the answer being definitely.
- It was noted that all museums are history museums. Problem with our history museums being the least visited is because people associate "dates and boring" with historical societies. We, meaning all historical societies, need to reinvent ourselves and present objects and stories in a completely different way.
- We need to capture the 5 – 9 year olds. Kids will make historical societies sustainable, if we capture their interest.
- OHS had a "We wish we had. . ." list. That was a great way to notify the public and get them involved. OHS and other affiliates should revive it.

Kerry Tymchuk thanked everyone for their participation and asked to continue to give input to OHS.

There being no further business, meeting was adjourned at 3:40 pm.

OREGON HISTORICAL SOCIETY
STRATEGIC PLANNING STEERING COMMITTEE MINUTES
APRIL 15, 2011
2:00 pm

Present:	Directors: Dr. Jerry Hudson Marc Berg Bill Failing Jackson Lewis Dr. Jackie Peterson-Loomis Libby McCaslin Jin Park Pat Ritz	Staff: George Vogt Kerry Tymchuk Lisa Noah
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Welcome

Chair Jerry Hudson opened the meeting at 2:15 pm and welcomed everyone. He explained the revised timeline for the strategic plan, since the AMA gave OHS until September 1 to turn in the accreditation papers. This gives OHS extra time for adjustments. The Trustees will look over the most recent draft plan, which will include comments from today's meeting, at the April 23 meeting to give an update at the Annual Meeting. The strategic plan will need to be approved at the June Trustees' meeting to meet AMA's new deadline.

Dr. Hudson explained that we've used up most of the dollars budgeted for a facilitator so we will use Tom Wilson's remaining time wisely. We don't want to plan on spending more money for strategic planning. George Vogt pointed out that during his phone discussions with Tom Wilson regarding draft version 8.9 Mr. Wilson agreed with the changes and its direction.

Dr. Hudson reminded the committee members to stay focused on the goals and objectives for today's discussion. Action items are for the staff to work out.

Discussion

Jerry Hudson noted that pages 1 – 6 of the draft strategic plan version 8.9 is the same institutional background information as previous drafts and asked if there were any questions or comments. Jackie Peterson-Loomis distributed her written comments, which includes her suggestions for pages 2 and 3, as well as her thoughts on the mission and vision and her general thoughts.

Dr. Hudson explained that the mission and vision still needs more massaging but he would prefer to leave it to the Board to discuss at the April 23 meeting so that there would be more time to discuss the goals and objectives at today's meeting. He asked for input:

- Goal 1 – Add “educate” and change “project” to “programs” to read “Engage and educate the public in Oregon history by creating high-quality programs that demonstrate the relevance of the past, reach across the state, and, whenever possible, rely on strong partnerships”.
 - Add new objective under Goal 1 to re-energize OHS' relationship with our local historical societies, affiliates, educational institutions, and ethnic organizations.
- Goal 2 – Change “records” to “documents” and add “use of technology” to read “Fulfill OHS' role as stewards by maintaining, improving, and increasing collections of OHS historical

artifacts and documents while setting a standard of excellence in access to collections, use of technology, and professional practice and care”.

- Goal 3 – Replace “equation” with “condition” to read “Create a stable, sustainable and secure annual financial condition through debt reduction, increased endowment, and revenue enhancement to ensure a balanced budget”.
 - Delete the word “temporary” and change the word “funding” to “underwriting” in Objective 3.4 to read “Achieve full underwriting for all exhibits”.
- Goal 4 of “Create a plan for realizing the potential of OHS real estate holdings” was an objective in Goals 3, but at the suggestion of the Trustees at the Board Retreat on April 2, it became important enough to be a separate goal. OHS needs to determine the usage of its real estate holdings before a decision can be made to sell. It was also suggested at the Retreat that Goals 4 and 6 be rolled into one goal and to change “holdings” to “usage” with revised Goal 4 to read “Create a plan for realizing the potential of OHS real estate usage while maintaining our physical plant”.
- Goal 5 – Instead of “Address needs to implement the plan”, change to “Align organizational resources to successfully implement the strategic plan”.

Even though the goals are not in priority order, it was suggested that Goal 4 (Real Estate) become Goal 5 and Goal 5 (Organizational Resources) become Goal 4.

Jerry Hudson asked for any further questions or comments. Hearing none, he noted his pleasure at seeing measurements as part of the plan. Though the committee was not to delve into action plans, Dr. Hudson asked the committee to read through them and let us know if there are any egregious blunders.

Discussion ensued regarding action steps 1.1.1, 1.1.2 and 1.6.1 as to its placements under specific goals and objectives. Discussion regarding Action Step 1.2.3 about exploring the possibility of a statewide consortium was tabled to another meeting time.

Jerry Hudson stated that the revisions discussed today will be included in yet another revised draft strategic plan to be discussed at the April 23 Board meeting. He asked for comments to be emailed to him, George Vogt, Kerry Tymchuk or Lisa Noah. His hope is that very little discussion would occur regarding the goals and objectives at the April 23 Board meeting so that most of the time can be dedicated to the discussion of the mission statement.

Jerry Hudson shared his thoughts that he thought of the strategic plan as a big chore but now feels that it may make a difference to OHS. Significant contributions have been made by the steering committee and by affiliates, volunteers, and Board members but it was this group that took ownership and moved the plan forward. Jerry Hudson thanked them for a useful plan that will not be sitting on the shelf.

Kerry Tymchuk shared the good news that OHS has received acceptances from all four of the honorees for the History Makers dinner on September 22. They are: Director Gus Van Sante, best known for films such as *Good Will Hunting*, *Finding Forrester*, and *Milk*; Dr. Albert Starr, inventor of the world’s first successful artificial heart valve; Ken and Joan Austin, co-founders and owners of A-dec, the world’s largest manufacturer of dental equipment; and Allyn Ford who made Roseburg Forest Products an industry leader in environmental and sustainable timber management.

There being no further business, meeting was adjourned at 3:55 pm.

OREGON HISTORICAL SOCIETY
STRATEGIC PLANNING FULL COMMITTEE MINUTES
MAY 11, 2011

Present:

Directors:

Bill Failing
Jackie Peterson-Loomis
Jackson Lewis
Pat Ritz

Staff:

Kerry Tymchuk
Sue Metzler
Eliza Canty-Jones
Geoff Wexler
Gloria Rasmussen
Lisa Noah

Other Members:

Barbara Mahoney
Judy Margles
Mary E. Herkert
Richard Engeman
Sharon Thorne

Welcome

In President Jerry Hudson's absence, Vice President Bill Failing opened the meeting at 2:05 p.m. and welcomed everyone to the full Strategic Planning Committee meeting. He asked everyone to introduce themselves and their respective affiliations.

Approval of March 9, 2011 Minutes

Bill Failing entertained a motion to approve the minutes of March 9, 2011.

MOTION: Jackson Lewis moved to approve the minutes of March 9, 2011. Barbara Mahoney seconded and the motion carried unanimously.

Review of Goals and Objectives

Bill Failing noted that this meeting is a follow up to a very productive and enthusiastic Board Retreat on April 2 and a Board meeting on April 23. The Board has approved the goals and objectives on the draft strategic plan version 9.1 that was distributed. The draft plan will go through one more pass through from this committee, to the Strategic Planning Steering Committee, and then to the Board for their approval at the June 23 meeting.

Kerry Tymchuk pointed out that much has been done since this committee last reviewed the draft plan version 5.3. The AAM accreditation report is due on September 1, 2011 but the target is to have it to them by August 1, 2011, in case it needs to come back for any revisions. He then went through each goal, asking for input from the members.

Goal 1 is a public programs goal.

- Suggestion was to delete the words "whenever possible" since it's implied.
- Objective 1.1 - Discussion ensued regarding the word "entertain". Some wanted the word replaced with "educate" while others felt entertaining the public was important and should remain. This will be brought to the Board for their decision.

- Add “and how it’s shaped the present” to the end of Objective 1.1 to read “Create relevant, vibrant exhibits and public programs that educate, [entertain], and engage the public in meaningful conversations about Oregon’s past and how it’s shaped the present”.
- Add “cultural organizations” to Objective 1.7.
- Question was asked regarding the types of educational relationships that OHS has. OHS has partnered with various schools; mostly with K-6, some with Junior Highs and a touch with High Schools through school group tours, traveling trunks, and online programs. We also have visits from colleges where we provide the space for their curriculum, with PSU for their architectural program, and with graduate students. OHS will be reaching out statewide, not just with the online programs, but also with projects such as “OHS presents . . . Teddy Roosevelt” (an impersonator) that will occur in the fall.

Goal 2 is a curatorial goal

- This goal meets some of the levy promises.
- Discussion took place regarding the importance of being easily accessible and visible online. Comments ranged from it’s important but not a top priority, to OHS needs to raise its visibility online because we are clearly behind in this area. We need to have a digital presence or OHS will be lost. Oregon State Archives can be a partner in this area.
- Objective 2.1 needs further explanation of what to what. Suggestion was to change it to “Ensure care of collections meets professional standards” or have Geoff Wexler come up with a revised statement.

Goal 3 is the financial goal

- Much discussion occurred regarding Objective 3.3. First was whether the permanent 20th Century exhibit covering issues from 1940 forward needed to be reviewed for any revisions or an additional vignette since it’s been in the works for the past 5 years. Suggestion was to bring back the original committee to review the exhibit and look at how to address the changes, if any, to keep the exhibit up to date and relevant. It was noted that the content and interactives are done on this \$1.2M project and we’re \$150K short of starting the fabrication this summer with the target opening date of May 2012.
- Second discussion regarding Objective 3.3 was that it belonged under Goal 1 or as an Action Step under Objective 3.4. It belongs under Goal 1, except for the “earned income opportunities” which needs to be reworded as an Action Step under Objective 3.4.
- Endowment needs to be an objective. Endowment is included in the Action Steps under Objective 3.7. Hence, “endowment” should be added to Objective 3.7 to read “Plan and mount major capital and endowment campaigns”.

Goal 4 deals with OHS’ physical assets

- This goal doesn’t deal with changes in physical appearance and layout to meet future needs. Suggestion was to change the word “maintaining” to “enhancing” to read, “Create a plan for realizing the usage potential of OHS real estate holdings while enhancing our physical plant”. Another suggestion was to change the wording completely to “Anticipate needs and opportunities in using space to archive organizational goals”.

Goal 5 is the human resources portion of the goal

- Discussion centered on Objective 5.4 and the need to rehire highly qualified upper positions that have been lost. Caution was raised not to look at the past, but look at what the future needs are. Stay away from the “we have to have this” attitude. Keep an open mind when

looking at staffing issues. Suggestion was made to change the wording to “Look for opportunities to recruit and retain super star talent”.

Vision & Mission Statements

After some discussion, it was determined that the Vision Statement should be changed to “A robust state historical society offering high quality museum, library, education, and publishing programs”.

A list of possible short mission statements was distributed. After discussions of how OHS isn’t in a position to “inspire” the future, other suggestions were:

- Study of Oregon’s past prepares us for the future
- Oregon’s past for the future
- Oregon’s past is tomorrow’s future
- We are Oregon’s past, present, and future

NOTE: An email from Mary Margaret Wheeler-Weber, who couldn’t be at the meeting, wanted to make sure that the minutes and the plan reflected the need for “measurable” partnerships and collaboration as well as pursuing excellence, of which hiring highly skilled and trained history and museum professionals was one way to accomplish this.

For the Good of the Order

Judy Margles gave an update on the new Oregon Jewish Museum exhibit opening next week called “That’s All Folks” about Mel Blanc. OJM is holding an annual fundraiser on May 22, which includes an online auction.

Bill Failing thanked everyone for their input, emphasizing the importance of external input, which OHS will continue to do.

There being no further business, meeting was adjourned at 3:25 p.m.

OREGON HISTORICAL SOCIETY
STRATEGIC PLANNING STEERING COMMITTEE MINUTES
MAY 19, 2011
2:00 pm

Present:	Directors:	Staff:
	Dr. Jerry Hudson	Kerry Tymchuk
	Bill Failing	Eliza Canty-Jones
	Jackson Lewis	Lisa Noah
	Dr. Jackie Peterson-Loomis	
	Jin Park	
	Libby McCaslin	
	Pat Ritz	

Welcome

Chair Jerry Hudson opened the meeting at 2:08 pm and welcomed everyone. He turned the meeting over to Kerry Tymchuk, since Dr. Hudson was unable to attend the Full Strategic Planning Committee meeting last week due to family matters.

Approval of Minutes of April 15, 2011

Kerry Tymchuk asked if there were any questions or comments on the April 15, 2011 meeting minutes. Hearing none, he declared the minutes stand approved as submitted.

Revised Wording to Goals and Objectives

Kerry Tymchuk noted that the Full Strategic Planning Committee met and had a good session. They suggested minor changes that were helpful modifications.

- Goal 1 – Delete the word “whenever possible “ since it’s implied. Goal 1 to read “Engage and educate the public in Oregon history by creating high-quality programs that demonstrate the relevance of the past, reach across the state, and rely on strong partnerships”. [Steering Committee members approved]
- Objective 1.1 – Add “educate”, there were discussions as to whether the word “entertain” should or should not be included, and the committee suggested adding “and how it shaped the present” at the end. [Steering Committee members decided to leave “entertain” in and approved the rest of the suggested changes].
- The full committee suggested moving a portion of Objective 3.3 as Objective 1.2 and delete “to engage new excitement, support, and earned income opportunities”. Newly numbered Objective 1.2 to read “Complete and launch a new permanent exhibit on 20th century Oregon”. The earned income potential that was part of Objective 3.3 was placed as an action step under the objective of “Achieve full underwriting for all exhibits”. [Steering Committee agreed]
- Objective 1.8 – Suggestion was to add “cultural organizations” to read “Reenergize OHS’ relationships with and services to affiliates, educational institutions, cultural organizations, and ethnic communities”. [After some discussion as to whether anyone was excluded with this statement, the Steering Committee agreed with the modified 1.8 wording]
- Objective 2.1 rewritten from “Improve collections care” to “Ensure that care of collections meets national professional standards”. [Steering Committee agreed]
- Added “endowment” to Objective 3.6 to read “Plan and mount major capital and endowment campaigns”. [Steering Committee agreed]

- The full committee suggested changing the word “maintaining” to enhancing or to rewrite Goal 4 to “Anticipate needs and opportunities in using space to achieve organizational goals”. [Steering Committee revised Goal 4 to “Create a plan for realizing the usage potential of OHS real estate holdings that anticipates needs and opportunities in using space to achieve organizational goals”.
- The full committee suggested adding “and future applications” at the end of Objective 4.1. [Steering Committee modified it to “Evaluate real estate holdings and plan for optimal financial productivity and strategic applications”.]
- The full committee suggested rewriting Objective 5.4 or adding something to the effect of “Look for opportunities to recruit and retain super star talent”. [Steering Committee moved the recruit and retain as part of Objective 5.2 to read “Review current staffing configurations and recruit and retain strong, professional talents to ensure success of strategic goals” and left 5.4 as written.]

Short Mission Statement for Board Recommendation

Kerry Tymchuk noted that the Steering Committee was to recommend a short mission statement to the Board at the June 23 meeting. After much discussion about the Vision, Long Mission, and Short Mission, the decision was to have one Mission Statement: “As the steward of Oregon’s history, we, the Oregon Historical Society, educates, informs, and engages the public through collecting, preserving, and interpreting the past. . . in other words, Oregon history matters”.

The Vision will remain as suggested by the Full Strategic Planning Committee of “A robust state historical society offering high quality museum, library, education, and publishing programs”.

Jerry Hudson felt that the Steering Committee should meet one more time before the June 23 Board meeting to peruse the strategic plan containing the action steps that the staff has been working on. The strategic plan containing the action plan should be emailed to the Steering Committee by Friday, June 3. Steering Committee meeting will be sometime in the week of June 6. Lisa Noah will notify committee members of the date and time.

For the Good of the Order

Kerry Tymchuk reminded everyone that they are invited to attend the Opening Reception of the Pedal to the Metal Exhibit on June 1 at 5:30 pm.

There being no further business, meeting was adjourned at 3:08 pm.

OREGON HISTORICAL SOCIETY
STRATEGIC PLANNING STEERING COMMITTEE MINUTES

June 9, 2011

2:00 pm

Present:

Directors:

Dr. Jerry Hudson
Bill Failing
Dr. Jackie Peterson-Loomis
Jackson Lewis
Jin Park
Lesley Hallick
Libby McCaslin
Marc Berg
Pat Ritz

Staff:

Kerry Tymchuk
Lisa Noah

Staff to Arrive at 3:00 pm:

Dick Matthews
Sue Metzler
Sheri Neal
Marsha Matthews
Dwight Peterson
Eliza Canty-Jones
Geoff Wexler
Brian Cooley

Welcome

Chair Jerry Hudson opened the meeting at 2:08 pm and welcomed everyone. He thanked the committee members for their productive, but time consuming work done over the past several months on the strategic plan. It wasn't easy work but a rewarding experience.

Dr. Hudson noted that the committee and Board members had thoroughly discussed and approved the goals and objectives. Hence, this meeting's focus is on the action steps.

Discussion of Action Steps

Dr. Hudson pointed out what he saw as a contradiction between Action Step 1.1.1 and Goal 5.2. Action Step 1.1.1 indicates a search is already underway for staffing positions whereas Goal 5.2 states we need to review current staffing configurations and then recruit professional talent to ensure the success of the strategic plan. At this point, there isn't enough information to make a staffing decision. Action Step 1.1.1's focus should be about delivering promised exhibit and program services of the tax levy, not on staffing additions. This needs to be revised to state that we will fulfill the requirements in the levy and provide the services promised.

Discussion was that the staffing plan shouldn't take into account current staffing at OHS but look at what's needed to complete the plan. "Don't put Humpty Dumpty back together again" but look at a new organization for a 21st century museum and library.

Items of concern aside from 1.1.1:

- Action Step 1.1.2 – Need to have the leadership position first before developing a multi-year exhibit plan. Need to change the timeframe for this action step to a later time.
- Action Step 1.4.1 – Suggestion was to keep the integrity and scholarly content but add some light reading to entertain and expand the appeal to more than just scholars by having a quick, fun, topical page(s).
- Action Step 1.5.1 – Increasing school children touring to 10,000 seems not much of a goal since we already have over 6,000 students. It should be changed to "by 10,000".

- Action Step 1.8.2 and its measurements is again a decision that should be made after a senior level position has been filled. It should be changed to assessing collecting materials and develop a strategy, including partnerships.
- Action Step 1.8.4 – delete “Envisioning Oregon Plan” and replace with collaboration and partnership language.
- Action Step 2.1.4 – There should be a mirror of this action step for the library.
- Action Step 3.1.2a – Change wording from Federal grants to grants. Writing Federal grants requires technical skills that may not be covered by a traditional grant writer.
- Action Step 3.1.4a – Question was asked if we needed to have the \$25K marketing expense. There may be some issues in spending this much money to measure how we’re doing with Multnomah County voters. It was decided to delete the amount.
- Action Step 3.2.2 – It was noted this action step is already in place with the sinking fund that was created; hence delete this action step.

Action Step Discussions with OHS Management Team

Rest of the OHS management team was brought into the meeting at 3:08 pm. Dr. Hudson noted his appreciation to the management team for their hard work and stated the major discussion item was in regards to Action Step 1.1.1 conflicting with Goal 5.2. He noted that the plan would inform what the staffing needs will be. The goal is not to keep the same structure and plug in people because what we currently have is the reality of what happened with the downsizing in the past. Instead, the aim is for optimal staffing to complete the plan.

Lisa Noah was asked to go through the changes discussed (see bullet points) to update the management team and get their input.

Question was asked regarding the two Library Technician positions currently in the interviewing stages, as well as the Librarian and Program Coordinator positions scheduled to be hired on October 1, 2011 and the Museum Curator to be hired on January 1. Staff noted that there were over 120 applications for the Library Technician position, which has been narrowed down to six candidates that will be interviewed, starting next week. The committee’s decision was to continue with the hiring of the two Library Technicians, under the understanding that this is a one year probationary position until the staffing plan is in place. The rest of the positions, even though they are in the approved 2011b budget, will be on hold until Goal 5 has been accomplished.

It was suggested that another column be added to quantify the time commitment required to complete the action plans. This way, it will be clear if the work can be done by the current staff in the timeframe noted and what our resource constraints are so adjustments can be made, if necessary.

Dr. Hudson noted that, with the revisions, OHS now has a document we can bring to the Board for their approval on June 23. And if there are no changes or minor changes from the Board, we have an approved document that we can endorse and stand behind.

For the Good of the Order

Sue Metzler informed the committee that the Cars in the Park Block will start on June 18 and will continue every Saturday throughout summer. We have four to six food vendors on the Plaza for this event. It should be an exciting summer for OHS and the Park Block.

There being no further business, meeting was adjourned at 4:11 pm.

Attachment D

Survey & Questionnaire Results

*Includes summary information; full report available on request.








Oregon Historical Society Strategic Plan Survey







1. Where do you live?

		Response Percent	Response Count
Multnomah County, OR		50.4%	284
Washington County, OR		13.5%	76
Clackamas County, OR		9.8%	55
Washington State		5.2%	29
Outside Oregon and Washington		3.9%	22
Other Oregon County (please specify)		4.1%	23
		answered question	563
		skipped question	3

2. Are you a current member of the Oregon Historical Society?

		Response Percent	Response Count
Yes: Student or Individual Member (\$25-\$60/year)		30.3%	169
Yes: Family Member (\$80/year)		18.1%	101
Yes: Contributing Member (\$100-\$999/year)		9.3%	52
Yes: 1898 Society Member (\$1,000 and up/year)		1.8%	10
Yes: Non Profit or Business Member (\$60-\$999/year)		1.4%	8
Yes: Corporate Heritage Council Member (\$1,000 and up/year)		0.5%	3
No		38.5%	215
answered question			558
skipped question			8

3. If yes, how long have you been a member?

		Response Percent	Response Count
1 year or less		16.5%	57
Between 1 and 5 years		32.8%	113
Between 5 and 10 years		23.2%	80
10 years or more		27.5%	95
answered question			345
skipped question			221


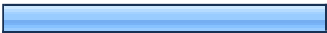

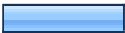




4. If yes, what level of importance did the following services have on your decision to join?

	Not Important	Low Importance	Somewhat Important	Very Important	Most Important	Rating Average	Response Count
Access to the exhibits	3.7% (13)	12.4% (44)	34.1% (121)	36.6% (130)	13.2% (47)	3.43	3
Use of the Research Library	8.1% (29)	16.8% (60)	14.5% (52)	19.6% (70)	41.1% (147)	3.69	3
A subscription to the Oregon Historical Quarterly	6.8% (24)	10.5% (37)	29.4% (104)	33.1% (117)	20.3% (72)	3.50	3
Supporting the institution and its mission	1.7% (6)	2.8% (10)	18.2% (64)	39.0% (137)	38.2% (134)	4.09	3
The events and public programming	4.9% (17)	16.9% (59)	40.9% (143)	31.4% (110)	6.0% (21)	3.17	3
The membership was a gift	82.4% (126)	5.2% (8)	7.2% (11)	5.2% (8)	0.0% (0)	1.35	1

Other (please specify)

answered question	3
skipped question	1




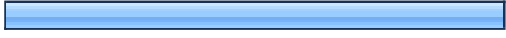











5. If you are not a current member or are not planning to renew your membership when it expires, what was the basis for that decision? Please check all that apply.

		Response Percent	Response Count
The membership is too expensive		24.0%	63
I don't visit often enough to make a membership worthwhile		48.3%	127
The membership benefits do not appeal to me		1.1%	3
I don't know what the benefits of the membership are		17.9%	47
I don't live locally		18.3%	48
The Research Library hours are not sufficient		19.0%	50
I've never been offered the chance to purchase a membership		6.8%	18
Other (please specify)		22.1%	58
answered question			263
skipped question			303




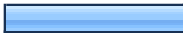




6. Are there additional benefits that might increase your likelihood of becoming a member or renewing? *See full report for written responses.

	Response Count
	129
answered question	129
skipped question	437

7. What OHS services or programs have you taken advantage of? Please check all that apply.

		Response Percent	Response Count
Visited an Exhibit		87.6%	475
Attended an exhibit opening, lecture, other special event at OHS		46.7%	253
Attend an offsite event, History Pub, Hatfield Historians Forum, etc.		34.5%	187
Read the Oregon Historical Quarterly		74.9%	406
Accessed the Research Library		53.7%	291
Attended a Genealogy Workshop		2.4%	13
Attended a Research Library workshop		4.2%	23
Made a purchase from the OHS store		66.4%	360
Purchased a historic photo		27.1%	147
Used the OHS website		57.7%	313
Attended as part of an adult tour group		2.6%	14
Attended as a teacher or part of a school group		5.0%	27
Hosted a private event at the Oregon Historical Society		1.3%	7
Attended a private event at the Oregon Historical Society		9.4%	51
Other (please specify)		6.3%	34
answered question			542
skipped question			24

8. In general, how often do you visit the Oregon Historical Society?

		Response Percent	Response Count
More than once a month		4.1%	22
Every month		7.4%	40
4 times a year		18.9%	102
2 or three times a year		26.8%	145
Once a year		17.6%	95
Once every few years		14.4%	78
I don't remember the last time I visited		5.5%	30
I've never visited the Oregon Historical Society		5.4%	29
answered question			541
skipped question			25

9. Please indicate which OHS programs or services you feel have the most value to you or the community.

	No Value	Limited Value	Some Value	High Value	Vital	Not Familiar With Program	Rating Average	Response Count
Permanent Exhibits (Oregon My Oregon)	0.2% (1)	3.2% (17)	16.9% (91)	44.2% (238)	31.9% (172)	3.7% (20)	4.08	539
Temporary Exhibits	0.0% (0)	2.3% (12)	18.0% (96)	54.1% (288)	22.9% (122)	2.6% (14)	4.00	532
Research Library	0.6% (3)	2.7% (14)	7.6% (40)	20.1% (106)	62.9% (332)	6.3% (33)	4.52	528
Oregon Historical Quarterly	1.1% (6)	5.8% (31)	21.1% (112)	38.0% (202)	28.8% (153)	5.1% (27)	3.92	531
OHS Museum Store	0.6% (3)	13.3% (71)	38.0% (202)	35.5% (189)	9.6% (51)	3.0% (16)	3.41	532
School Group Tours	1.5% (8)	2.5% (13)	10.3% (54)	37.7% (197)	37.2% (194)	10.7% (56)	4.19	522
Public Events (History Pub, Hatfield Historians Forum, Etc.)	0.6% (3)	5.1% (27)	23.0% (121)	45.9% (242)	17.6% (93)	7.8% (41)	3.81	527
Member Events (Exhibit Openings, Lectures, Etc.)	1.5% (8)	10.2% (53)	35.4% (184)	36.2% (188)	10.0% (52)	6.7% (35)	3.46	520
Historic Photo Purchasing	0.8% (4)	10.3% (54)	29.3% (153)	32.6% (170)	18.2% (95)	8.8% (46)	3.63	522
Genealogy Workshops	2.9% (15)	12.9% (67)	34.4% (179)	25.3% (132)	6.1% (32)	18.4% (96)	3.23	521
Research Workshops	1.8% (9)	8.0% (41)	29.8% (153)	31.1% (160)	9.9% (51)	19.5% (100)	3.49	514
OHS Website	0.2% (1)	2.9% (15)	22.7% (119)	33.8% (177)	33.8% (177)	6.7% (35)	4.05	524
answered question								551
skipped question								15

10. OHS has previously offered the following programs and services, please indicate which, if any, you feel have the most value to you or the community.

	No Value	Limited Value	Some Value	High Value	Vital	Not Familiar With Program	Rating Average	Response Count
Book publishing	2.7% (14)	11.0% (58)	24.6% (129)	33.9% (178)	14.7% (77)	13.1% (69)	3.54	525
National History Day - a program for school children	2.1% (11)	3.6% (19)	17.9% (93)	41.8% (218)	20.0% (104)	14.6% (76)	3.87	521
Oral history collecting	0.8% (4)	4.2% (22)	13.0% (69)	39.5% (209)	35.5% (188)	7.0% (37)	4.13	529
Folklife programming, traditional artists program	1.2% (6)	10.2% (53)	29.0% (151)	33.8% (176)	13.8% (72)	11.9% (62)	3.56	520
Public historian	0.4% (2)	4.0% (21)	18.4% (96)	34.7% (181)	24.8% (129)	17.7% (92)	3.97	521
Other (please specify)								24
answered question								537
skipped question								29



11. What aspect of your membership or relationship to OHS have you enjoyed or used the most? *See full report for written responses.

	Response Count
	349
answered question	349
skipped question	217

12. What suggestions or comments do you have for how we can serve our members and the community better? *See full report for written responses.

	Response Count
	268
answered question	268
skipped question	298

13. Would you be willing to make a gift, above the cost of your membership, to help OHS sustain or launch programs you think are important?

		Response Percent	Response Count
Yes		47.9%	217
No		52.1%	236
	answered question		453
	skipped question		113

14. If you would be willing to consider a gift, which program or service would you wish to support? *See full report for written responses.

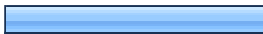

	Response Count
	196
answered question	196
skipped question	370

15. If you would not be willing to make a gift, please explain why.




*See full report for written responses.

	Response Count
	192
answered question	192
skipped question	374

16. Would you be willing to participate in a focus group at the Oregon Historical Society to assist with our development of a 5-year strategic plan?

		Response Percent	Response Count
Yes		38.7%	180
No		61.3%	285
	answered question		465
	skipped question		101

17. If yes, please provide your contact information.

		Response Percent	Response Count
Name		99.5%	188
Email		98.4%	186
Phone Number		85.2%	161
	answered question		189
	skipped question		377

OHS LIBRARY QUESTIONNAIRE SURVEY RESULTS

45 Evaluations

March 31, 2011

HOW DID YOU HEAR ABOUT OHS RESEARCH LIBRARY?

- OHS website - 3
- Other website - 8
- OHS event - 2
- Other event - 2
- OHS Quarterly - 3
- Other publication - 4
- Oregon Experience -1
- Referral by librarian-4, teacher-3, another researcher-4
- Advertisement - 0
- Other - 7

COMMENT ON YOUR EXPERIENCE

- Did you find what you are looking for? Yes 40 No 3
- Was library staff helpful? Yes 41 No 0
- Other comments on service:
 - Excellent genealogical resources
 - volunteers and staff provided excellent service
- Suggestions for service
 - maintain card file
 - more hours
 - frustrating microfilm printer

WHAT RESOURCES DID YOU USE TO PREPARE FOR YOUR VISIT?

- OHS website library pages- 14
- OHS online collections - 14
- Catalog - 4
- Oregon History Project - 3
- Northwest Digital Archives - 3
- WorldCat - 2
- Other websites - 3
- Oregon Historical Quarterly - 5
- Other publications - 2
- Other - 4 (including 2 from Oregon Death Index)

ARE YOU LIKELY TO RETURN FOR ANOTHER VISIT? Yes 43

IF YES, TO DO WHAT?

- Family history - 8
- General history research - 17
- Biographies - 2
- Neighborhood and town history - 3

- Architectural research -1
- Photo research - 4

SUGGESTIONS FOR IMPROVING SERVICE?

- Update online catalog
- Wifi access would be helpful in library
- Digital scan/search
- Higher quality copies

EXPANSION OF OHS LIBRARY PUBLIC ACCESS HOURS?

Mentions to include or expand hours on the following:

- Saturday - 20
- Sunday - 5
- Monday through Friday - 21
- Mornings - 8
- Afternoons - 32
- Evenings - 1 (recommended at least one evening per week)
- Make clear notice of hours, especially for those traveling from long distance

VISIT TYPE

- First time -12
- Returning - 6
- Frequent visitor - 4
- OHS member - 5

RESEARCH TOPICS

- Early settlers diaries and correspondence
- Family history - 9
- Tom McCall
- Holy Names religious order
- Portland telegraph
- Employer photos
- Native Americans
- New Odessa, Oregon
- Russians in Oregon
- Buildings
- Flood of 1890
- Tram up west hills
- BPA
- History of Columbia Gorge
- Train wreck
- Art from 1910-15
- Friday evening dance class history
- Henry Pittock

PURPOSE

- School - 7
- Work - 6
- Personal - 20

TYPE OF RESEARCHER

- General public -14
- Family historian -13
- Student - 7 (all levels but mostly graduate)
- Teacher -1
- History professional - 5
- Other - 6
- Government employee - 0

TYPE OF TRANSPORTATION TO ACCESS OHS

- Auto - 26
- Public transportation - 10
- Foot - 3
- Bicycle - 1

OHS TEACHER QUESTIONNAIRE

72 Evaluations

March 31, 2011

HOW DID YOU FIND OUT ABOUT OUR MUSEUM?

Prior visits - 12

Fliers -14

Colleagues or other teachers - 11

web- 10

Personal knowledge- 7

Visit from OHS Project Outreach + video+ emails from same – 6

Information provided in lobby- 2

Ballot measure- 1

Portland Public Schools field trip recommendations- 1

HOW EASY WAS IT TO BOOK A VISIT TO OHS?

Easy - 40

Relatively easy or so so - 2

WHAT WOULD MAKE IT EASIER TO VISIT?

Put advertising in the schools and on TV(OPB)

Free bus travel

A place to eat lunch on the premises

Closer parking

Calendar on OHS website showing available dates

Questions for students sent to school before visit

Teacher kits on various topics

EXHIBITS:

ANY YOU LIKED A GREAT DEAL?

Fur traders

Baskets

OMO in general

Early black pioneers

Plankhouse

Interaction with docents

Covered wagon and supplies

Lewis and Clark artifacts

WHAT DID YOU LIKE LEAST?

Not enough time to see it all - 7

WHAT PARTS OF THE EXHIBITS WOULD YOU LIKE TO CHANGE?

Add bi-lingual docents

Time for exploration

More hands-on

Eliminate all distracting background recordings during tour

DID YOU EXPECT TO SEE INFORMATION OR AN EXHIBIT ON A PARTICULAR SUBJECT BUT DID NOT FIND IT? IF SO, WHAT?

NW Indian ceremonies and traditions

Founders of Oregon

Animals

South Pass

Focus on early Portland

IN GENERAL:

WHAT ARE YOUR EXPECTATIONS WHEN YOU BRING YOUR STUDENTS FOR A VISIT?

Great docents

History lessons

Visualizing curriculum

Sparking a young persons interest in history

Hands on opportunities

Freedom to ask questions

WOULD YOU RECOMMEND THE TOUR AND ACTIVITIES TO OTHER TEACHERS?

Yes 55

WHAT REFERENCES HAVE YOUR STUDENTS MADE IN YOUR CLASSROOM DISCUSSIONS TO THEIR VISIT TO THE OREGON HISTORY MUSEUM?

Lewis and Clark

Oregon Trail

Seven components of Oregon: exploration, immigration, earliest inhabitants, statehood, economy, Coastal Native Americans, and westward expansion

OHS MUSEUM VISITOR QUESTIONNAIRE

89 Evaluations

June 24, 2011

1. WHAT WAS IT THAT CAUSED YOU TO VISIT THE MUSEUM TODAY?

On vacation - 26%

Special exhibits - 25% (mainly African-American and Peace Corps)

Library research - 7%

2. WHAT DID YOU MOST LIKE ABOUT YOUR VISIT TO THE MUSEUM?

OMO - 32%

Special exhibits - 21%

Good and plentiful information - 11%

Other mentions include:

Helpful, knowledgeable staff

Nice layout and flow of exhibits

Research capabilities

How people lived and what they wore/used in daily life

Videos

Baskets

3. WERE THERE ANY EXHIBITS OR PARTS OF EXHIBITS THAT YOU LIKED VERY MUCH? IF SO, WHAT?

Special exhibits - 25%

OMO - 30% (plank house, D. Douglas tent, covered wagon, lunch counter)

Basement photographs - 7%

4. WHAT DID YOU LIKE THE LEAST ?

No answer given - 70%

Maritime section too small - 9%

Video and/or sound track distracting - 9%

Other mentions include:

Lack of benches/seating in exhibit area

Restroom directions

Signage too small

5. WHAT PARTS OF THE EXHIBIT WOULD YOU LIKE TO CHANGE AND WHY?

No answer given - 68%

Other mentions include:

Need for more interactivity, including hands-on for kids

Black history in OMO

6. DO YOU EXPECT TO SEE INFORMATION OR AN EXHIBIT ON A PARTICULAR SUBJECT BUT DID NOT FIND IT?

No answer given - 83%

Other mentions include:

Exhibition on Portland bridges, architecture, and Oregon advertising

More information on minorities (blacks, Chinese, modern Indians)

Exhibit on women farmers/cowgirls

Exhibit on role of railroads in Oregon history

More on 20th century history

Exhibit on maps and their evolution in Oregon history

7. DID YOU VISIT THE MUSEUM STORE? WHAT ITEMS APPEALED TO YOU AND WHAT SHOULD WE ADD TO MERCHANDISE?

Did you visit the store? Yes 53%

What items appealed to you?

Mentions include "books and videos"

What merchandise should we add?

Mentions include:

Jewelry

Vintage goods

Black and white photos

Children's books

Pamphlets on African-American pioneers

8. DO YOU WANT TO COME BACK FOR ANOTHER VISIT? IF YES, WHAT WOULD YOU LIKE TO SEE?

Would come back: Yes 80%

What would you like to see?

Strong mentions include:

Changing exhibits, including temporary and permanent

More exploration

More research within library

Evening hours

Music/performing arts, either in lobby or patio, weather permitting

9. IS THERE ANYTHING ELSE YOU WOULD CHANGE IN ANY WAY ABOUT YOUR EXPERIENCE IN THE MUSEUM?

Mentions include:

Unpleasant humidity

Better security

Coffee/food cart

Exhibit on children's toys/clothing and fashion through history

Attachment E
Facilities Projects and Costs

Prioritized Facilities Projects and Costs

North Wing

Priority One

Steam trap replacements (Sovereign Apts)	\$60,577
Repair spalling, cracks on south and west elevations and replace windows on same	\$200,000

Priority Two

HVAC variable frequency drives	\$10,857
High efficiency motors	\$2,225

Priority Three

HVAC controls, link all NW HVAC to DDC system	\$225,000
Replace Madison Ave. entrance doors	\$20,000
Rebuild, reseal 3 rd floor balcony and related facades at Madison entry	\$150,000
Add CO2 sensor to garage ventilation	\$3,500

South Wing

Priority One

Sump pump heater (energy upgrade)	\$3,500
Fire suppression system for library vault (replacing removed Halon)	\$25,000
Complete installation of Pavilion/store CCTV installation	\$14,000
Replace UV film on Park Ave windows in B-J Gallery	\$3,200

Priority Two

HVAC – replace defunct components	\$7,000
Variable frequency drives	\$18,700
High efficiency motors	\$8,725
Expand CCTV to library	\$17,000
Replace Broadway Terrace deck/repair leaks	\$75,000

Priority Three

Link remaining SW HVAC controls to DDC	\$225,000
Replace controller on Library elevator	\$110,000
Add UV film to Pavilion windows to support exhibit use	\$26,950
Add B-J Gallery window insulation	\$15,000
Add large ramp and access door to B-J Gallery to accommodate Large exhibit items	\$50,000

Gresham Storage Facility

Priority One

Add CCTV system	\$75,000
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Priority Two

Repave west parking/storage lot	\$60,000
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Total	\$1,406,234
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Attachment F
Library Collaborators Meeting Minutes

**Summary of discussion on “Ideas for the Future
of the Oregon Historical Society Research Library”
Oregon Historical Society, Jefferson Room
May 18, 2011**

Attendees

Geoff Wexler, OHS Library Manager
Kerry Tymchuk, OHS interim Executive Director
Diana Banning, Director, City of Portland Archives and Records Center
Terry Baxter, Archivist, Multnomah County Archives
Mark Dahl, interim Director, Lewis & Clark College Library
Doug Erickson, Head of Special Collections, Lewis & Clark College Library
James Fox, Head of Special Collections, University of Oregon
Mary Beth Herkert, State Archivist, Oregon State Archives
Larry Landis, Head of Special Collections and University Archives, Oregon State University
Mary McKay, Head of Special Collections and University Archivist, Willamette University
Cris Paschild, Head of Special Collections and University Archivist, Portland State University
Jim Schepke, State Librarian, Oregon State Library
Dwight Wallace, Director, Multnomah County Archives

Meeting Notes

Geoff Wexler, library manager of the OHS Research Library, presented a document drafted in 2009, regarding his ideas for incorporating the OHS library into a statewide consortium, an Oregon Historical Library. The idea was born out of the 2009 library layoffs when it appeared that the library was in danger of permanent closure.

His proposal is akin to the Wisconsin model, a library network sharing archival collections but with centralized processing and technical services. This would not be a “bricks and mortar” facility, but an etherealized system with shared electronics, administrations, and personnel. Each institution would retain ownership of collections and continue to collect. It would be developed over a long period of ten years or more. The point of this gathering is to begin to build a roadmap for future collaboration.

A summary of concerns, ideas, and other discussion points follows.

Concerns about the OHS:

George Vogt had told an attendee that the OHS can afford to be a museum or a library but not both and the attendee asked if that was still the case.

Response: The OHS Board disagrees, and in its new strategic plan, outlines robust services for the library, museum, and education.

Some other historical societies are not continuing all functions. Is that commitment really firm here?

What is in the library strategic plan?

Response: Collaboration is in the strategic plan. The board has the will to rebuild, but in reality probably not the money. Can return to former stature only as part of another entity.

Will the OHS mission and collection statement remain the same? (The implication is that it is too broad and the institution steps on others' toes.)

Response: That was the point of Envisioning Oregon, and we need to build on that, but we will always have donors with allegiances to individual institutions. With this proposal to share collections, the issue would be moot.

What prevents the OHS from suggesting where else collections could go?

Response: It already does that, but sometimes the Board has its own agenda.

The OHS is taking public records without an obligation to manage them.

The OHS Board is too involved with day-to-day management. Chairman should explain the proper role of a board and ask non-conformers to leave.

What is the status of the OHS backlog?

Response: We know what we have, and have a grant to catch up on electronic cataloging of manuscripts. There are still collections that need processing and are inaccessible, but all incoming donations are now being added to the online catalog. We've made improvements, but there will always be a backlog.

Appreciation expressed for new openness of board, for inviting outsiders into the strategic planning process for the first time. That dialog needs to continue.

General Concerns:

The State of Oregon is not willing to fund preservation of our own heritage, which is a scandal. Other states support heritage much better than we do (eg: Wisconsin, Mississippi).

Cuts will continue over the next ten years.

Don't pretend that we can do without money.

The legislature perceives a duplication of services between similar institutions – does not understand the differences.

Discussion Points

Collaboration:

The legislature is calling for more collaboration amongst institutions.

This group needs to continue to meet

Start small, build on successes, build trust

Need to build on current goodwill and bury past resentments

Must be within institutional mandates. For some, that would be limited to education, outreach to schools.

Need a group that would be a clearinghouse for ideas – maybe pilot project funded by a small grant for 2-3 years, 1 position to coordinate

Need an umbrella – a state agency? Oregon Heritage Commission?

PSU a natural ally for the OHS – noted former collaborations and ideas

Big players can position themselves to offer services to smaller historical societies, private businesses, etc.

Some fear expressed that by focusing on collaboration their institutions may risk losing other things

Could be a double-edged sword – legislature / funders must understand what we all do

Big collaborations require extra resources and are hard to get off the ground

Difficult to gain trust in a central entity

Examples of Collaborative projects:

California Digital Library as a model

Oregon Digital Library is a kernel, a starting point
need cost/benefit analysis for digitization initiatives

could be compelling to legislature, which thinks institutions are not
making use of new resources

There is an expectation that we digitize collections, but we cannot do it alone

Sharing Collections:

Envisioning Oregon needs to continue - needs a major state body to take leadership (Oregon Heritage Commission?)

Set up 3 years ago but hasn't gone anywhere since

Local government archives not allowed to share collections

Free or low cost efforts, such as Interlibrary loan

Use existing structure: Orbis-Cascade
regional, not statewide
serves only academic institutions

Shared map program

roving map curator to survey collections
could be grant-funded initially
would provide expertise we can't afford individually

Architectural records project (OHS and University of Oregon currently drafting)

Oregon Folklife Network is potential model

Documentation strategy (1990s idea) – survey what's available, what can be preserved could be done under a statewide umbrella

Northwest Digital Archives has been a fruitful conduit for collaboration. The OHS benefitted from the NWAPI grant to process some large collections and created EAD finding aids which are now online.

Centralized access point – merge catalogs.

Could be incorporated into Oregon Digital Library.

Digital library could save local historical societies – was, in fact, part of the original grant from the Oregon Heritage Commission.

Fundraising:

Join together to fund heritage in an integrated way.

Private foundation fundraising facilitated as a group - Convince donors that their contributions will be enhanced by other donations when put into a common pool

State, municipal agencies cannot raise private funds

State general fund cannot be counted on to fund heritage

Have to generate other monies

Need an entirely new funding mechanism for heritage

State Archives has considered proposal to add \$1.00 to filing fee to fund state and local municipal archives

Must be carefully drafted to restrict use of funds to intended purposes

20 states have fee program – all successful

Could be folded into work authorized if HB3210 passes

Could be a \$5.00 fee to fund heritage

Cannot take from Peter to pay Paul.

Cost of Collaboration:

For smaller institutions, what is the value for the money put into collaboration. Will costs be scaled?

Smaller, private institutions, first priority is service to students. If collaboration can enhance student services and raise the profile of the institution, that would present an attractive opportunity. Orbis-Cascade has a clear value.

State institutions don't have the money to contribute and probably won't anytime in the next decade.

Smaller institutions could be drawn into collaborative grant projects to their benefit

Oregon Heritage Commission:

Possible umbrella organization

This group could influence its future direction

Funding and staffing is minimal (1.5 FTE)

Need to include Kyle Jansson in discussions (was unable to attend this time)

House Bill 3210:

2 bills before legislature represent incremental progress

Covers public & private entities

Rep. Nancy Nathanson a powerful spokesperson

Taskforce will get legislators' ears – will take proposal to legislature in 2013

Would need 3-4 meetings to prepare something to put forward

Concluding remarks

One summary offered:

1. Be ready for HB3210 task force
2. Come up with collaborative projects
3. Need a communication structure to start projects and to be ready to voice needs

What ideas will this group bring to the task force? Need consensus on public/private mix, etc. – something that's advantageous to all.

Distill ideas and make a proposal.

Need to meet again to review HB3210 if it passes and how to move forward.

Need more clarity of mission – start with a mission statement

Oregon Historical Library?

Virtual Library?

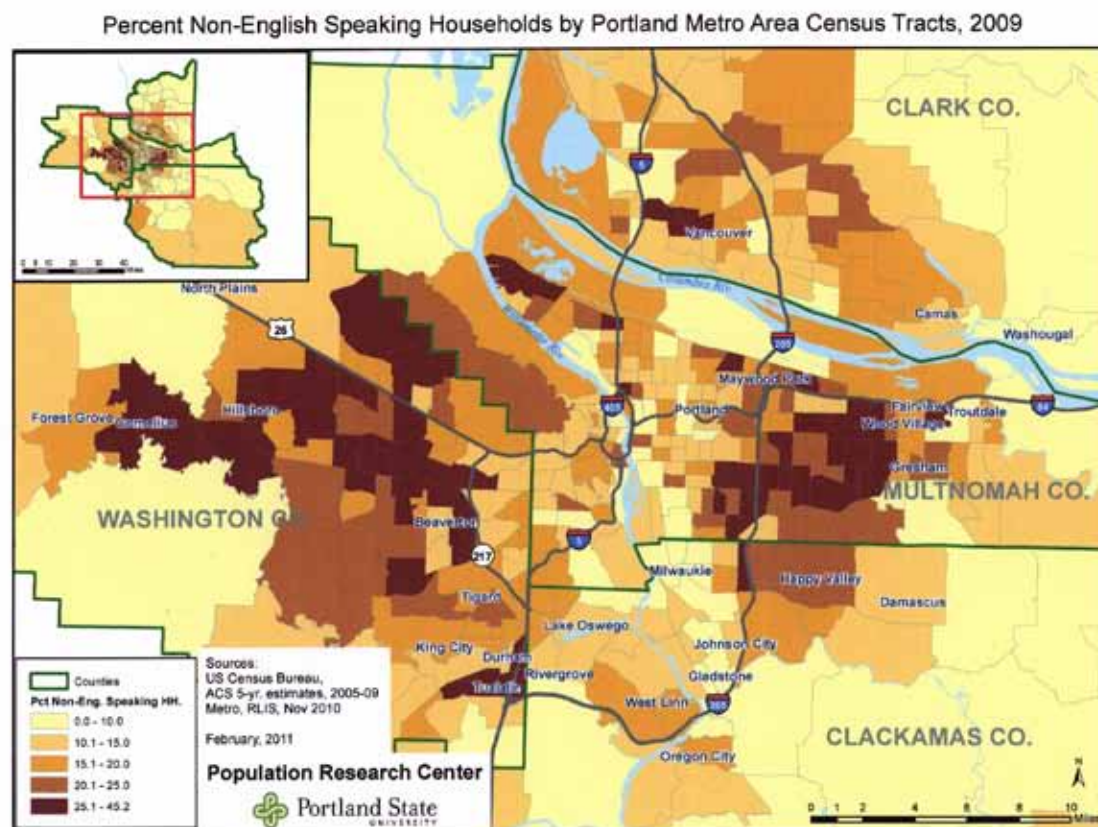
with equal ownership

Action points:

1. Geoff will draft an agenda to bring to a larger meeting with all stakeholders in the fall.
2. Will send out document to the group.
3. Teleconference with this group in July to review proposal.

Submitted by Shawna Gandy, Oregon Historical Society, 19 May 2011

Attachment G
Oregon and Multnomah County Demographic Information





OREGON POPULATION DATA, 1990-2009
Metropolitan Statistical Areas and Counties

	April 1 1990 ¹	1991	1992	1993	1994	1995	1996	1997	1998	1999	April 1 2000 ²	2001	2002	2003	2004	2005	2006	2007	2008	2009
OREGON	2,842,521	2,930,000	2,975,900	3,026,000	3,082,000	3,132,000	3,181,000	3,237,000	3,287,000	3,330,000	3,421,369	3,471,709	3,524,700	3,541,800	3,682,600	3,693,440	3,690,900	3,740,455	3,791,079	3,823,495
Portland/Vancouver/DR/VA/MSA 1/	1,911,000	1,972,190	1,971,910	1,988,240	1,993,410	1,795,000	1,744,400	1,627,100	1,862,000	1,885,500	1,918,000	1,950,000	1,979,000	2,019,200	2,056,800	2,082,240	2,121,910	2,158,720	2,191,186	2,217,308
Port/Van/OW/VA/MSA (Oregon portion) 2/	1,277,400	1,323,790	1,355,910	1,388,540	1,418,710	1,445,000	1,480,180	1,528,000	1,526,120	1,557,600	1,572,800	1,594,000	1,618,280	1,637,280	1,687,280	1,690,440	1,717,810	1,734,620	1,756,886	1,775,925
Eugene-Springfield MSA 3/	262,212	260,960	260,100	268,000	260,000	261,000	265,000	268,000	268,000	271,000	275,790	282,960	289,600	298,180	309,400	322,280	338,080	330,740	345,886	347,690
Medford-Astoria MSA 4/	148,386	151,480	152,400	157,000	160,000	164,000	168,000	169,000	172,000	174,500	181,280	184,700	187,600	190,100	191,200	194,510	198,910	202,310	205,200	207,010
Corvallis MSA 5/	70,811	72,960	72,900	73,300	73,400	75,000	76,000	76,000	76,000	77,100	78,150	79,000	79,600	80,000	81,780	82,600	84,125	85,300	86,120	86,725
Balem MSA 6/	278,024	287,800	288,800	297,000	297,200	313,400	319,100	325,100	331,400	335,300	347,214	352,080	354,400	359,800	363,400	367,800	373,200	378,870	383,100	388,666
Beed MSA 7/	74,356	76,860	82,600	86,800	89,000	89,000	84,100	88,000	101,200	104,900	108,700	115,367	122,050	126,500	130,500	136,450	143,400	152,910	167,010	170,705
Baker	15,217	15,700	15,800	16,100	16,300	16,500	16,500	16,500	16,700	16,700	16,700	16,700	16,700	16,700	16,700	16,700	16,700	16,700	16,700	16,700
Benton	70,811	72,960	72,900	73,300	73,400	75,000	76,000	76,000	76,000	77,100	78,150	79,000	79,600	80,000	81,780	82,600	84,125	85,300	86,120	86,725
Cascade	278,024	287,800	288,800	297,000	297,200	313,400	319,100	325,100	331,400	335,300	347,214	352,080	354,400	359,800	363,400	367,800	373,200	378,870	383,100	388,666
Clatsop	35,351	33,200	33,100	33,700	33,800	34,300	34,800	34,800	34,700	34,700	35,000	35,000	35,100	35,200	35,400	35,600	35,800	36,000	36,200	36,400
Columbia	37,057	37,600	36,800	36,800	36,400	36,700	37,100	37,100	37,100	37,100	37,100	37,100	37,100	37,100	37,100	37,100	37,100	37,100	37,100	37,100
Cove	80,273	81,200	82,100	82,900	82,800	82,100	81,700	81,400	81,400	81,360	82,779	82,900	82,900	82,900	82,900	82,900	82,900	82,900	82,900	82,900
Cook	14,111	14,600	15,200	15,200	15,700	15,700	15,700	15,700	15,700	15,700	15,700	15,700	15,700	15,700	15,700	15,700	15,700	15,700	15,700	15,700
Curry	15,327	15,500	15,400	15,300	15,200	15,200	15,200	15,200	15,200	15,200	15,200	15,200	15,200	15,200	15,200	15,200	15,200	15,200	15,200	15,200
DeSchautes	79,884	79,800	80,800	80,800	80,800	80,800	80,800	80,800	80,800	80,800	80,800	80,800	80,800	80,800	80,800	80,800	80,800	80,800	80,800	80,800
Douglas	34,049	35,100	35,300	36,400	37,100	37,700	38,000	38,000	38,000	38,000	38,000	38,000	38,000	38,000	38,000	38,000	38,000	38,000	38,000	38,000
Gilliam	1,717	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700
Grant	7,823	7,800	7,800	7,800	7,800	7,800	7,800	7,800	7,800	7,800	7,800	7,800	7,800	7,800	7,800	7,800	7,800	7,800	7,800	7,800
Haney	7,026	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
Hood River	16,903	17,100	17,400	17,900	18,400	18,700	19,200	19,200	19,200	19,200	19,200	19,200	19,200	19,200	19,200	19,200	19,200	19,200	19,200	19,200
Jackson	148,386	151,480	152,400	157,000	160,000	164,000	168,000	169,000	172,000	174,500	181,280	184,700	187,600	190,100	191,200	194,510	198,910	202,310	205,200	207,010
Jefferson	11,676	14,400	14,600	14,900	15,400	16,100	16,500	17,100	17,400	17,800	18,300	18,400	18,600	18,800	19,000	19,200	19,400	19,600	19,800	20,000
Josephine	62,646	63,600	65,400	66,800	68,100	71,100	72,000	73,000	73,000	73,000	73,000	73,000	73,000	73,000	73,000	73,000	73,000	73,000	73,000	73,000
Kanab	57,722	59,000	59,400	59,300	59,500	61,000	61,000	61,000	61,000	61,000	61,000	61,000	61,000	61,000	61,000	61,000	61,000	61,000	61,000	61,000
Lake	1,186	7,200	7,300	7,300	7,400	7,400	7,400	7,400	7,400	7,400	7,400	7,400	7,400	7,400	7,400	7,400	7,400	7,400	7,400	7,400
Lane	262,012	260,960	260,100	268,000	260,000	261,000	265,000	268,000	268,000	271,000	275,790	282,960	289,600	298,180	309,400	322,280	338,080	330,740	345,886	347,690
Lincoln	36,886	36,300	36,300	36,300	36,300	36,300	36,300	36,300	36,300	36,300	36,300	36,300	36,300	36,300	36,300	36,300	36,300	36,300	36,300	36,300
Linn	37,027	37,200	36,900	36,900	36,900	36,900	36,900	36,900	36,900	36,900	36,900	36,900	36,900	36,900	36,900	36,900	36,900	36,900	36,900	36,900
Malheur	28,028	28,300	28,800	27,500	28,100	28,200	28,700	28,700	28,700	28,700	28,700	28,700	28,700	28,700	28,700	28,700	28,700	28,700	28,700	28,700
Marion	228,482	235,940	241,500	247,400	252,600	258,000	263,800	267,700	271,800	275,200	284,634	288,450	291,000	295,900	298,450	302,190	306,800	311,670	314,865	318,170
Mariposa	7,626	7,600	7,600	7,600	7,600	7,600	7,600	7,600	7,600	7,600	7,600	7,600	7,600	7,600	7,600	7,600	7,600	7,600	7,600	7,600
Multnomah	587,887	600,000	605,000	616,000	620,500	625,500	630,000	634,000	641,000	648,800	660,488	666,588	670,200	677,300	685,500	692,820	701,548	710,025	717,880	724,680
Polk	46,541	52,000	53,300	53,500	54,400	55,400	56,300	57,400	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000
Sherman	1,598	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600
Tillamook	21,572	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000
Umatilla	54,296	54,100	54,100	54,100	54,100	54,100	54,100	54,100	54,100	54,100	54,100	54,100	54,100	54,100	54,100	54,100	54,100	54,100	54,100	54,100
Union	35,888	34,000	34,000	34,000	34,000	34,000	34,000	34,000	34,000	34,000	34,000	34,000	34,000	34,000	34,000	34,000	34,000	34,000	34,000	34,000
Wallowa	6,911	7,000	7,100	7,200	7,200	7,200	7,200	7,200	7,200	7,200	7,200	7,200	7,200	7,200	7,200	7,200	7,200	7,200	7,200	7,200
Wasco	21,989	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000
Washington	311,854	328,800	340,000	351,000	358,000	370,000	375,000	385,000	397,000	404,700	419,342	426,800	433,000	439,200	446,700	454,700	463,400	471,870	479,924	487,140
Wheeler	1,306	1,400	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Yamhill	52,551	57,500	60,200	70,000	72,000	74,000	77,000	79,000	81,000	83,000	84,960	86,400	87,600	88,100	88,500	88,910	89,310	89,710	90,110	90,510

¹1990 and 2000 population estimates from the U.S. Census Bureau are for April 1 of the respective years and are derived from the decennial census. All other population estimates are from Portland State University's Population Research Center and are for July 1 of the respective years.
²Includes Clatsop, Columbia, Multnomah, Washington and Yamhill counties in Oregon and Clark and Steamer counties in Washington.
³Includes Clatsop, Columbia, Multnomah, Washington and Yamhill counties in Oregon.
⁴Lane County.
⁵Jackson County.
⁶Benton County.
⁷Marion and Polk counties.
⁸DeSchautes County.

Ethnic Groupings *	TOTAL				WHITE (NON-HISPANIC)						
	2000 Total Population	2010 Total Population	Total Population Change 2000 to 2010	Total Population Change as %	2000 White (Non-Hispanic)	2000 as % of Total Population	2010 White (Non-Hispanic)	2010 as % of Total Population	Change 2000 to 2010	Change as % of Total Population Change	Change % within Grouping
	(Chart 1)				(Chart 2)	(Chart 3)	(Chart 4)	(Chart 5)	(Chart 6)	(Chart 7)	(Chart 8)
City of Portland	529121	583776	54655	10.3	376183	71.1	389376	66.7	13193	24.1	3.5
Metro OR Counties											
Multnomah County	660486	735334	74848	11.3	473498	71.7	482283	65.6	8785	11.7	1.9
Washington County	445342	529710	84368	18.9	316336	71.0	322372	60.9	6036	7.2	1.9
Clackamas County	338391	375992	37601	11.1	292207	86.4	302433	80.4	10226	27.2	3.5
Yamhill County	84992	99193	14201	16.7	66626	78.4	70166	70.7	3540	24.9	5.3
Columbia County	43560	49351	5791	13.3	40028	91.9	43664	88.5	3636	62.8	9.0
Total Metro Oregon	1572771	1789580	216809	13.8	1188695	75.6	1220918	68.2	32223	14.9	2.7
Clark County WA	345238	425363	80125	23.2	290345	84.1	331231	77.9	40886	51.0	14.1
Total Metro OR & Clark Co. WA	1918009	2214943	296934	15.5	1479040	77.1	1552149	70.1	73109	24.6	4.9
State of Oregon	3421399	3830974	409575	12.0	2686659	78.5	2754552	71.9	67893	16.6	2.5
State of Oregon & Clark Co. Wa.	3766637	4256337	489700	13.0	29777004	79.0	3085783	72.5	108779	22.2	3.7
* Ethnic Groupings above will not sum to the Total Population due to exclusion of Census Bureau categories of "Some Other Race" and "Two or More Races".											

Ethnic Groupings *	TOTAL				HISPANIC						
	2000 Total Population	2010 Total Population	Total Population Change 2000 to 2010	Total Population Change as %	2000 Hispanic or Latino (of any race)	2000 as % of Total Population	2010 Hispanic or Latino (of any race)	2010 as % of Total Population	Change 2000 to 2010	Change as % of Total Population Change	Change % within Grouping
	(Chart 1)				(Chart 2)	(Chart 3)	(Chart 4)	(Chart 5)	(Chart 6)	(Chart 7)	(Chart 8)
City of Portland	529121	583776	54655	10.3	36058	6.8	54840	9.4	18782	34.4	52.1
Metro OR Counties											
Multnomah County	660486	735334	74848	11.3	49607	7.5	80138	10.9	30531	40.8	61.5
Washington County	445342	529710	84368	18.9	49735	11.2	83270	15.7	33535	39.7	67.3
Clackamas County	338391	375992	37601	11.1	16744	4.9	29138	7.7	12394	33.0	74.0
Yamhill County	84992	99193	14201	16.7	9017	10.6	14592	14.7	5575	39.3	61.8
Columbia County	43560	49351	5791	13.3	1093	2.5	1987	4.0	894	15.4	81.8
Total Metro Oregon	1572771	1789580	216809	13.8	126196	8.0	209125	11.7	82929	38.2	65.7
Clark County WA	345238	425363	80125	23.2	16226	4.7	32166	7.6	15940	19.9	98.2
Total Metro OR & Clark Co. WA	1918009	2214943	296934	15.5	142422	7.4	241291	10.9	98869	33.3	69.4
State of Oregon	3421399	3830974	409575	12.0	275224	8.0	450062	11.7	174838	42.7	63.5
State of Oregon & Clark Co. Wa.	3766637	4256337	489700	13.0	291450	7.7	482228	11.3	190778	39.0	65.5
* Ethnic Groupings above will not sum to the Total Population due to exclusion of Census Bureau categories of "Some Other Race" and "Two or More Races".											

TOTAL					ASIAN						
Ethnic Groupings *	2000 Total Population	2010 Total Population	Total Population Change 2000 to 2010	Total Population Change as %	2000 Asian	2000 as % of Total Population	2010 Asian	2010 as % of Total Population	Change 2000 to 2010	Change as % of Total Population Change	Change % within Grouping
	(Chart 1)				(Chart 2)	(Chart 3)	(Chart 4)	(Chart 5)	(Chart 6)	(Chart 7)	(Chart 8)
City of Portland	529121	583776	54655	10.3	33470	6.3	41692	7.1	8222	15.0	24.6
Metro OR Counties											
Multnomah County	660486	735334	74848	11.3	37648	5.7	47950	6.5	10302	13.8	27.4
Washington County	445342	529710	84368	18.9	29838	6.7	45755	8.6	15917	18.9	53.3
Clackamas County	338391	375992	37601	11.1	8460	2.5	13729	3.7	5269	14.0	62.3
Yamhill County	84992	99193	14201	16.7	935	1.1	1474	1.5	539	3.8	57.7
Columbia County	43560	49351	5791	13.3	261	0.6	457	0.9	196	3.4	74.9
Total Metro Oregon	1572771	1789580	216809	13.8	77142	4.9	109365	6.1	32223	14.9	41.8
Clark County WA	345238	425363	80125	23.2	11047	3.2	17504	4.1	6457	8.1	58.5
Total Metro OR & Clark Co. WA	1918009	2214943	296934	15.5	88189	4.6	126869	5.7	38680	13.0	43.9
State of Oregon	3421399	3830974	409575	12.0	101745	3.0	141263	3.7	39518	9.6	38.8
State of Oregon & Clark Co. Wa.	3766637	4256337	489700	13.0	112792	3.0	158767	3.7	45975	9.4	40.8
* Ethnic Groupings above will not sum to the Total Population due to exclusion of Census Bureau categories of "Some Other Race" and "Two or More Races".											

TOTAL					BLACK						
Ethnic Groupings *	2000 Total Population	2010 Total Population	Total Population Change 2000 to 2010	Total Population Change as %	2000 Black or African American	2000 as % of Total Population	2010 Black or African American	2010 as % of Total Population	Change 2000 to 2010	Change as % of Total Population Change	Change % within Grouping
	(Chart 1)				(Chart 2)	(Chart 3)	(Chart 4)	(Chart 5)	(Chart 6)	(Chart 7)	(Chart 8)
City of Portland	529121	583776	54655	10.3	35115	6.6	36695	6.3	1580	2.9	4.5
Metro OR Counties											
Multnomah County	660486	735334	74848	11.3	37434	5.7	41401	5.6	3967	5.3	10.6
Washington County	445342	529710	84368	18.9	4899	1.1	9616	1.8	4717	5.6	96.3
Clackamas County	338391	375992	37601	11.1	2369	0.7	3082	0.8	713	1.9	30.1
Yamhill County	84992	99193	14201	16.7	680	0.8	872	0.9	192	1.4	28.2
Columbia County	43560	49351	5791	13.3	87	0.2	207	0.4	120	2.1	137.6
Total Metro Oregon	1572771	1789580	216809	13.8	45468	2.9	55178	3.1	9710	4.5	21.4
Clark County WA	345238	425363	80125	23.2	5869	1.7	8426	2.0	2557	3.2	43.6
Total Metro OR & Clark Co. WA	1918009	2214943	296934	15.5	51337	2.7	63604	2.9	12267	4.1	23.9
State of Oregon	3421399	3830974	409575	12.0	55551	1.6	69206	1.8	13655	3.3	24.6
State of Oregon & Clark Co. Wa.	3766637	4256337	489700	13.0	61420	1.6	77632	1.8	16212	3.3	26.4
* Ethnic Groupings above will not sum to the Total Population due to exclusion of Census Bureau categories of "Some Other Race" and "Two or More Races".											

TOTAL					AMERICAN INDIAN						
Ethnic Groupings *	2000 Total Population	2010 Total Population	Total Population Change 2000 to 2010	Total Population Change as %	2000 American Indian & Alaska Native	2000 as % of Total Population	2010 American Indian & Alaska Native	2010 as % of Total Population	Change 2000 to 2010	Change as % of Total Population Change	Change % within Grouping
	(Chart 1)				(Chart 2)	(Chart 3)	(Chart 4)	(Chart 5)	(Chart 6)	(Chart 7)	(Chart 8)
City of Portland	529121	583776	54655	10.3	5587	1.1	5991	1.0	404	0.7	7.4
Metro OR Counties											
Multnomah County	660486	735334	74848	11.3	6605	1.0	7825	1.1	1220	1.6	18.5
Washington County	445342	529710	84368	18.9	3117	0.7	3937	0.7	820	1.0	26.3
Clackamas County	338391	375992	37601	11.1	2369	0.7	3122	0.8	753	2.0	31.8
Yamhill County	84992	99193	14201	16.7	1275	1.5	1520	1.5	245	1.7	19.2
Columbia County	43560	49351	5791	13.3	566	1.3	656	1.3	90	1.6	15.8
Total Metro Oregon	1572771	1789580	216809	13.8	13932	0.9	17060	1.0	3128	1.4	22.5
Clark County WA	345238	425363	80125	23.2	2762	0.8	3624	0.9	862	1.0	31.2
Total Metro OR & Clark Co. WA	1918009	2214943	296934	15.5	16694	0.9	20684	0.9	3990	1.3	23.9
State of Oregon	3421399	3830974	409575	12.0	44949	1.3	53203	1.4	8254	2.0	18.4
State of Oregon & Clark Co. Wa.	3766637	4256337	489700	13.0	47711	1.3	56827	1.3	9116	1.9	19.1
* Ethnic Groupings above will not sum to the Total Population due to exclusion of Census Bureau categories of "Some Other Race" and "Two or More Races".											

TOTAL					ISLANDER						
Ethnic Groupings *	2000 Total Population	2010 Total Population	Total Population Change 2000 to 2010	Total Population Change as %	2000 Native Hawaiian & Pacific Islander	2000 as % of Total Population	2010 Native Hawaiian & Pacific Islander	2010 as % of Total Population	Change 2000 to 2010	Change as % of Total Population Change	Change % within Grouping
	(Chart 1)				(Chart 2)	(Chart 3)	(Chart 4)	(Chart 5)	(Chart 6)	(Chart 7)	(Chart 8)
City of Portland	529121	583776	54655	10.3	1993	0.4	3109	0.5	1116	2.0	56.0
Metro OR Counties											
Multnomah County	660486	735334	74848	11.3	2642	0.4	4029	0.5	1387	1.9	52.5
Washington County	445342	529710	84368	18.9	1336	0.3	2433	0.5	1097	1.3	82.1
Clackamas County	338391	375992	37601	11.1	677	0.2	867	0.2	190	0.5	28.1
Yamhill County	84992	99193	14201	16.7	85	0.1	172	0.2	87	0.6	102.4
Columbia County	43560	49351	5791	13.3	44	0.1	95	0.2	51	0.9	118.1
Total Metro Oregon	1572771	1789580	216809	13.8	4783	0.3	7596	0.4	2813	1.3	58.8
Clark County WA	345238	425363	80125	23.2	1381	0.4	2708	0.6	1327	1.7	96.1
Total Metro OR & Clark Co. WA	1918009	2214943	296934	15.5	6164	0.3	10304	0.5	4140	1.4	67.2
State of Oregon	3421399	3830974	409575	12.0	8551	0.2	13404	0.3	4853	1.2	56.8
State of Oregon & Clark Co. Wa.	3766637	4256337	489700	13.0	9932	0.3	16112	0.4	6180	1.3	62.2
* Ethnic Groupings above will not sum to the Total Population due to exclusion of Census Bureau categories of "Some Other Race" and "Two or More Races".											

Population Percent by Geographic Area	1990	2000	2010	1990	2000	2010	1990	2000	2010	1990	2000	2010	1990	2000	2010
City of Portland as % of	74.9	80.1	79.4	34.2	33.6	32.6	28.9	27.6	26.4	15.4	15.5	15.2	14.2	14.0	13.7
Multnomah County as % of				45.7	42.0	41.1	38.5	34.4	33.2	20.5	19.3	19.2	19.0	17.5	17.3
Metro Oregon as % of							84.3	82.0	80.8	44.9	46.0	46.7	41.5	41.8	42.0
Metro OR & Clark Co. WA as % of										53.3	56.1	57.8	49.2	50.9	52.0
State of Oregon as % of													92.3	90.8	90.0

Chart Data from U.S. Census Bureau	Population		
	1990	2000	2010
City of Portland	437319	529121	583776
Multnomah County	583887	660486	735334
Metro Oregon	1277399	1572771	1789580
Metro OR & Clark Co. WA	1515452	1918009	2214943
State of Oregon	2842321	3421399	3830974
State of Oregon & Clark Co. WA	3080374	3766637	4256337

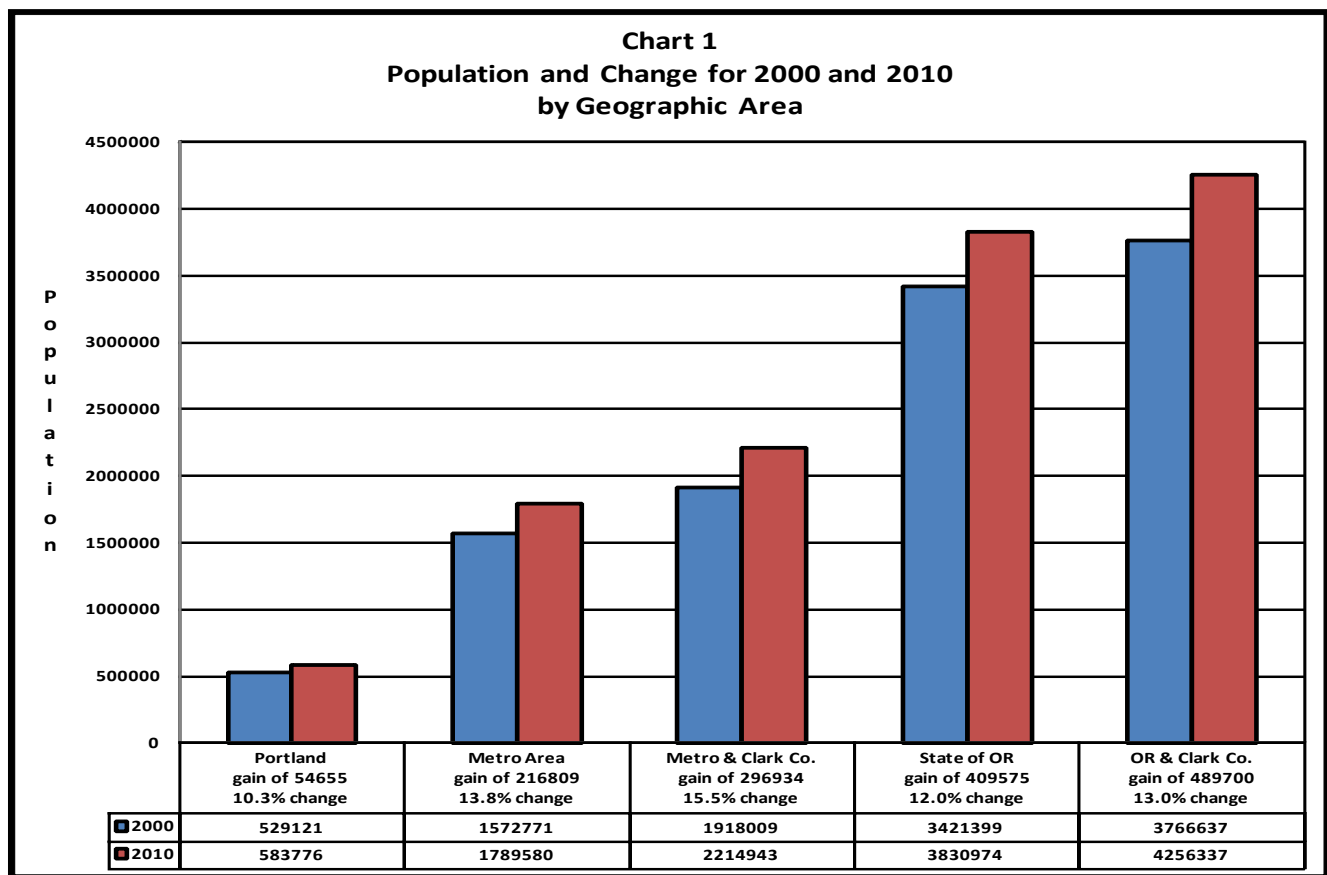


Chart 2
Population for 2000
by Ethnic Grouping and Geographic Area

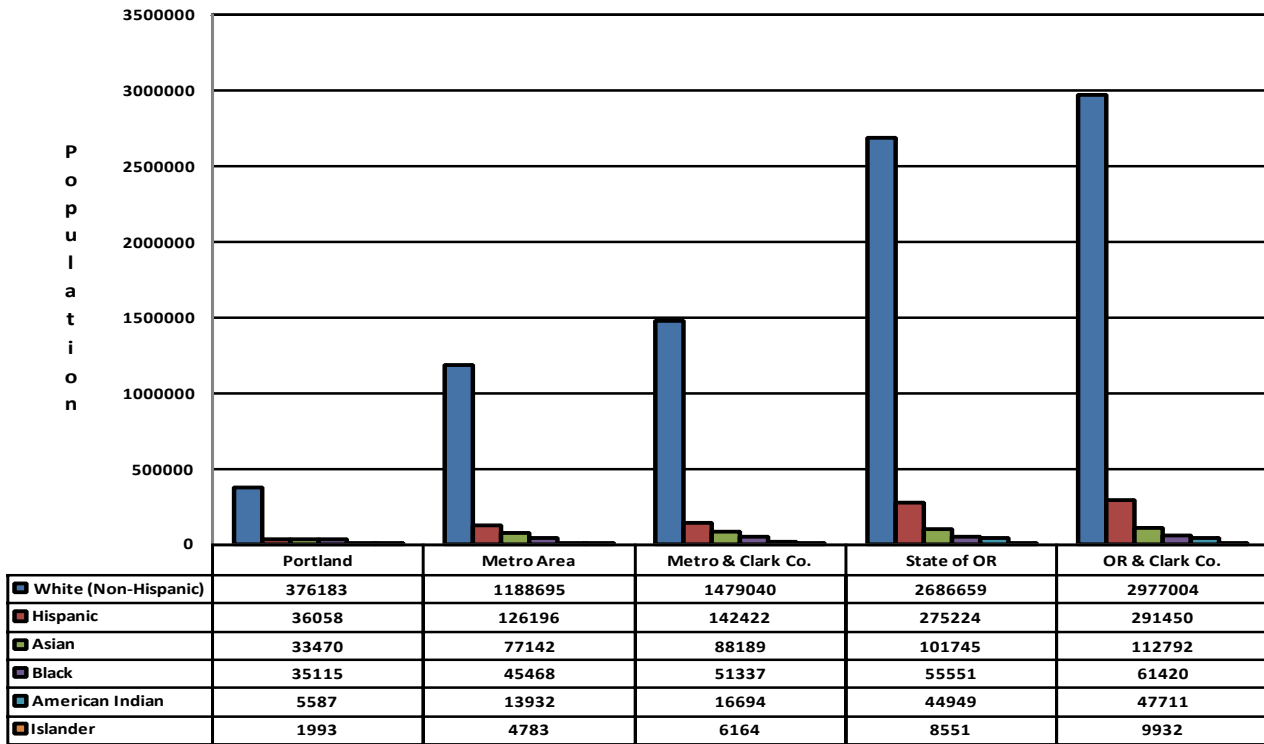


Chart 3
Percent Change of Population for 2000
by Ethnic Grouping and Geographic Area

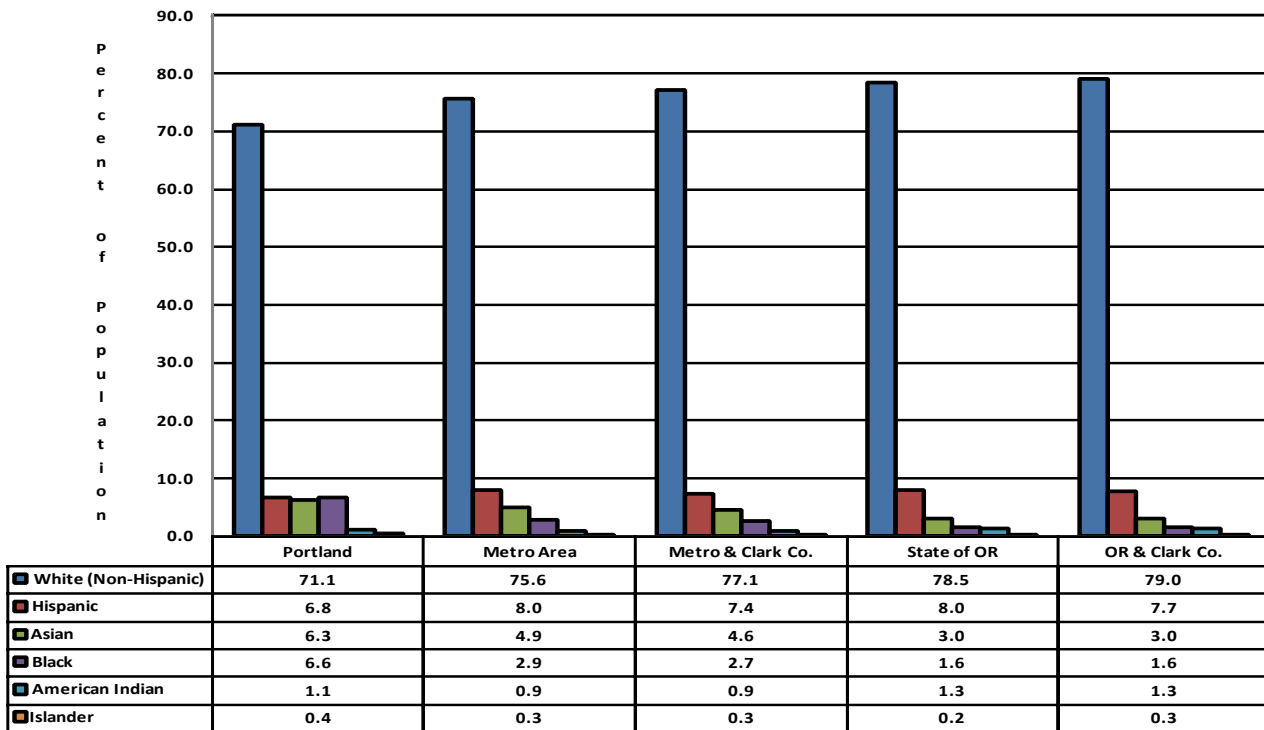
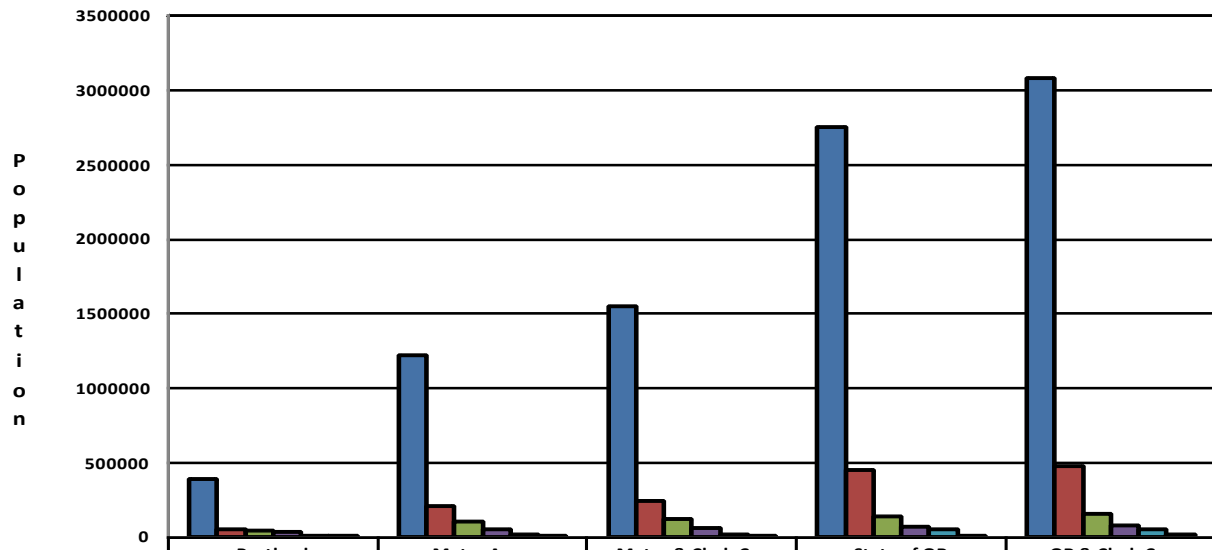
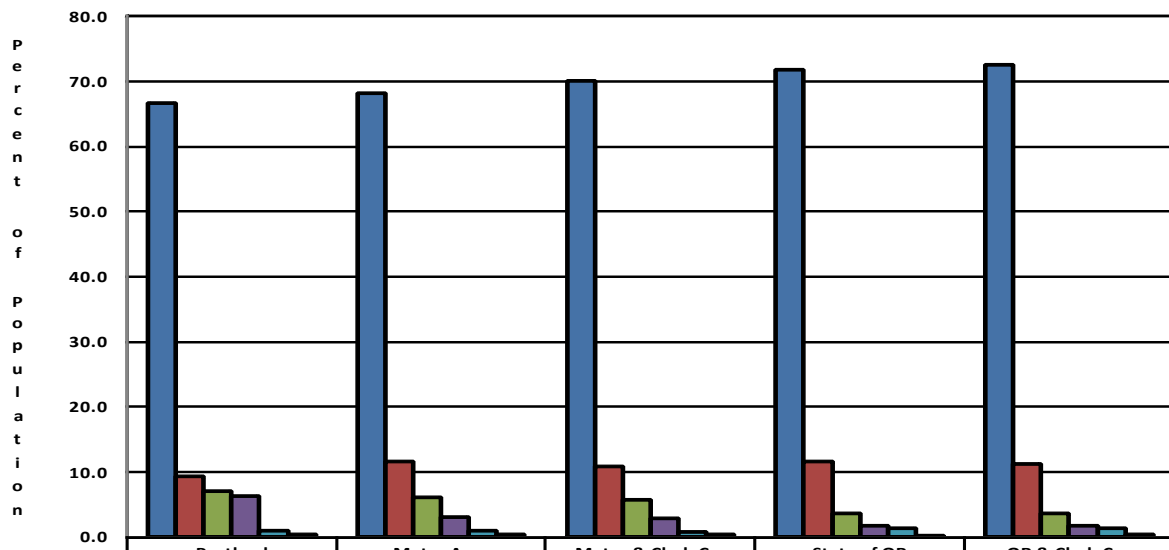


Chart 4
Population for 2010
by Ethnic Grouping and Geographic Area



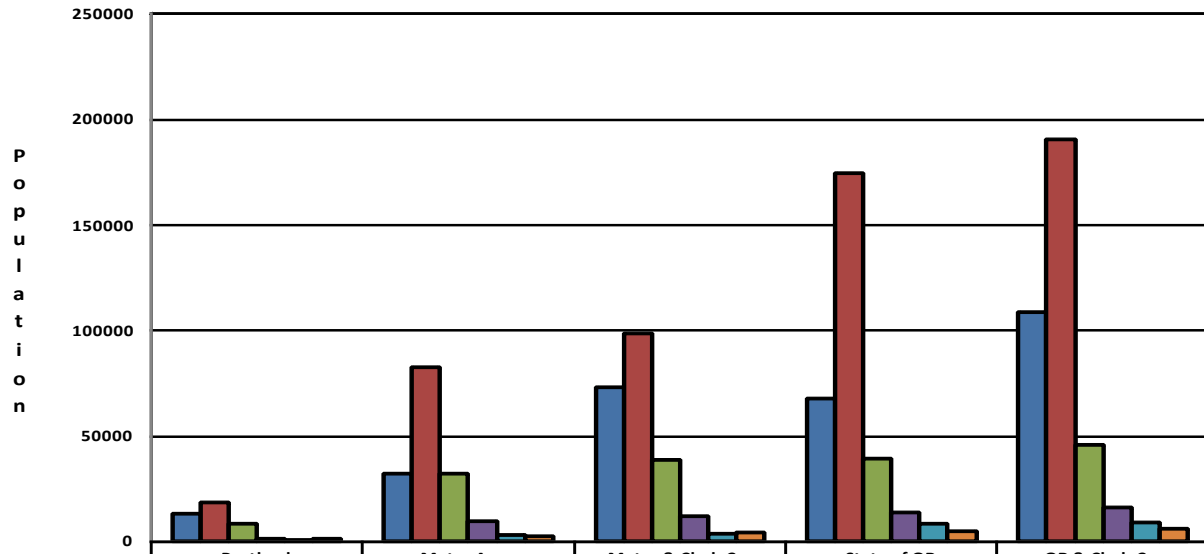
	Portland	Metro Area	Metro & Clark Co.	State of OR	OR & Clark Co.
White (Non-Hispanic)	389376	1220918	1552149	2754552	3085783
Hispanic	54840	209125	241291	450062	482228
Asian	41692	109365	126869	141263	158767
Black	36695	55178	63604	69206	77632
American Indian	5991	17060	20684	53203	56827
Islander	3109	7596	10304	13404	16112

Chart 5
Percent Change of Population for 2010
by Ethnic Grouping and Geographic Area



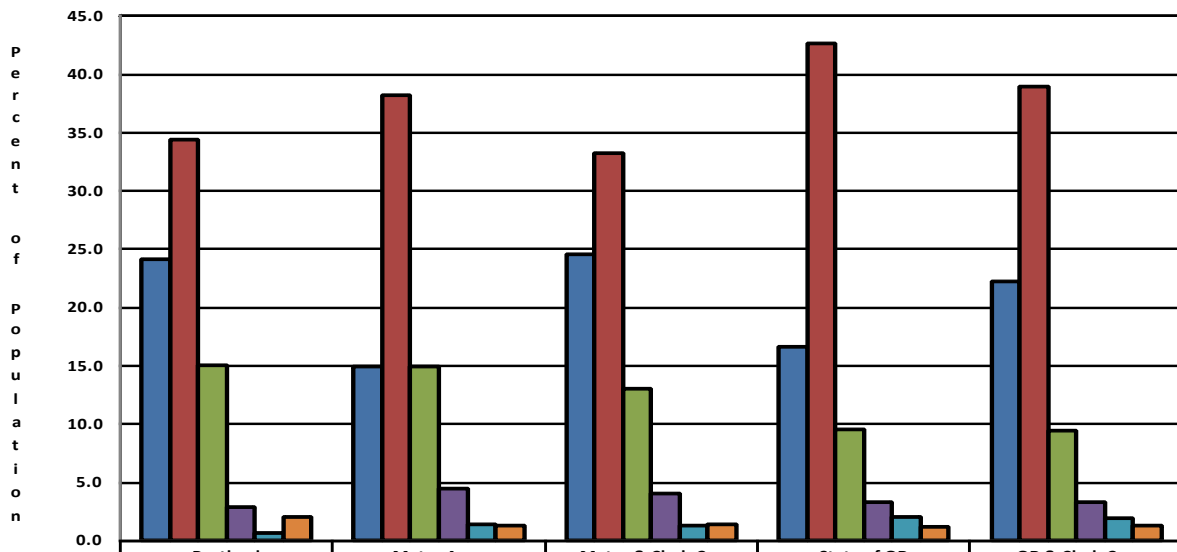
	Portland	Metro Area	Metro & Clark Co.	State of OR	OR & Clark Co.
White (Non-Hispanic)	66.7	68.2	70.1	71.9	72.5
Hispanic	9.4	11.7	10.9	11.7	11.3
Asian	7.1	6.1	5.7	3.7	3.7
Black	6.3	3.1	2.9	1.8	1.8
American Indian	1.0	1.0	0.9	1.4	1.3
Islander	0.5	0.4	0.5	0.3	0.4

Chart 6
Change in Population from 2000 to 2010
by Ethnic Grouping and Geographic Area



	Portland	Metro Area	Metro & Clark Co.	State of OR	OR & Clark Co.
White (Non-Hispanic)	13193	32223	73109	67893	108779
Hispanic	18782	82929	98869	174838	190778
Asian	8222	32223	38680	39518	45975
Black	1580	9710	12267	13655	16212
American Indian	404	3128	3990	8254	9116
Islander	1116	2813	4140	4853	6180

Chart 7
Percent Change in Population from 2000 to 2010
by Ethnic Grouping and Geographic Area



	Portland	Metro Area	Metro & Clark Co.	State of OR	OR & Clark Co.
White (Non-Hispanic)	24.1	14.9	24.6	16.6	22.2
Hispanic	34.4	38.2	33.3	42.7	39.0
Asian	15.0	14.9	13.0	9.6	9.4
Black	2.9	4.5	4.1	3.3	3.3
American Indian	0.7	1.4	1.3	2.0	1.9
Islander	2.0	1.3	1.4	1.2	1.3

Area	0-14	15-24	25-34	35-44	45-54	55+
Portland	3.5	52.5	24.5	4.5	7.5	56.5
Metro Area	2.5	66.0	42.0	21.5	22.5	59.0
Metro & Clark Co.	4.5	69.5	44.0	24.0	24.0	67.5
State of OR	2.5	63.5	39.0	24.5	18.5	57.0
OR & Clark Co.	3.5	65.5	41.0	26.5	19.5	62.5

White (Non-Hispanic)	3.5	2.7	4.9	2.5	3.7
Hispanic	52.1	65.7	69.4	63.5	65.5
Asian	24.6	41.8	43.9	38.8	40.8
Black	4.5	21.4	23.9	24.6	26.4
American Indian	7.4	22.5	23.9	18.4	19.1
Islander	56.0	58.8	67.2	56.8	62.2

Chart 1	Total Population														
	2000	2010	Change	Change as %											
	Portland	529121	583776	54655	10.3										
	Metro Area	1572771	1789580	216809	13.8										
	Metro & Clark Co.	1918009	2214943	296934	15.5										
	State of OR	3421399	3830974	409575	12.0										
	OR & Clark Co.	3766637	4256337	489700	13.0										
Chart 2	Population within Grouping for 2000						Chart 3	Grouping as % of Total Population for 2000							
	White (Non-Hispanic)	Hispanic	Asian	Black	American Indian	Islander		White (Non-Hispanic)	Hispanic	Asian	Black	American Indian	Islander		
Portland	376183	36058	33470	35115	5587	1993	Portland	71.1	6.8	6.3	6.6	1.1	0.4		
Metro Area	1188695	126196	77142	45468	13932	4783	Metro Area	75.6	8.0	4.9	2.9	0.9	0.3		
Metro & Clark Co.	1479040	142422	88189	51337	16694	6164	Metro & Clark Co.	77.1	7.4	4.6	2.7	0.9	0.3		
State of OR	2686659	275224	101745	55551	44949	8551	State of OR	78.5	8.0	3.0	1.6	1.3	0.2		
OR & Clark Co.	2977004	291450	112792	61420	47711	9932	OR & Clark Co.	79.0	7.7	3.0	1.6	1.3	0.3		
Chart 4	Population within Grouping for 2010						Chart 5	Grouping as % of Total Population for 2010							
	White (Non-Hispanic)	Hispanic	Asian	Black	American Indian	Islander		White (Non-Hispanic)	Hispanic	Asian	Black	American Indian	Islander		
Portland	389376	54840	41692	36695	5991	3109	Portland	66.7	9.4	7.1	6.3	1.0	0.5		
Metro Area	1220918	209125	109365	55178	17060	7596	Metro Area	68.2	11.7	6.1	3.1	1.0	0.4		
Metro & Clark Co.	1552149	241291	126869	63604	20684	10304	Metro & Clark Co.	70.1	10.9	5.7	2.9	0.9	0.5		
State of OR	2754552	450062	141263	69206	53203	13404	State of OR	71.9	11.7	3.7	1.8	1.4	0.3		
OR & Clark Co.	3085783	482228	158767	77632	56827	16112	OR & Clark Co.	72.5	11.3	3.7	1.8	1.3	0.4		
Chart 6	Population Change within Grouping from 2000 to 2010						Chart 7	Change as % of Total Population Change from 2000 to 2010							
	White (Non-Hispanic)	Hispanic	Asian	Black	American Indian	Islander		White (Non-Hispanic)	Hispanic	Asian	Black	American Indian	Islander		
Portland	13193	18782	8222	1580	404	1116	Portland	24.1	34.4	15.0	2.9	0.7	2.0		
Metro Area	32223	82929	32223	9710	3128	2813	Metro Area	14.9	38.2	14.9	4.5	1.4	1.3		
Metro & Clark Co.	73109	98689	38680	12267	3990	4140	Metro & Clark Co.	24.6	33.3	13.0	4.1	1.3	1.4		
State of OR	67893	174838	39518	13655	8254	4853	State of OR	16.6	42.7	9.6	3.3	2.0	1.2		
OR & Clark Co.	108779	190778	45975	16212	9116	6180	OR & Clark Co.	22.2	39.0	9.4	3.3	1.9	1.3		
							Chart 8	Change % within Grouping from 2000 to 2010							
	White (Non-Hispanic)	Hispanic	Asian	Black	American Indian	Islander		White (Non-Hispanic)	Hispanic	Asian	Black	American Indian	Islander		
Portland							Portland	3.5	52.1	24.6	4.5	7.4	56.0		
Metro Area							Metro Area	2.7	65.7	41.8	21.4	22.5	58.8		
Metro & Clark Co.							Metro & Clark Co.	4.9	69.4	43.9	23.9	23.9	67.2		
State of OR							State of OR	2.5	63.5	38.8	24.6	18.4	56.8		
OR & Clark Co.							OR & Clark Co.	3.7	65.5	40.8	26.4	19.1	62.8		

Interpreting Oregon's population shift from the 2010 Census

Published: Wednesday, February 23, 2011, 3:54 PM Updated: Wednesday, February 23, 2011, 4:01 PM



By **D.K. Row, The Oregonian**

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Oregon's population grew to roughly 3.8 million people, a jump of 409,675 from the 2000 census, making it the 27th most populous state in the country. In 2000, Oregon was the 28th most populous state.

Kanhaiya Vaidya, the state's senior demographer, says the figures arrive with a caveat. "Most of the state's growth happened in the first seven years of the decade" before the recession socked economic momentum.

More

The Oregonian's continuing coverage of 2010 Census

The state's 12 biggest counties in 2000 remained the biggest a decade later, and with few surprises concerning the major three: Multnomah is still the big brother of the metro-area family, topping Washington and Clackamas counties with a population of 735,334, an 11 percent jump from a decade ago. Still, Washington saw the biggest growth spurt of the three counties, a nearly 19 percent jump. Clackamas, like Multnomah, grew at roughly an 11 percent clip during the decade.

Vaidya says Multnomah grew at a comparatively slower pace because Washington made more land available for expansion and industry during the high-tech boom years.

Vaidya also says that because the census data tracks basic information, such as age, race, home ownership, etc, it excludes anecdotal data that might explain other trends that inspire people to leave or move to a place. Oregon, he says, experiences a high-level of migration from other states because of its livability and affordability.

Tammy Baney, chair of the Deschutes County Board of Commissioners, agrees. She says that explains why Deschutes County, which includes healthy-living, tourism-based cities like Bend and Redmond, experienced the biggest jump of any of the state's 20 biggest counties -- a 37 percent rise. Most of that expansion, she says, happened during the first part of the decade when the housing boom made Bend one of the most over-valued housing markets in the country.

"When you can ski and golf in the same day, that's pretty wonderful," says Baney. "But our economy was based on tourism and amenities and that highlights that we don't have diversification in our employment. It was fabulous to have that growth early on but that tide has gone out. What's left is a beach of shells."

Some of the most unexpected hotspots from census data, county-wise, concerned smaller areas. Polk County, smaller than both Klamath and Coos counties in 2000, jumped ahead of both, with a 21 percent population increase. It is now Oregon's 14th biggest county.

"Now, this is surprising to me," says Vaidya. "Polk is growing faster than Clackamas and Marion counties. We have no reasoning for that right now, but we will be looking into this."

Eight of Oregon's 36 counties lost population since 2000 -- Malheur, Harney, Wallowa, Gilliam, Baker, Grant, Wheeler and Sherman, which lost eight percent of its population.

As in 2000, Portland, Eugene, Salem and Gresham remain the four biggest cities in 2010. Portland's population checked in at 583,776, a 10.3 percent growth spurt since the 2000 census. Eugene grew by 13.3 percent; Salem by 12.9 percent; Gresham by 17.1 percent.

Interestingly, Hillsboro, smaller than Beaverton by about 6,000 people in the 2000 census, jumped past its neighboring city to nab the state's fifth spot with some extraordinary numbers. Its population jumped roughly 31 percent, to 91,611 residents. That growth was nearly triple of what most other cities in the metro area saw.

"I don't have a grasp on that increase," says Philip Bransford, communications officer with the Washington County administrative office. "We're still learning about this as the census bureau provides layers of information. There are a number of factors that contribute to change in population. But the number crunchers would know best."

Vaidya says Hillsboro benefited from the availability of jobs through high tech companies like Intel that, along with other considerations like affordability, made it a desirable place to live for many in that industry.

Other cities that saw big increases during the decade were two Deschutes County cities -- Bend, with a 47 percent increase in population to 76,639; and Redmond, which almost doubled its population, to 26,215, a nearly 95 percent hike.

Grants Pass' population jumped 50 percent to 34,533.

-- **D.K. Row**

Oregon's 2010 Census shows striking Latino and Asian gains

Published: Wednesday, February 23, 2011, 9:19 PM Updated: Thursday, February 24, 2011, 6:20 AM

 By **Nikole Hannah-Jones, The Oregonian**

IFRAMES not supported

Oregon's Latino population surged 63 percent in 10 years, largely fueling the state's 12 percent growth since 2000, according to **U.S. census** figures released Wednesday.

The robust gains of Oregon's Latino population is a story repeated across the country. Joined by a 41 percent increase in the state's Asian population, the trend is helping turn what was once a starkly white state into an increasingly diverse one.



View full size Faith Cathcart/The Oregonian Irma Sanjuan (right) of Tigard and her mother, Irma Cervantes, shop for a dress for Sanjuan's almost 3-year-old daughter, Haidy Estrella, at Boutique La Doncella in Hillsboro. Oregon's Latino population has surged 63 percent in 10 years, according to new census figures.

Overall, Oregon grew by 419,000 residents, with Latinos accounting for about 43 percent of that growth. The state's white population increased 5 percent, its black population 22 percent and its Native American population 6 percent.

People identifying as more than one race grew 33 percent, making the number of Oregonians -- about 110,000 -- choosing the multiracial category larger than both black and Native combined.

Just 20 years ago, more than nine of 10 Oregonians were white. Today, it's fewer than eight in 10. And **Washington County** has eclipsed **Multnomah County** as the metro area's most racially diverse, with people of color accounting for three of 10 residents.

"It certainly represents a tremendous opportunity for the state," said Michael Hames-Garcia, head of the **University of Oregon's ethnic studies department**. "One of the disadvantages Oregon has faced economically and in competing for businesses in trying to attract top talent is that we don't offer a diverse environment and diverse work force."

IFRAMES not supported

Washington, like Oregon, also saw huge gains in its Latino population, with 71 percent growth since 2000, according to results released Wednesday. **Clark County** had the second-highest population growth rate among Washington counties, adding 80,125 residents for a total population of 425,363.

Latino growth

Latino residents now account for about 12 percent of Oregonians -- a trend that tracks other states with historically small Latino populations.

"It's been going up very, very quickly over the past decade," Hames-Garcia said. "In Oregon, a large number of the Latino population is from migration internal to the U.S., from California."

Carmen Rubio, executive director of the advocacy group **Latino Network**, said the census figures confirm what people in the community have been seeing.

"It's something we talk about anecdotally, so it's not surprising," she said. "We hope these numbers will propel our institutional leadership to respond in a way that is more reflective of our community."

Much of the state's Latino population is also concentrated in the metro area, with about 43 percent calling Multnomah, Washington or **Clackamas counties** home. Still, elected leadership doesn't reflect that change and probably won't for a while, Hames-Garcia said.

New immigrants often don't participate much politically, he said, as they learn a new system and often work long hours and multiple jobs. He pointed to Arizona, where the northern part of the state, with a Latino population in place for generations, asserts much more political sway than the southern part, which is flush with new immigrants.

More

» **2010 Census site**

» **The Oregonian's continuing coverage of the 2010 Census**

Karen Gibson, an urban studies professor at **Portland State University**, said many Latinos, particularly in **Hillsboro**, live in segregated communities. Rubio said that's why efforts last year to improve census participation rates for communities of color were important, ensuring Latinos get resources in schools and elsewhere. She said that work paid off, and that part of the growth among Latinos and other racial minorities came from more accurate counts, not growth.

Asian, black communities

Oregon's Asian population also spiked in the past 10 years, growing by 44,000. Much of that population is concentrated in Washington County, particularly in **Beaverton**.

David Tam, president of the Chinese American Benevolent Association of Eugene-Springfield and an international business consultant, said Oregon's green economy and technologies such as solar power are drawing Chinese and Korean immigrants. Oregon's high-tech industry has brought Indian immigrants, and the many Vietnamese who settled here attracted others.

"A lot of growth in Oregon occurred because of opportunities in Oregon that Asian people have been taking advantage of," Tam said.

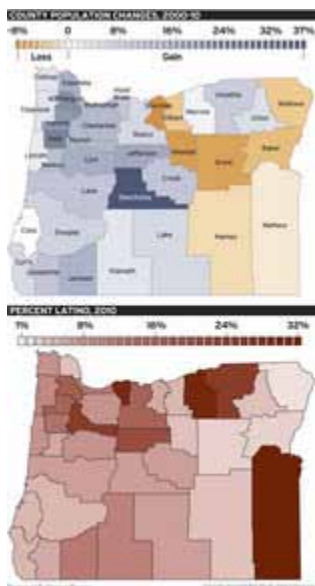
Oregon's African American population, meanwhile, has grown larger but more dispersed. Once heavily concentrated in Portland, black Oregonians have moved to surrounding suburbs.

"It's a mixed story," Gibson said. "In some ways you could look at it as the walls of segregation coming down and (black) people are integrating, but some of them were pushed out to Gresham, and it doesn't mean they are doing better."

Some of the growth in Washington County's black population comes from professionals who moved there to work at places such as Intel and Nike, she said.

Overall state numbers

Oregon's population shot up to roughly 3.8 million people, making it the 27th most populous state -- up from 28th in 2000.



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Kanhaiya Vaidya, the state's senior demographer, said the figures carry a caveat: "Most of the state's growth happened in the first seven years of the decade," before the recession sapped momentum.

The state's 12 biggest counties in 2000 remained the biggest a decade later, and with few surprises in the metro area: Multnomah is still the big brother, topping Washington and Clackamas counties with a population of 735,334, an 11 percent jump from a decade ago. Still, Washington saw the biggest growth spurt of the three, at nearly 19 percent.

Surprises came from smaller areas: **Polk County**, smaller than **Klamath** and **Coos** in 2000, jumped ahead of both, to become Oregon's 14th biggest county.

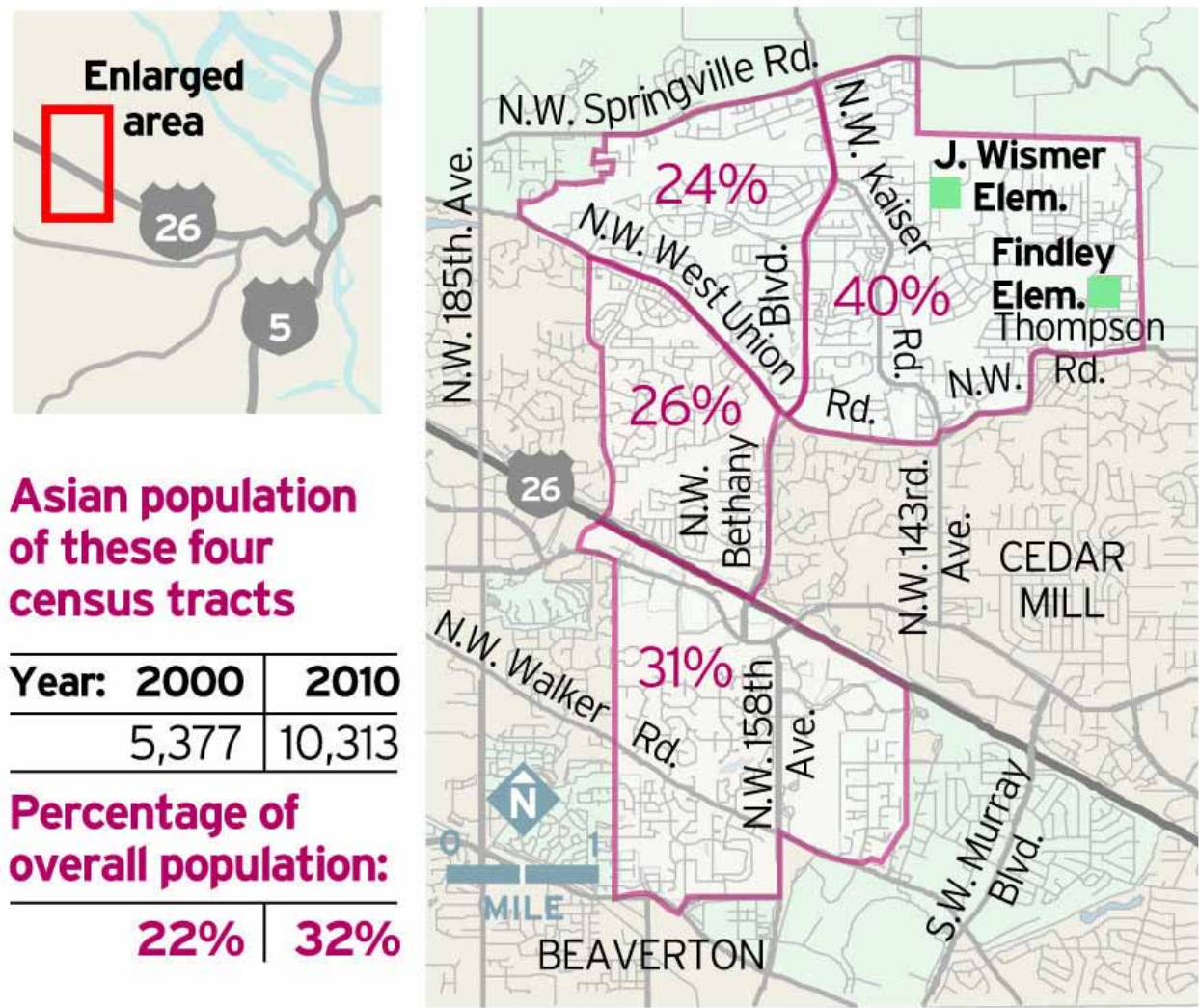
"Now this is surprising to me," Vaidya said. "Polk is growing faster than Clackamas and Marion counties. We have no reasoning for that right now, but we will be looking into this."

Among cities, Portland, Eugene, Salem and Gresham remain the top four. But Hillsboro leapfrogged Beaverton to nab the fifth spot.

-- **Nikole Hannah-Jones**

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Asian community growth



Source: 2000 and 2010 Census

DAN AGUAYO/THE OREGONIAN

2010 Census: Small area in Washington County is home to area's highest concentration of Asians

Published: Saturday, February 26, 2011, 8:50 PM Updated: Sunday, February 27, 2011, 8:48 AM



By **Nikole Hannah-Jones, The Oregonian**

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View full size Benjamin Brink/The Oregonian Fifth-graders at Washington County's Findley Elementary School -- June Kim (from left), Alina Wei and Kaavya Subramanian (right) drill one another for a Battle of the Books competition during lunch Friday. The school is the metro area's highest-achieving elementary and serves a high concentration of Asian American families. Residents of the community say the high-quality schools were a big attraction.

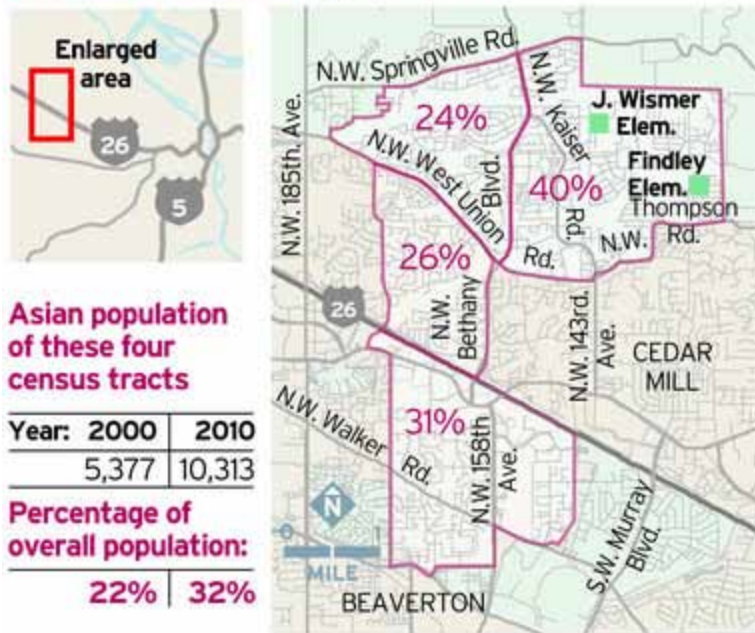
At first glance, it's hard to tell how much the Asian and Asian American population has blossomed along the Sunset Highway corridor in the past 10 years.

Rows and rows of neat two-story homes fill the sea of subdivisions in the **Bethany and Cedar Mill areas**. The strip malls that sprouted in between mostly hold businesses you'd find anywhere: chain restaurants and tanning salons, gyms and day-care centers.

But take a closer look. At the **Bethany Village retail center**, the optimistically named **Goodtime Chinese Center** beckons children to spend Saturday mornings learning their parents' native tongue.

On busy Walker Road, the massive Youngnak Presbyterian Church of Portland awaits Korean worshipers. And the playground at Findley Elementary School buzzes with children of Indian and East Asian descent, who now make up more than half of the school's enrollment. The **Cedar Mill Community Library branch in Bethany** stocks books for children and adults in Hindi, Hmong and Chinese.

Asian community growth



Source: 2000 and 2010 Census

DAN AGUAYO/THE OREGONIAN

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Despite initial appearances, this bedroom community holds the highest concentration of people of Asian descent in the Portland metro area. The number of Asians living in the area east of 174th Avenue, between the Multnomah County border and Baseline Road, surged 130 percent from 2000 to 2010, according to the **U.S. Census**. Statewide, the number of Asians increased 42 percent.

Why do so many choose to call this small section of **Washington County** home? And how are they changing the community?

Joseph Santos-Lyons, a coordinator for the **Asian Pacific American Network of Oregon**, said the growth reflects the aspirational culture of highly educated new immigrants and first- and second-generation Asian Americans who work in high-paying fields and want to live in newer homes in tidy communities.

"The number one priority for a lot of Asians there is jobs and maintaining a good livelihood," he said.

As curries simmer in her restaurant's kitchen and a lone customer browses shelves of earth-toned spices and 25-pound bags of rice at the attached store, Umasree Sathyasekaran talks about what drew her to Bethany when she and her husband moved here from Chennai, India, for his Intel gig 10 years ago.

"His job was close by, the schools are good and the real estate is stable," said Sathyasekaran, whose vegetarian restaurant, **Curry Leaf**, serves an almost exclusively Indian clientele. "Everything is related to each other."

It's a theme echoed by resident after resident when asked what drew them here.

Online

The Oregonian's continuing coverage of 2010 Census.

See photos and videos of **Findley Elementary School's India Cultural Night** on Feb. 10.

Chitra Tovinkere, a native of Bangalore, India, moved to Bethany from Virginia 17 years ago when she and her husband came to work for Intel because a home struck her fancy. When they decided to move a few years ago, they didn't consider anywhere else.

"Everything is so convenient," Tovinkere said. "There are really good schools, and everyone knows us."

Their daughters, Mahita, a sixth-grader at Stoller Middle, and Samhita, a second-grader at **Jacob Wismer Elementary**, attend two of the highest-achieving schools in the state. **Findley Elementary** has the highest achievement of any metro-area school.

John and Christina Chang tell much the same story. John is a native Portlander of Taiwanese descent, and Christina moved here from Michigan, where her grandparents settled after leaving China.

After renting in downtown Portland, the Changs looked to the Springville area when they bought a home seven years ago. The Changs, who consider themselves urban folk, originally intended to stay a few years, then sell the house for a profit. But as they had children -- 3-year-old Lillian and 1-year-old Levi -- they remained.



[View full size](#) Faith Cathcart/The Oregonian C.J. and John Chang moved to the area seven years ago and stayed as they had children -- 3-year-old Lillian and 1-year-old Levi. "Young families with professional jobs want to live here," John Chang said. "The west side was more affordable, and the school district is great."

"Young families with professional jobs want to live here," said John Chang, a pastor starting his own church. "The west side was more affordable, and the school district is great."

Lily Engwer was born in China and moved to Bethany when she came to work at **Intel**. Colleagues told her it was a good place to buy, and she has since told other newcomers. "I've hired people, and when they asked me where they should live, I told them where I lived," she said.

High-tech jobs at businesses such as Intel, **Solar World**, **Mentor Graphics** and **Nike** have largely driven the surge in Washington County's Asian population, said Jonathan Schlueter, executive director of the **Westside Economic Alliance**, a business advocacy group.

Since 2000, Washington County has added far more Asians than any other Oregon county. Its Asian population grew by 55 percent, to nearly 48,000 or 9 percent of the total, according to the new data.

The population, Schlueter said, tends to be highly educated and has helped push the county's average household income to among the highest in the state, he said.

Residents have noticed more people in the schools, supermarkets and neighborhoods who look like them. It's a bonus, said Chang, but not a major factor of why they moved there or why they stay.

Yan Liu, whose husband is an engineer for Lattice Semiconductor Corp., summed it up. "Education," she said, "is the most important issue."

The Changs said the area's cultural amenities -- such as authentic Chinese restaurants and Asian groceries -- haven't grown to match the population. They often head to Portland's Southeast 82nd Avenue for that,

noting that the area is home to more working-class Asian Americans. Compared with the Bethany-Cedar Mill-Five Oaks area, though, the 82nd corridor is home to about half as many Asians, and Asians make up less than 20 percent of the surrounding population.

Daniel HoSang, an ethnic studies and political science professor at the **University of Oregon**, said the fact that living in an ethnic community isn't a priority for those in the Bethany area reflects a segment of the Asian population that is privileged and whose experiences may not represent those of other Asian groups or communities of color.



View full sizeDoug Beghtel/The OregonianUmasree

Sathyasekaran, with her 9-year-old son, Santosh, at her side, rings up a customer's groceries. Sathyasekaran and her husband bought the Curry Leaf restaurant in the Bethany area six months ago and later added an adjacent grocery. They're among businesses serving the area's high concentration of Asian Americans, who make up more than one in three residents.

"These are immigrants who generally come with some resources, and they have jobs and status that make them less vulnerable and can insulate them from the very harsh forms of discrimination," he said. "The class dimension is really important. This is not a cross section of all Asian Americans."

HoSang said that also explains why some Asian immigrants haven't experienced the kind of backlash that's directed toward Latinos and instead benefit from a positive stereotype.

"Asian Americans today have come to be symbolized and viewed as entrepreneurial and hardworking," he said. "Asian immigrants are represented as the model minority, but it doesn't necessarily have to do with favorable feelings. They are the model minority and forever foreign."

Santos-Lyons agrees. But he also said physical landmarks of Asian presence, even in Bethany, will come with time.

Schools in the area reflect the shifts. Findley Principal Kathleen Skidmore saw the school's Asian enrollment overtake its white enrollment in 2008, her second year leading the school. She said the school has made adjustments, such as working with students who take months-long breaks to visit their parents' homeland. The school also has invited parents to share experiences in classrooms and sent home questionnaires to find out what holidays students observe.

"We try to celebrate what all of our different cultures celebrate," she said. "It's wonderful to walk into the classroom and see all the diversity."

Once a year, Skidmore said, Findley's Indian parents -- whose children account for about 60 percent of the school's Asian population -- prepare traditional foods for the staff. On a recent night, Findley's halls rang with Indian music and the chatter of families applauding as children performed Indian dance at the school's first **India Cultural Night**.

Skidmore said parents at the affluent school tend to participate at high rates but that it's especially common to find Asian parents in the classroom. It's also not unusual for grandparents, aunts and uncles to pick up students from school.

Ellen Bradley, co-president of Findley's Parent-Teacher Organization and parent of a fifth-grader, said the Asian community has boosted the school's academic rigor. She said teachers now give out different levels of homework for students who want a greater challenge.

"Those parents tend to put more emphasis on education, and they've pushed everyone to work harder," she said. "It's helped us as a school be better."

Her own children have benefited from sitting in a multicultural classroom, she said. "My kids don't really see (the other kids') moms and dad as very different; it's just normal for them," she said. "They are very good at pronouncing different cultures' names, much better than I am."

Though residents have noticed the community changing, many are surprised by the census results.

"I would have expected 50 percent but not 130 percent," Tovinkere said. "That's huge."

Washington County's Indian community has grown large enough to support two temples -- one for worshipers from India's North, another for the South. And that's not the only change.

Tovinkere said her neighbors once didn't understand the difference between food from Northern and Southern India, and had never heard of big Hindu festivals such as Diwali.

"Now," she said, "that's old hat."

-- Nikole Hannah-Jones

Oregonian staff writers D.K. Row and Betsy Hammond contributed to this report.

Related topics: **2010 census, asian american population, bethany, cedar mill, findley elementary school, five oaks**

*Executive Summary only; full report available on request

EXECUTIVE SUMMARY

OVERVIEW

In August 2008, Oregon Historical Society (OHS) retained The Collins Group (TCG) to conduct a feasibility study for a \$15 million comprehensive campaign, called the Second Century Campaign, to build new exhibits, reconfigure and update existing spaces in the museum, and provide \$7.5 million to endow some critical positions at the Society and help provide ongoing revenue.

During the eight-month study process, TCG evaluated OHS's readiness against six elements key to the success of major fundraising initiatives: organizational strength, case for support, leadership, giving potential, internal readiness, and climate and timing. Through 25 interviews and a focus group, TCG collected community and stakeholder opinions regarding the overall vision, community benefit, and financial feasibility of the proposed project.

Between the development of the campaign concept and the completion of the campaign feasibility study, the local, national, and global economies experienced staggering downturns. Despite the obvious effect that the downturn had on donor confidence, some issues and considerations were revealed that are important regardless of the economic climate.

SUMMARY OF FINDINGS AND ANALYSIS

Organizational Strength

The Oregon Historical Society is seen as a recognized cultural institution with a vital role to play in safeguarding Oregon history. The majority of study participants (80%) feel preserving Oregon history and educating people about it is very important. Furthermore, they noted that OHS has some key strengths, such as its high-quality staff and incredible collection of historic resources. Executive Director George Vogt is credited with making positive leaps toward raising the awareness of OHS. Those who had recently seen Dr. Vogt speak about the future of OHS knew that there were some exciting things happening at the institution.

Few participants in this study, however, could articulate the long-range vision for OHS. The organization is not on the radar screen of the greater community, according to study participants, and at times in its history it has been perceived as elite or unwelcoming. Despite some key strengths, interviewees felt that more innovation was required in OHS's programming moving forward.

Organizations that are successfully prepared for a capital campaign are those who are perceived as "at the top of their game" by the donor community. Most participants in this study felt that a great deal more progress still needs to be made before OHS can successfully launch a capital campaign.



Case for Support

The Second Century Campaign concept emanated from the strategic plan adopted by the OHS Board of Directors in 2007.

The four primary elements of the case were:

- Funding for the creation and maintenance of a **Presidential Gallery**
- Physical expansion of gallery space and a new permanent exhibit titled **A Window into Oregon's Twentieth Century**
- **Changes to welcome more visitors**, including the reconfiguration of the Miller Pavilion and systems upgrades
- An endowment initiative to endow key programmatic and service functions, as well as the expansion of digital management, called **A Preserved Past and Inspired Future**

The majority of interviewees appreciated hearing about OHS's plans, but did not see the case as particularly compelling. It was hard for interviewees to connect the campaign components with needs in the broader community, and as such the campaign was seen as primarily addressing internal needs.

Of the components, *A Window into Oregon's Twentieth Century* was perceived as having the greatest correlation to OHS's mission and the greatest potential impact to the community.

In total, more than 60 individuals were invited to participate in face-to-face interviews. Of those, 25 accepted and ultimately were interviewed. This could be a result of three things: interest, but an inability to participate; lack of interest in the case or in OHS; or severe concerns about the economy.

But while the economy could have played a role in the ability to secure interviews, the feedback of those who did participate made it clear that OHS needs to deepen its communication with and relationship to its prospective donors to build their level of investment and buy-in to a capital campaign.

Leadership

Executive Director George Vogt was highly respected among study participants. There was great confidence in Dr. Vogt's ability to be a strong fundraiser for a campaign. As he is a relative newcomer to Oregon, it was also recognized that he would need to have strong board leadership to assist in opening doors to major donors and leaders.

There was varied recognition of the board of directors of OHS. Some were well-known, some moderately known, and some not well-known. Interviewees expressed concern that the board may be too Portland-centric and may focus more on long-time Portland families and less on community leaders who are newer to Oregon.

With respect to campaign leadership, no interviewees (including board members) expressed a desire to lead a capital campaign for OHS, although some were willing to assist where they could. Having active, engaged, and willing-to-lead volunteers is a major indicator for the feasibility of a capital campaign.



Giving Potential

The study tested a \$15 million comprehensive campaign fundraising goal. Based on the feedback of study participants concerning their own potential gifts, TCG identified a potential range of giving between \$1 million and \$4 million. In order to advise moving forward with the original campaign goal, TCG needs to identify donors willing to contribute at least 50% of the lead gifts needed. In fact, only two interviewees directly indicated a willingness to make a lead gift of \$100,000 or more, and only one-third of those interviewed felt this campaign would be a high philanthropic priority to them. Based on these results, a \$15 million campaign is not feasible at this time.

To be sure, OHS has some very dedicated supporters who will continue to give generously. What OHS does not yet have is a larger pool of donors who are actively engaged and awaiting a call to action.

Internal Readiness

Sue Metzler, Director of Development and Marketing, is respected among those study participants who know her. She is credited with very effective management of the marketing and development departments. She and the current development staff are operating at full capacity.

OHS has a very healthy amount of donors and members, but it also has a moderately high level of donor attrition. The average gift amount in 2008 was \$584. In the past, as with many other cultural institutions in the region, OHS has relied on “angel donors” to bridge the gap between expenses and revenue. Moving forward, it is advised that OHS focus on donor retention and major giving. This will allow OHS to deepen its relationships with donors while also raising more money for immediate needs and building a larger pool of engaged supporters for a campaign effort in the future.

Climate and Timing

The majority of interviewees believe that an economic recovery in Oregon will likely lag behind other regions of the country. All interviewees expressed concerns over the economy, and 41% of interviewees believe the economy will have a negative impact on their philanthropic giving.

Most interviewees believe this is not a good time for OHS to move forward with a campaign, though few expressed concerns about OHS quietly raising money from loyal supporters for special initiatives during the next few years, while the economy is in recovery.

CONCLUSION AND RECOMMENDATIONS

Summary

Despite feedback that was at times blunt about donors’ willingness to engage in a capital campaign for OHS at this time, we believe OHS can build strengths in all the key areas of this report and prepare itself for a successful campaign in the future.



As a result of this campaign feasibility study, TCG concludes that OHS should not proceed forward with a \$15 million capital campaign. Rather, it would be beneficial to focus the next 12 to 24 months on honing the vision for OHS and deepening the relationships OHS has with its current donor base. This strategy could yield greater annual fund support in the short term while cultivating future campaign donors.

TCG recommends that OHS commit to immediate action steps toward reaching out to current and lapsed donors as well as building its core capacity to better prepare for a campaign in the future.

The first step is to raise more money in the short term through reaching out to lapsed donors, encouraging current donors to step up to higher levels of support, and reaching out to major donors to fund high-priority initiatives. This will require an assessment of current needs and the construction of a “case” around each of these needs.

The second is to initiate advancement steps to prepare for a capital campaign in the future. Addressing some of the key challenges articulated in this report will be crucial to this step. This includes building a bold new vision for OHS – and being very intentional about building community support for this vision and making careful, intentional steps toward the vision. Following this will be securing additional leadership to serve as ambassadors for OHS. Finally, leveraging these two aspects to build community investment in OHS and make sure it is perceived as vitally important.

A detailed advancement plan is included in the full report.

CLOSING

We have enjoyed our association with OHS during the past eight months. We encourage you to move forward with the advancement work necessary to build capacity today and prepare for a successful comprehensive campaign in the future. We look forward to additional opportunities to provide service.

The Collins Group
March 2009

Attachment I

Multi-Year Exhibits Plan

Multi-Year Exhibits Plan

CONFIRMED and/or ALREADY IN PLACE

- Timeless Quilts, July 1-31, 2011 (collaboration with Oregon Quilters)
- Peace Corps 50 Years of Service & Bringing the World Home, March 1 - June 19, 2011 (collaboration with local RPCVs)
- Pedal to the Metal, May 29 - Sept. 4, 2011 (collaboration with Oregon Motorsports and Portland Art Museum)
- Soccer USA, April 14 - Sept. 4, 2011 (Mezzanine -collaboration with Timbers)
- Kerr Photos - closing June 17, 2011
- Oregon: 150 Years of Statehood, 150 Million Years in the Making – closing December 31, 2011 (collaboration with OSU, photo hallway)
- Oregon Landmark Legislation, State Capitol, December 2010 - December 2012
- Oregon Rocks, August 19, 2011 - January 8, 2012 (collaboration with music community)
- Bittersweet Harvest: the Bracero Program 1942-1964 - Feb 18-April 29, 2012 (potential programming collaboration)
- Oregon: Yours, Mine, Ours 2012 - 2019
- Oregon My Oregon, ongoing
- So Prized So Rare - ongoing
- Oregon Art - ongoing

PROPOSED

(Exhibits are tentative depending on Board approval, affiliate collaborations, and/or community activities)

- Treasures from the Vault, October 14, 2011 - January 22, 2012
- Salvation Army, September – December, 2011 (Mezzanine -community exhibit)
- Portland Community College, Jan - June 2012 (Mezzanine -community exhibit)
- World War II (Pete Mark), Spring 2012
- Columbus Day Storm, October 12, 2012-January 2013 (collaboration with affiliates)
- Tom McCall Centennial, February - June 2013
- Folding Paper (Origami), October - December 2013 (collaboration with Nikkei Endowment & Japanese Gardens possible)
- 75th Anniversary Columbia Sportswear, 2013 (Mezzanine -community exhibit)
- IBEW, May 13-July 31, 2013 (Mezzanine -community exhibit)

Attachment I

Profiles of Historical Societies

Oregon Historical Society Strategic Planning Resources Profiles of Historical Societies

Part I:

Minnesota Historical Society, Colorado Historical Society, Indiana Historical Society, Montana Historical Society, Northwest Museum of Art and Culture/Eastern Washington State Historical Society, Oakland Museum of California

Part II:

Chicago Historical Society, Washington State Historical Society, Nevada Historical Society, Idaho Historical Society, Oregon Historical Society, Wisconsin Historical Society

	<i>MnHS</i>	<i>ColoHS</i>	<i>IHS</i>	<i>MtHS</i>	<i>MAC</i>	<i>OMCA</i>
Structure	<i>P/ST Multiagency</i>	<i>ST/P Multiagency</i>	<i>P/ST</i>	<i>ST/P Multiagency</i>	<i>ST/P</i>	<i>P/City</i>
Mission						
History	x	x	x	x	x	x
Hist. Sites	26	10		x	2	
Historic Preservation		x		x		
Art					x	x
Archaeology	x					
State Library	x	x		x		
Natural Sci						x
Professional Standing						
AAM	x	x		x	x	x
Accreditation						
Smithsonian Affiliate		x		x	x	
Class A traveling Exhibits	x	x			x	x
Some IMLS						x
NEH, NEA, NSF, NPS grants			x		x	
Many of same	x	x		x		x
Annual Revenue						
2008						
2010	33M	24M	4M?	\$5.1M	3.1M	6.8M
Public	x	x		x	x	x
Sales Tax	x					
Gaming		x				
Private/Other	x	x	x	x	x	x

Membership	20,000	5,500 fam	6,500 fams			
	MnHS	ColoHS	IHS	MtHS	MAC	OMCA

Visitation

Total	210,000			54,000	75,000	
K-12 students	43,000			37,500	12,000	
Researchers	35,000			13,300	3,000	
Website hits	1.876M					

Private Sector Development

Foundations	x	x		x	x	
Friends /Women's						
Groups	x	x	x	x	x	x
"History Makers"			x			
Annual Gala(s)					x	x

Part II:

	ChiHS	WSHS	NevHS	IDHS	OHS	WHS
Structure	<i>P</i>	<i>ST</i>	<i>ST</i>	<i>ST</i>	<i>P</i>	<i>ST</i>
Mission						
History	x	x	x	x	x	x
Historic Sites		2	x	6		10
Historic Preservation			x	x		x
Art/Arts			x			x
Archaeology			x	x		
State Library			x	x		x
Natural Science			x			
Professional Standing						
AAM	x	x	x			
Smithsonian						
Class A Traveling Exhibits	x	x			x	
Some IMLS						
IMLS, NEH, NEH, NSF, NPS grants						
Grants	x	x		x	x	x
Many of same	x		x			x
Annual Revenue						
2008 Funding		5.6 M	31.7M		5.5M	21.8M
2010 Funding	\$16M	4.45M (09)	19.1M	4M+	3.5M (09)	22.8M
Public	x	x	x		x	x
Sales Tax						
Gaming						
Private/Other	x	x	x	x	x	x
Staff						
Library/ Collections			30	14	2.5	
Mus/Exhib/ Collections			38	6	4	
Education				3	1	
Pubs					1	
Development						
Marketing						
Total Staff *	80*	30 (09)	107 (11) 178 (09)	49	30	142.5

	<i>ChiHS</i>	<i>WSHS</i>	<i>NevHS</i>	<i>IDHS</i>	<i>OHS</i>	<i>WHS</i>
Programs						X
Curriculum	x	x	x	x		x
Web	x	x	x		x	x
History Day	x	x	x	x		x
Oral History	x	x	x	x		x
Field Services	x	x	x	x		x
Traveling Exhibits	x	x		x	x	x
Lectures	x	x	x	x	x	x
Tours	x	x	x		x	x
Folklife			x			
Performing Arts	x					
Publications/Press						
Books						x
Journal/Mag	x	x	x		x	x
Collections						
Photos	400,000			.5M	2.5M	1M
Manuscripts				65,000cuft	12,000 ln ft	
Books				25,000	35,000	
Maps				32,000	30,000	
Oral History				3,100	6,000 items	
Film/Videotape				5,000	8.5M ft	
Artifacts				250,000	85,000	
Special Projects						
Digitization	x	x	x		x	
Capital			52.5M (09)			
Perm Exhibits			(6M)			
Endowment						
Membership		2,036 (09)			4,165	
Visitation						
Total		86,000(09)	179,000 (28,000 NHS)		27,531	136,942/ Bi
K-12 students		17,000	61,000		7,207	53,389/ Bi
Researchers					2,300	107,600/Bi
Website hits					360,000	5M/ Bi
Private Sector Development						
Endowment	x			x	x	x
Friends	x	x	x	x	x	x
History Makers	x				x	x
Annual Gala	x					

Attachment K
Earned Revenue Data

Oregon Historical Society
Strategic Plan 2011 - 2016
Earned Revenue Data

State Institution	Budget %
New York State Historical Association	25%
The Farmers' Museum	18%
Oklahoma Historical Society	16%
Oklahoma History Center	28%
Idaho State Historical Society	27%
Vermont Historical Society	4%
Kentucky Historical Society	7%
Maine Historical Society	27%
Oregon Historical Society	22%

Attachment L
Revenue
Projections

Revenue Projections 2011 to 2016							
	2011b	2012	2013	2014	2015	2016	FE Code
Donations							
Individual Contributions: Unrestricted	\$405,000	\$450,000	\$550,000	\$750,000	\$850,000	\$1,000,000	04-402-40001-U101
Corporate Non-CHC: Unrestricted	\$6,500	\$10,000	\$10,000	\$25,000	\$25,000	\$25,000	04-402-40007-U101
Estates and Bequests: Unrestricted	\$100,000	\$100,000	\$100,000	\$150,000	\$200,000	\$200,000	04-402-40008-U101
Honor Memorial Gifts: Unrestricted	\$4,800	\$14,000	\$20,000	\$20,000	\$25,000	\$25,000	04-402-40030-U101
Subtotal:	\$516,300	\$574,000	\$680,000	\$945,000	\$1,100,000	\$1,250,000	
Grants							
*Foundation Grants: Unrestricted	\$250,000	\$60,000	\$75,000	\$75,000	\$75,000	\$75,000	04-402-40060-U101
Memberships							
Museum Memberships	\$170,000	\$200,000	\$200,000	\$250,000	\$250,000	\$250,000	04-402-40050-6016
Corporate Memberships	\$30,000	\$50,000	\$100,000	\$100,000	\$100,000	\$100,000	04-402-40052-U101
Subtotal:	\$200,000	\$250,000	\$300,000	\$350,000	\$350,000	\$350,000	
Events/Exhibit							
Special Event Sponsorships*	\$125,000	\$125,000	\$225,000	\$225,000	\$225,000	\$225,000	04-402-40005-6022
Exhibit Sponsor Unrestricted		\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	04-400-XXX-U101
Ticket Sales	\$46,300	\$50,000	\$50,000	\$50,000	\$50,000	\$75,000	04-402-40006-6005-xx
Subtotal:	\$171,300	\$200,000	\$300,000	\$300,000	\$300,000	\$325,000	
Total Unrestricted:	\$1,137,600	\$1,084,000	\$1,355,000	\$1,670,000	\$1,825,000	\$2,000,000	
Restricted Grants & Gifts	\$200,000	\$200,000	\$200,000	\$300,000	\$350,000	\$400,000	Exhibit/Project Production
Hatfield Sponsorship	\$31,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	05-402-40005-6005-xx
*Total Projected Contributions:	\$1,368,600	\$1,309,000	\$1,580,000	\$1,995,000	\$2,200,000	\$2,425,000	
*in 2011 OHS received exceptional operating support from the big three - this will not be repeated in 2012,							

Oregon Historical Society Operating Financial Forecast 2011 - 2015

Attachment M Five-Year Financial Projections

	2011b Budget	2012 Forecast	% Chg	2013 Forecast	% Chg	2014 Forecast	% Chg	2015 Forecast	% Chg
Revenue									
Contributed Support	2,663,818.00	5,509,000.00	107%	3,256,000.00	-41%	3,541,000.00	9%	3,696,000.00	4%
Revenue	929,215.58	929,215.58	0%	929,215.58	0%	929,215.58	0%	929,215.58	0%
Release from Restrictions	337,801.40	394,852.30	17%	471,432.17	19%	486,430.20	3%	498,650.03	3%
Total Revenue	3,930,834.98	6,833,067.88		4,656,647.75		4,956,645.78		5,123,865.61	
Expense									
Total Salaries & Wages	1,722,103.69	2,033,925.26	18%	2,214,765.43	9%	2,348,199.11	6%	2,453,868.07	4%
Total Severance Costs	-	-		-		-		-	
Total Payroll Taxes & Benefits	482,461.34	647,549.73	34%	695,993.40	7%	729,095.43	5%	749,499.39	3%
Total Temporary Help & Honoraria	57,609.98	37,609.98	-35%	37,609.98	0%	37,609.98	0%	37,609.98	0%
Total Materials & Supplies	69,720.00	69,720.00	0%	69,720.00	0%	69,720.00	0%	69,720.00	0%
Total Cost of Goods Sold	104,500.00	104,500.00	0%	104,500.00	0%	104,500.00	0%	104,500.00	0%
Total Travel & Training	41,477.03	41,477.03	0%	41,477.03	0%	41,477.03	0%	41,477.03	0%
Total Meetings & Special Events	105,240.00	115,240.00	10%	120,240.00	4%	120,240.00	0%	130,240.00	8%
Total Communications	180,658.91	180,658.91	0%	180,658.91	0%	180,658.91	0%	180,658.91	0%
Total Equipment Expense	37,461.00	37,461.00	0%	37,461.00	0%	37,461.00	0%	37,461.00	0%
Total Computers & Networking	111,823.06	111,823.06	0%	111,823.06	0%	111,823.06	0%	111,823.06	0%
Total Marketing & Promotion	39,960.00	89,960.00	125%	94,960.00	6%	94,960.00	0%	94,960.00	0%
Total Creative Services	97,000.00	107,000.00	10%	122,000.00	14%	122,000.00	0%	122,000.00	0%
Total Professional Services	190,226.60	159,566.60	-16%	194,366.60	22%	193,066.60	-1%	190,466.60	-1%
Total Taxes, Interest, & Fees	203,590.65	102,337.04	-50%	54,454.99	-47%	54,454.99	0%	54,454.99	0%
Total Insurance	54,386.00	54,386.00	0%	54,386.00	0%	54,386.00	0%	54,386.00	0%
Total Facilities	389,821.59	414,821.59	6%	439,821.59	6%	439,821.59	0%	439,821.59	0%
Total Miscellaneous	-	-		-		-		-	
Total Acquisitions	20,000.00	20,000.00	0%	20,000.00	0%	20,000.00	0%	20,000.00	0%
Total Expense	\$3,908,040	\$4,328,036		\$4,594,238		\$4,759,474		\$4,892,947	
NET SURPLUS/(DEFICIT)	\$22,795	\$2,505,032		\$62,410		\$197,172		\$230,919	

Note:

Operating budget does not include depreciation

Attachment N
HB 5036 Excerpt for Oregon Historical Society

76th OREGON LEGISLATIVE ASSEMBLY--2011 Regular Session

HA to HB 5036

LC 9036/HB 5036-4

HOUSE AMENDMENTS TO
HOUSE BILL 5036

By JOINT COMMITTEE ON WAYS AND MEANS

June 29

' { + SECTION 14. + } { + (1) For the biennium beginning July 1, 2011, at the request of the Oregon Department of Administrative Services, after the department consults with the Oregon Historical Society, the State Treasurer is authorized to issue lottery bonds pursuant to ORS 286A.560 to 286A.585 in an amount not to exceed net proceeds of \$2.5 million for the purpose described in subsection (2) of this section, plus an additional amount estimated by the State Treasurer to be necessary to pay bond-related costs.

' (2) Net proceeds of lottery bonds issued pursuant to this section in an amount sufficient to provide \$2.5 million in net proceeds and interest earnings to the department for disbursement to the Oregon Historical Society for payment of costs associated with the mortgage on the society's storage facility in Gresham.

' (3) The Legislative Assembly finds that the use of lottery bond proceeds will create jobs, further economic development, finance public education or restore and protect parks, beaches, watersheds and native fish and wildlife, and is authorized based on the following findings:

' (a) The mission of the Oregon Historical Society is not just to preserve Oregon's documentary history but to utilize the documents preserved to educate Oregonians of all ages.

' (b) By relieving the society of the mortgage costs on the society's storage facility, the society is able to focus more resources on operations that serve the society's mission. + }

' { + SECTION 15. + } { + (1) The Oregon Historical Society Mortgage Relief Fund is established in the State Treasury, separate and distinct from the General Fund. Interest earned on moneys in the Oregon Historical Society Mortgage Relief Fund shall be credited to the fund. The Oregon Historical Society Mortgage Relief Fund consists of moneys deposited in the fund under section 14 of this 2011 Act and may include fees, revenues or other income deposited into the fund by the Legislative Assembly.

' (2) Moneys in the fund are continuously appropriated to the Oregon Department of Administrative Services for disbursement to the Oregon Historical Society to pay costs associated with the mortgage on the society's storage facility in Gresham. + }

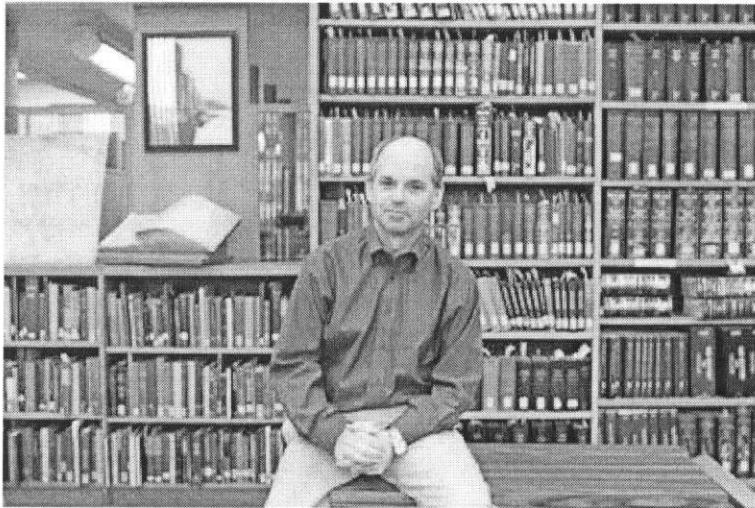
' { + SECTION 16. + } { + (1) For the biennium beginning

Oregon Historical Society reverses financial picture with \$2.5 million from Legislature

Published: Thursday, July 14, 2011, 10:30 PM Updated: Friday, July 15, 2011, 7:05 AM



By **D.K. Row, The Oregonian**



Stephanie Yao Long/The Oregonian

Kerry Tymchuk, interim executive director of the Oregon Historical Society, has helped turn around the society's financial fortunes since he started in April.

It helps to have powerful friends.

Ask the **Oregon Historical Society**, which is getting \$2.5 million from the Legislature in large part because of the political connections and savvy of interim director Kerry Tymchuk.

With one financial boon, the nonprofit's financial picture has reversed after a decade or more of financial problems. And doubts about the leadership of Tymchuk, brought in last year to run the society despite having no experience with nonprofits or as a historian, have fallen away.

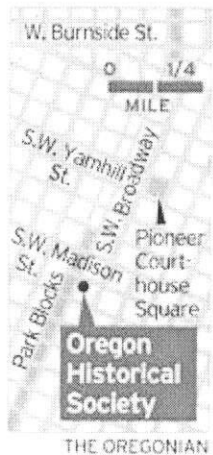
The money will enable the society to pay off a roughly \$2.5 million mortgage due in 2015, Tymchuk said, freeing it to focus on improving programming, expanding library services and staff, and protecting facilities.

"This lifts an impending anvil that was hanging over our heads," Tymchuk said. "We operated every day looking down the line to the day when that huge payment was due. That would have meant continual fundraising to pay it off, cannibalizing money for other programs."

Last November, the society and its Oregon History Museum -- caretaker of Oregon treasures -- seemed like something from their vault: a relic of the past.

Programs and staff were anemic after years of budget slicing, and the society was scraping to make mortgage payments on its Gresham warehouse. Leaders considered selling some of the society's downtown property.

**Oregon
Historical
Society**



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Cash reserves were so low the society resorted to a Hail Mary: asking Multnomah County residents to pass a five-year levy. Voters agreed, providing about \$1.75 million a year, or about 45 percent of the society's \$3.9 million budget.

That enabled the society to increase library hours and staff, as well as give county residents free museum admission. But with low attendance, little money to bulk up programs and the mortgage coming due, it wasn't enough to significantly change the financial picture.

Plying Rolodexes

So Tymchuk, who worked as an aide to former U.S. Sens. Gordon Smith and Bob Dole, set to work with state **Sen. Betsy Johnson, D-Scappoose**, a close friend and the society's most vocal champion in the Legislature.

Tymchuk and Johnson, a former society board member with a deep emotional connection to the nonprofit, began exhausting their Rolodexes to get the society included in the Legislature's annual lottery bond. Their plan was to raise enough to pay off the mortgage.

"I badgered co-chair Devlin relentlessly," said Johnson, referring to **Sen. Richard Devlin, D-Tualatin**, of the Joint Ways and Means Committee. "And Kerry, he worked like a dog."

Tymchuk brought artifacts, including a branding iron from the Lewis and Clark Expedition, to the Legislature so lawmakers could see what was at stake.

The work paid off. The historical society became one of 18 beneficiaries of **House Bill 5036**, worth about \$200 million in lottery dollars. The bill passed just hours before the Legislature adjourned.

The society expects to receive its share as early as March. Erasing the mortgage will recast the society's problems in more workable terms, said Jerry Hudson, its board chairman.

"Does it changes issues?" Hudson said. "Yes. We don't feel compelled to think about selling part of our property, for example, and can operate more the way we want to. What should we be looking like down the road? It's really increased our horizons."

Founded: 1898

Mission: Preserve Oregon history, caring for manuscripts and objects

Employees: Equivalent of 34 full-timers

Finances: \$3.9 million annual budget, \$1.8 million in reserves

Attendance: About 44,000 last year

Legislative support: Nothing 2003-06, \$2.8 million 2007-08, \$625,000 2009-10, \$2.5 million 2009-11

Kerry Tymchuk

Who: Interim director of Oregon Historical Society since April

Age: 52

Career highlights: Attorney; four-time "Jeopardy!" champion, 1989; aide or speechwriter to former U.S. Sens.

"Very positive"

That doesn't mean all problems are cleared up, society officials said. A just-completed five-year strategic plan needs to be implemented. The plan includes beefing up staff, program and library services lost during the past decade.

Those improvements will take time, they said. But one issue some want to resolve soon is Tymchuk's future. Tymchuk -- because of his connections to lawmakers and people with money, in contrast with other recent directors -- has solid support on the board, Hudson said. Members are set to meet before the end of the year to discuss making him permanent.

Gordon Smith and Bob Dole and to Cabinet Secretary Elizabeth Dole under Presidents Reagan and George H.W. Bush

Personal:

Reedsport native; wife Becky Tymchuk, stepdaughter Kate, 23, and son Clark, 13

"I don't want to speak for the board or get ahead of things, but the expressions regarding Kerry that I have heard have been very positive," Hudson said.

Johnson said Tymchuk has the connections to get things done. "Fundraising is all about relationships," she said. "Kerry's been in that business. You don't work for a U.S. senator and don't realize the power of relationships."

The historical society isn't done asking for public money. Supporters have argued for years that the Legislature has an obligation to help finance the society, which it has done except for two sessions over the past decade.

"Ultimately, I want to create a regular appropriation for OHS," Johnson said. "Now, is February the right time to think about this? I don't know," she said, referring to when the Legislature next convenes. "But in the long term, I'd like to figure out a method to regularize that relationship."

House Bill 3210, also passed during the just-ended session, could bring additional support.

The bill calls for a special task force to evaluate the history of public funding for heritage institutions and recommend changes to make them sustainable. The task force will be staffed through Oregon's Parks and Recreation Department.

More

The Oregonian's continuing coverage of the Oregon Historical Society

Liz Fuller, executive director of the **Cultural Advocacy Coalition**, a nonprofit that lobbied for the bill, said the task force isn't just about securing public funding for heritage institutions.

"Is funding implied?" Fuller said. "Not necessarily. It's not about how the state can give the historical society more money. It's about finding long-term sustainability. Funding plays a role in that, but not an exclusive one."