



CULTURE

King County Heritage Report

**UNDERSTANDING THE FIELD**





101

CULTURE

# AN INVITATION FROM 4CULTURE

At 4Culture, we think of ourselves as a resource. We steward funds that belong to the public, reinvesting them in the work you do—it's a cycle of creativity we're proud to help facilitate. And, as one of the only regional cultural funders supporting heritage work, we are also committed to sharing resources of knowledge, practice, and community. When you apply for a 4Culture grant, you become an invaluable part of a network of passionate cultural advocates. The exhaustive work our Heritage team has done to craft this report—and your dedication in sharing insights into how you work—is a testament to the strength of this growing community. We invite you to make use of this resource, and to keep applying! We are here for you.

Sincerely,



Stephen Elliott  
*4Culture Board President*



Jim Kelly  
*Executive Director*

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4Culture's network of heritage applicants is over  
**300** strong and growing.

In 2015, 4Culture awarded **\$650,603**  
to 93 heritage organizations, groups, and practitioners.

“We want 4Culture to know how much we appreciate the support over the years  
with funding and seminars when public and private dollars were few.”

-Mathew Martin, Kenmore Historical Society

"History is a clock that people use to tell their time of day. It is a compass that they use to find themselves on the map of human geography. It also tells them where they are, and what they are.

Most importantly, an understanding of history tells a people where they still must go, and what they still must be."<sup>1</sup>

-Dr. John Henrik Clarke



# LETTER FROM HERITAGE LEAD

These words, written by the esteemed historian John Henrik Clarke, articulate the myriad ways people routinely use history to negotiate the present. Our shared history is a foundational element of humanity—shaping, challenging, and redefining how we view ourselves, those around us, and our very existence. We have always been drawn to the entanglements of the past because they confirm an essential human desire: that a meaningful connection exists between what has been, what is, and what will be.

To help make meaning of the complex and intricate web that connects the past and present, the public vests a high level of confidence in the workers and institutions of the heritage field. Our museums and cultural centers dutifully hold, in trust, the artworks, objects, and stories of the past for a public whose curiosity is both boundless and capricious. Through exhibits, public programs, and educational initiatives, these cultural centers make an honorable attempt to repay the public's investment by interpreting and activating vestiges of the past. This is an awesome and important undertaking, one that requires heritage practitioners be ever-mindful of how they define and reflect their source communities and, perhaps more importantly, how they value the contributions these communities make to a shared understanding of our past.

Thankfully the frequency and quality of civic engagement between heritage organizations and their surrounding communities has increased steadily over the past forty years.<sup>2</sup> This advancement of practice, within the heritage field, has centered voices vital to our collective understanding and utilization of the past. In the simplest terms, I call this good history! The 4Culture Heritage Department exists to promote, support, and partner with heritage organizations and practitioners throughout King County engaged in such work.

For the heritage field to continue its necessary growth and evolution, it must be deliberate, proactive, and self-aware of its own processes, biases, and outputs. Toward that end, 4Culture undertook this survey to gather information about the current operations, potential opportunities, and pressing needs of heritage organizations throughout King County. It is our hope that the survey results will guide 4Culture, and the heritage field, as we continue to help people understand, “where they still must go, and what they still must be,” through exploration of our shared past.

Sincerely,



Brian J. Carter  
Heritage Lead, 4Culture

<sup>1</sup> John Hendrik Clarke. “Why Africana History?,” *The Black Collegian*, 1997.

<sup>2</sup> Micheal Firsch, *A shared Authority, Essays on the Craft and Meaning of Oral and Public History*. New York: State University of New York Press, 1990; Wayne Modest. “Co-Curating with Teenagers at the Horniman Museum, In *Museums and Communities, Curators, Collections and Collaboration*”, edited by Viv Golding and Wayne Modest. London: Bloomsbury, 2013; Andrew Wiese. “Integrating Native Views into Museum Procedures.” In *Museums and Source Communities*, edited by Laura Peers and Alison K. Brown. London: Routledge, 2003.





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# EXECUTIVE SUMMARY

In 2016, 4Culture undertook a county-wide heritage assessment to gather information about the current operations, potential opportunities, and pressing needs of heritage organizations throughout King County.

This publication, titled *King County Heritage Report: Understanding the Field* shares the key findings of this assessment. The overarching goal of 4Culture's heritage staff is to strengthen, diversify, and better target the resources it provides to heritage organizations and heritage practitioners throughout King County. The survey results will deeply influence 4Culture's heritage priorities and operations, and it is our hope that the results will also provide individuals, institutions, and umbrella organizations with actionable information to guide current activities and future planning.

Review and analysis of the survey data by 4Culture Staff, the Heritage Advisory Committee, and experienced practitioners resulted in **8 Key Findings** about where the heritage field is and where it needs to go:

## FINDING 1 DIVERSITY, EQUITY, AND INCLUSION

Issues of diversity, equity, and inclusion are not considered top priorities for the local field, but are increasingly important to the larger heritage community.

## FINDING 2 VISIBILITY

King County's heritage field needs assistance improving its visibility. There is opportunity for 4Culture to provide more support specifically to marketing and/or PR efforts for individual heritage organizations and the field as a whole.

## FINDING 3 FINANCIAL STABILITY

Financial stability is perceived by heritage organizations as their most pressing challenge.



**FINDING 4**  
**ECONOMIC IMPACT**

The economic impact of King County's heritage field is currently unknown. There is opportunity to better assess, track, and communicate the economic impact of the heritage field.

**FINDING 7**  
**VOLUNTEER SUPPORT**

Volunteers support nearly every organization in King County's heritage field. Their continued recruitment, retention, training, and appropriate tracking is vital to the success of the field.

**FINDING 5**  
**EMPLOYMENT PIPELINE**

The employment pipeline of staff and interns to King County heritage field is not functioning in a way that ensures longevity for its organizations.

**FINDING 8**  
**COLLECTIONS STAFF**

In the heritage field, there exists a need for: 1) trained collections staff/volunteers; and 2) capacity for existing staff/volunteers to undertake collections related duties.

**FINDING 6**  
**AUDIENCE EVALUATION**

Passive forms of audience evaluation are the most common form of audience research. Organizations use it to track exhibit and program attendance as well as membership. Most do not evaluate demographic information about their visitors.

# METHODOLOGY

This survey was designed internally by 4Culture Heritage staff, with input from the Heritage Advisory Committee, and was beta tested prior to distribution, to guide ease of use.

The stated goals of the survey were:

1. To gather information about the current operations, potential opportunities, and pressing needs of heritage organizations throughout King County.
2. To provide individuals, institutions, and umbrella organizations actionable information for current activities and future planning.

In developing the type and nature of the questions to be included in the survey, we sought information from organizations regarding the following areas of focus: operations; marketing and outreach; boards and volunteers; collections and storage; programs and partnerships; field-wide issues; audience and relationship with 4Culture. We determined that a mix of quantitative and qualitative questions would be needed, with free text commentary boxes when appropriate.

The survey was web-based, constructed in Salesforce, and administered through 4Culture's grant portal to allow for a more familiar front-end experience for survey participants. Participants needed to have 4Culture log-in information to take the survey, which could have been a barrier to participants. Since the results of the survey would deeply influence 4Culture's heritage priorities and operations, we asked that an experienced member of each organization (i.e., Executive Director, Board President, or senior volunteer/staff) complete and/or review the survey for accuracy. However, we did not specifically ask the survey respondents to indicate their level of experience or role within the organization.

The survey was sent electronically to 153 organizations who have applied for heritage funding in the last 5 years (2010-2015) with the intent of gathering information specifically about the heritage field in King County. Many calls, emails, and personal requests were made to encourage participation, and each non-responding organization was contacted at least three times. Ultimately, data from calendar year 2015 was collected from 72 organizations and analyzed for this report.



## KING COUNTY, WA

### # OF SURVEY PARTICIPANTS

DISTRICT 1	5
DISTRICT 2	13
DISTRICT 3	7
DISTRICT 4	15
DISTRICT 5	6
DISTRICT 6	2
DISTRICT 7	5
DISTRICT 8	15
DISTRICT 9	4

The final survey sample contained responses representational of the many organizational types, content focus areas, budget sizes, and geographic locations of heritage organizations within King County.

Once survey responses were collected, the 4Culture staff held a number of internal meetings to analyze the available data and brainstorm potential key findings. 4Culture staff also brought in the immediate past Heritage Lead and Heritage and Historic Preservation Support Specialist, Eric Taylor and Brandi Link, to advise on the development of potential key findings. The Key Findings were then reviewed and prioritized by the 4Culture Heritage Advisory Committee for inclusion in the final report.

Four listening sessions were held with community partners representing; 1) local academic institutions; 2) heritage umbrella service organizations; 3) heritage practitioners; and 4) civic organizations, to share the Key Findings and solicit feedback about their potential impact and influence on 4Culture Heritage programs and activities.



# RESULTS











**FIELD  
WIDE  
ISSUES**



**SURVEY QUESTION 12**

**What are the 3 most important issues facing your institution?**

(Participants asked to select top three)



**SURVEY QUESTION 55**

**What are the 3 most important fieldwide issues you think 4Culture should be working to address?** (Participants asked to select top three)





**SURVEY QUESTION 56**

**What are the 3 most important programs Culture could develop to tackle the issues you identified in the previous question?** (Participants asked to select top three)







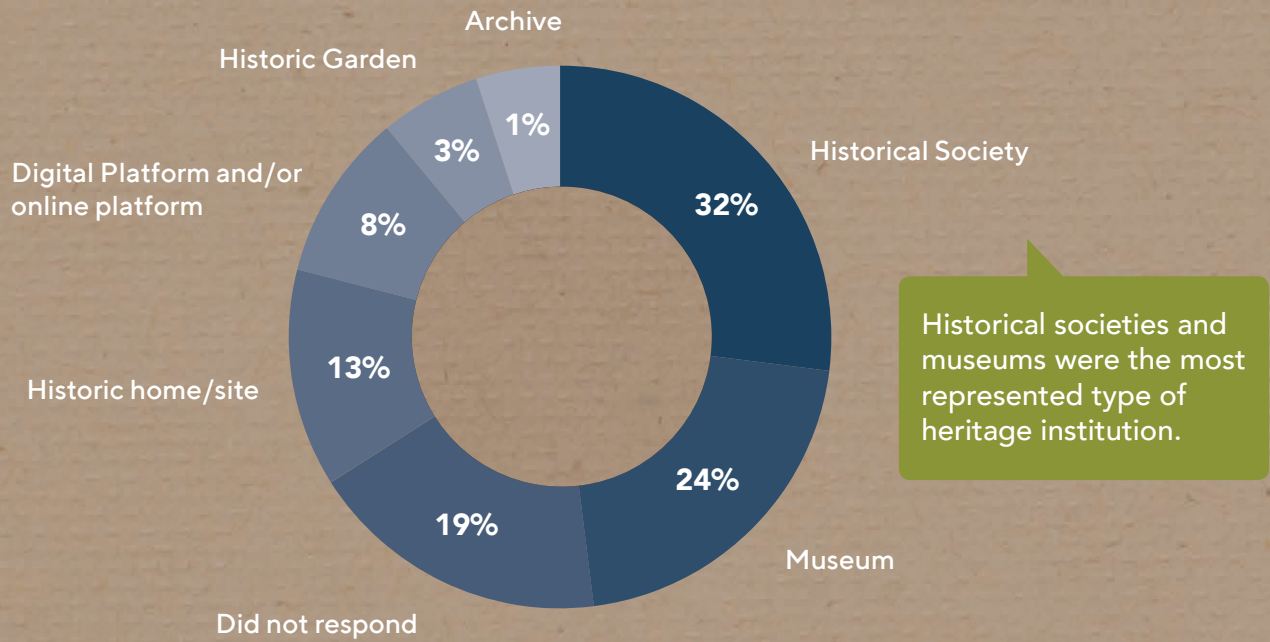
# OPERATIONS



**SURVEY QUESTION 1**

Which one of the following best describes your institution?

**SELF-SELECTED HERITAGE TYPE**



**SURVEY QUESTION 2**

Which of the following best describes the content focus of your institution?

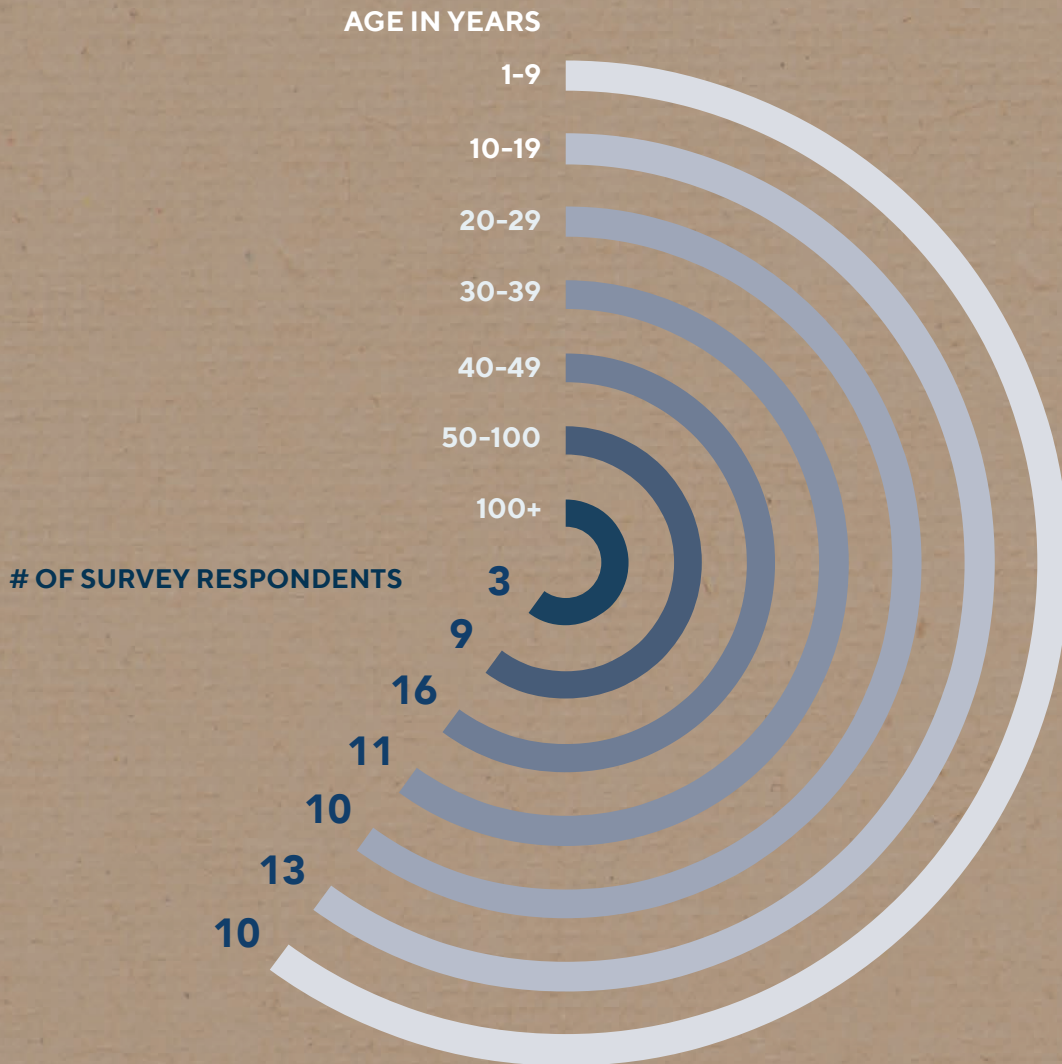
(Participants asked to select top three)

HERITAGE CONTENT	# OF SURVEY PARTICIPANTS
REGIONAL HISTORY	54
CULTURALLY-SPECIFIC	18
ART	14
NATIONAL HISTORY	12
MARITIME HISTORY	10
RAILROAD HISTORY	10
NATURAL HISTORY	10
GENEALOGY	7
INDIGENOUS CULTURES	6
UMBRELLA	4
MUSIC	3
TECHNOLOGY	3
ANTHROPOLOGY	1
AVIATION	1

**SURVEY QUESTION 3**

**How long has your institution been in existence (in years)?**

**AGE OF INSTITUTION**



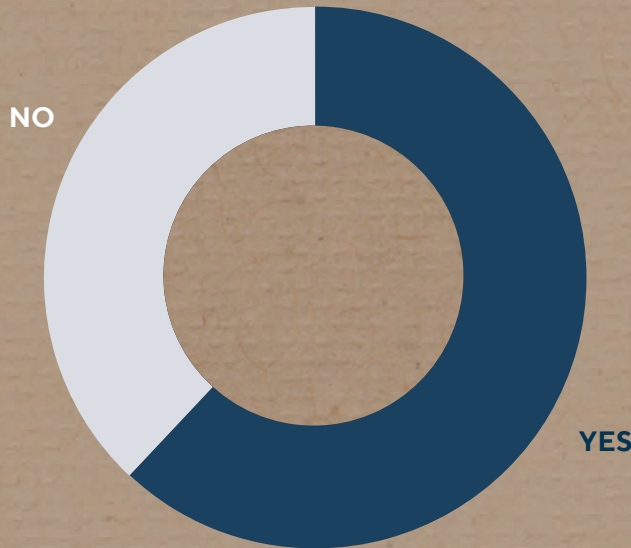
From 1967 to 1976, there was an increase in new heritage organizations and there has been a steady increase in new heritage organizations every decade since.



#### SURVEY QUESTION 4

Does your institution have a current strategic plan that has been approved by staff and Board? (Y/N)

#### CURRENT STRATEGIC PLAN (Y/N)

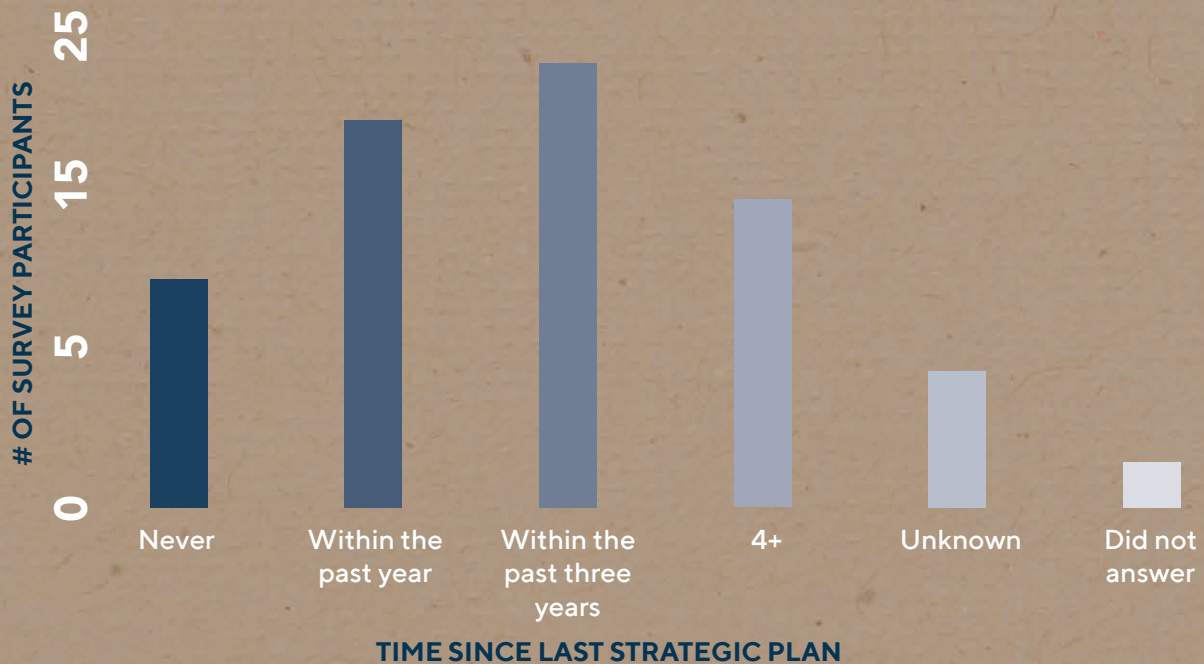


65% of survey participants have a current strategic plan that has been approved by board and staff.

#### SURVEY QUESTION 5

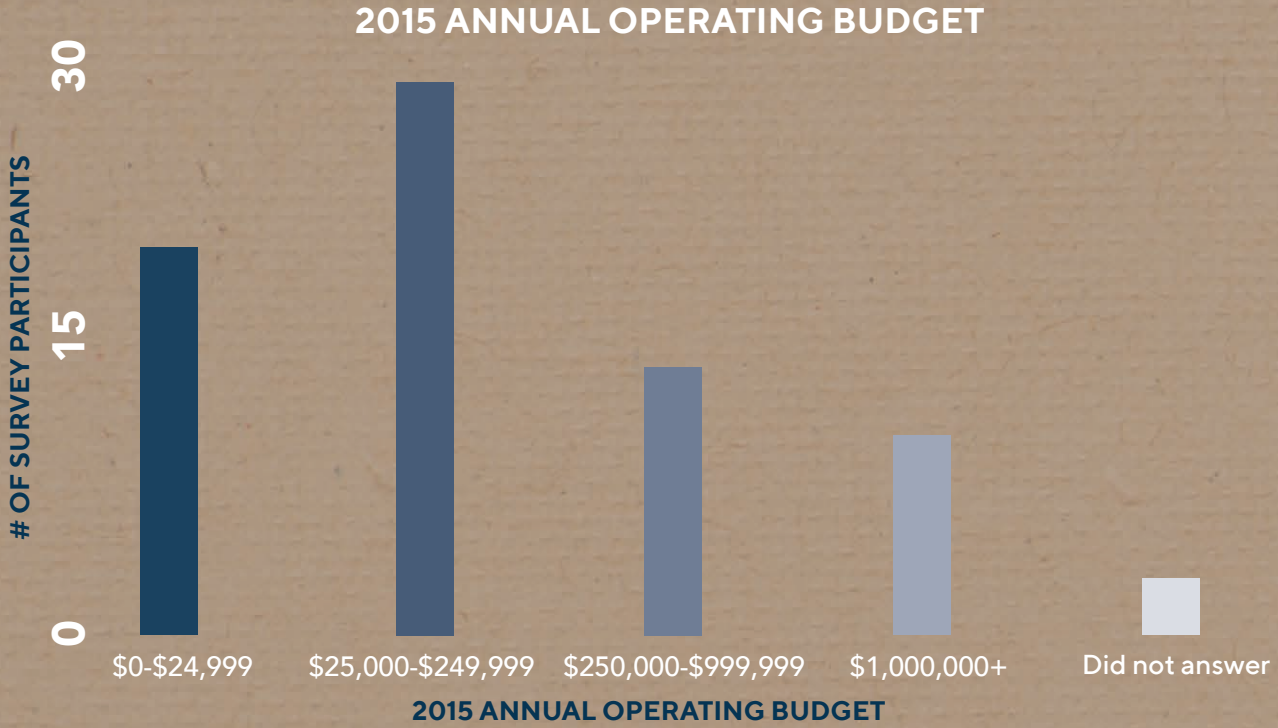
When did your institution last go through a strategic planning process that resulted in a new or revised strategic plan?

#### LAST STRATEGIC PLAN

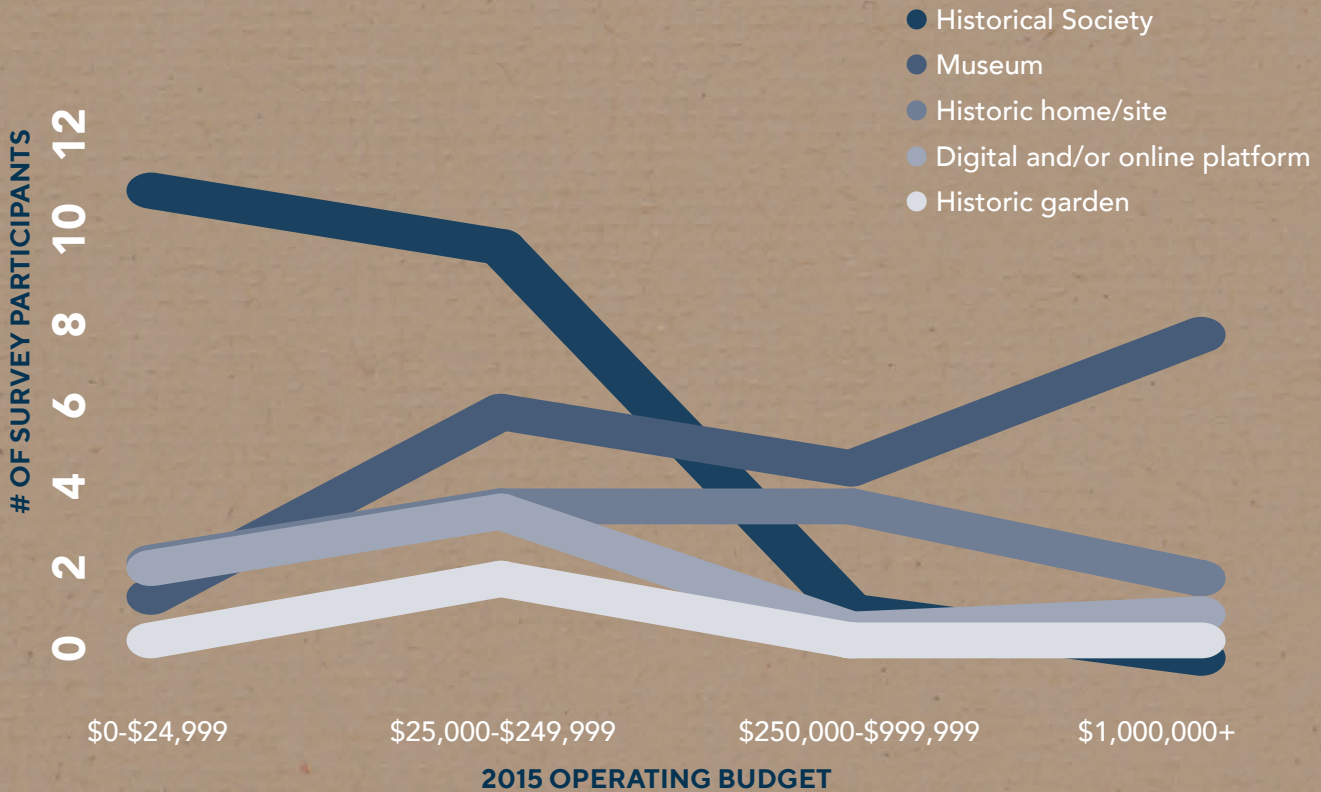


**SURVEY QUESTION 6**

**2015 Annual Operating Budget**



### 2015 ANNUAL BUDGET BY HERITAGE TYPE

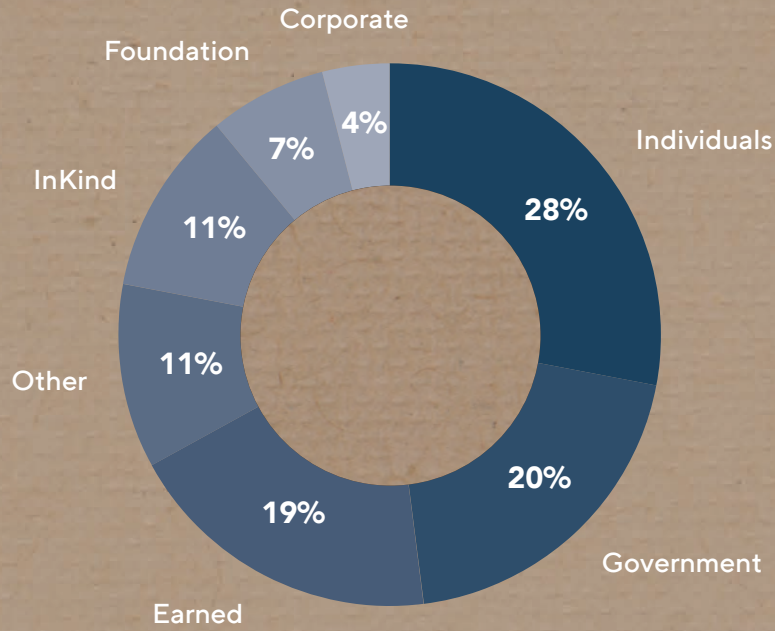




**SURVEY QUESTION 7**

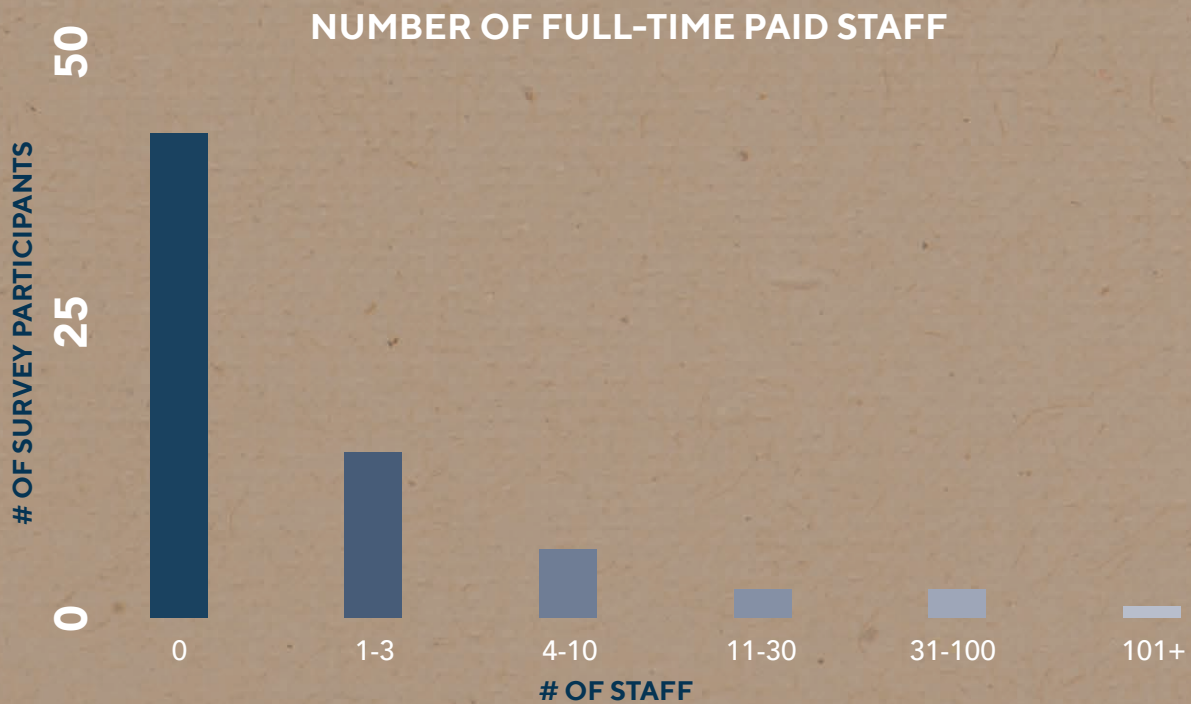
Please indicate your institution's 2015 revenue sources as a percent. (0-100%)

**2015 REVENUE SOURCES AS PERCENTAGES**

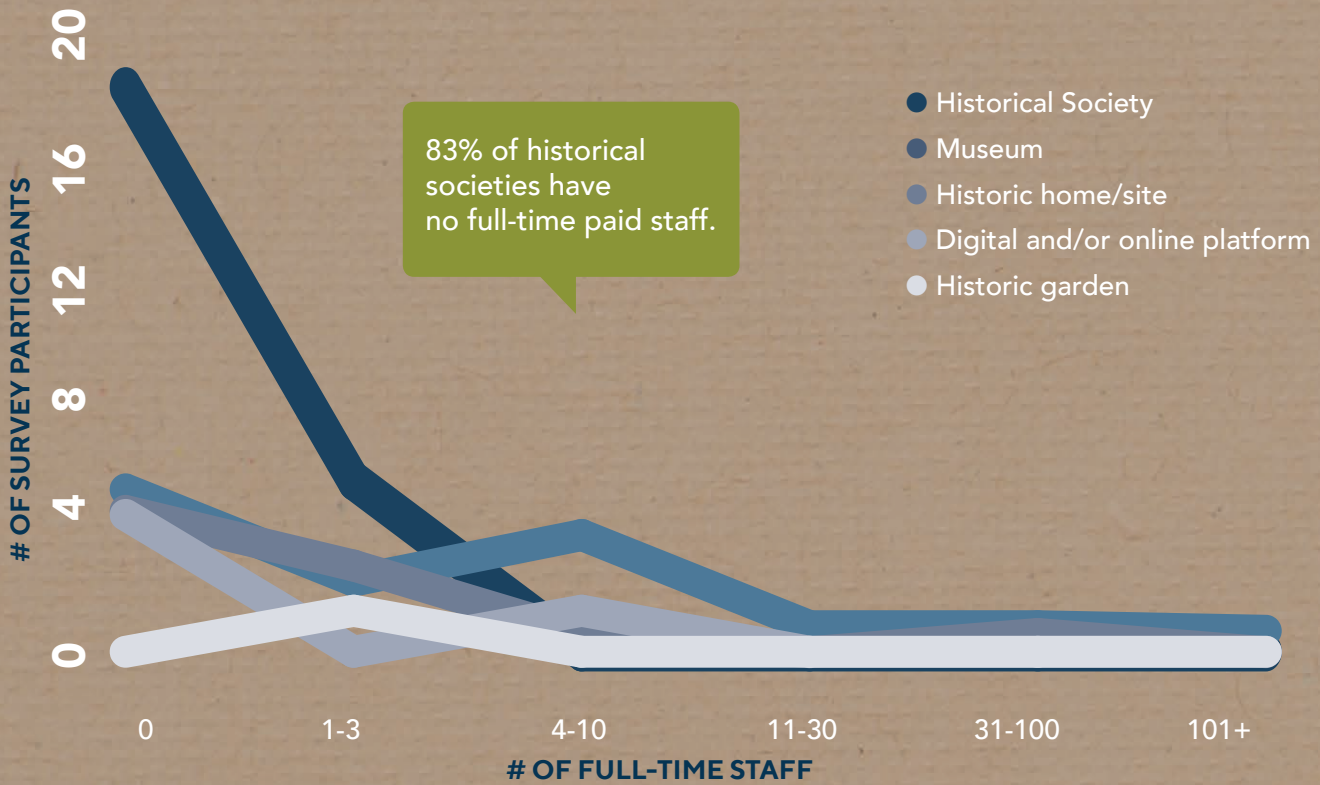


**SURVEY QUESTION 10**

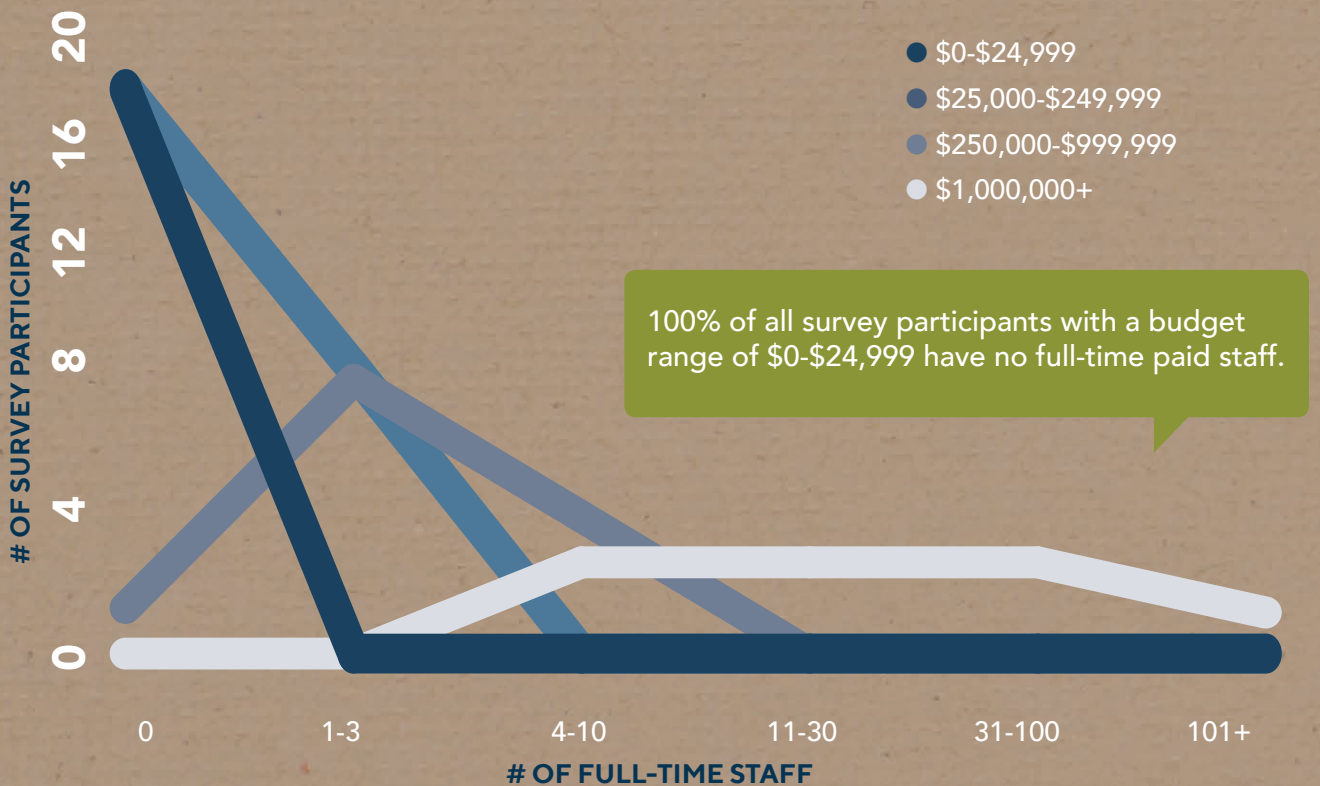
Number of full-time paid staff



## NUMBER OF FULL-TIME PAID STAFF BY HERITAGE TYPE



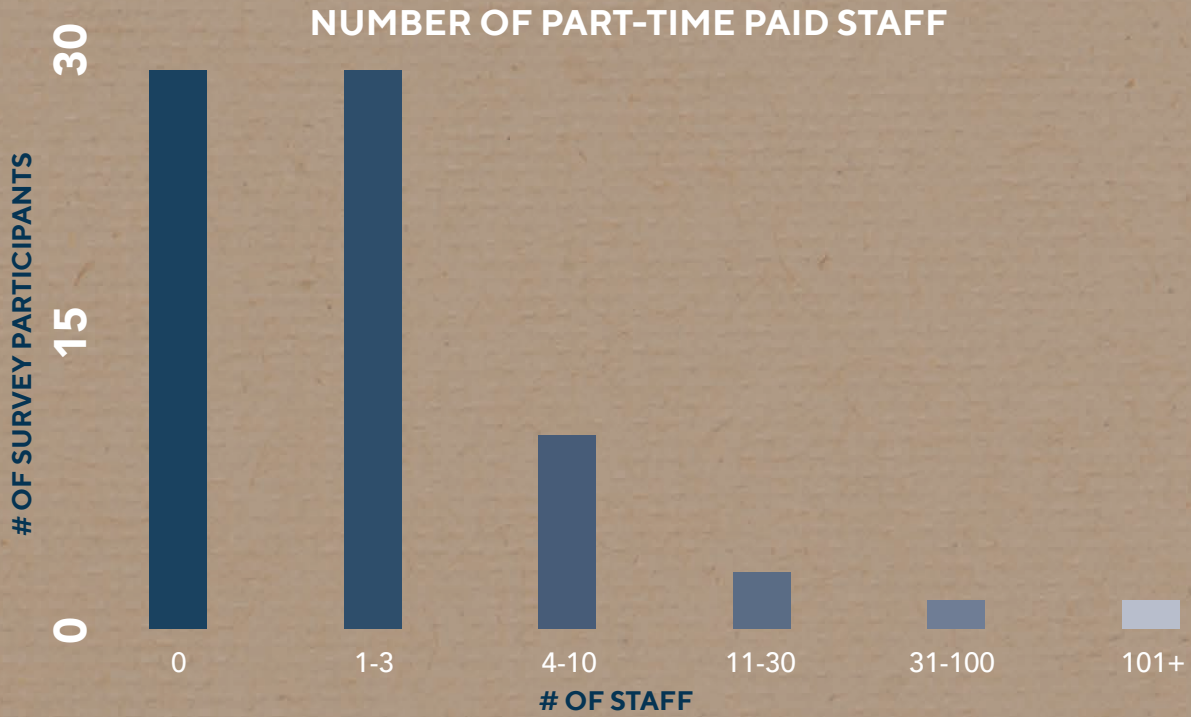
## NUMBER OF FULL-TIME PAID STAFF BY 2015 OPERATING BUDGET RANGE



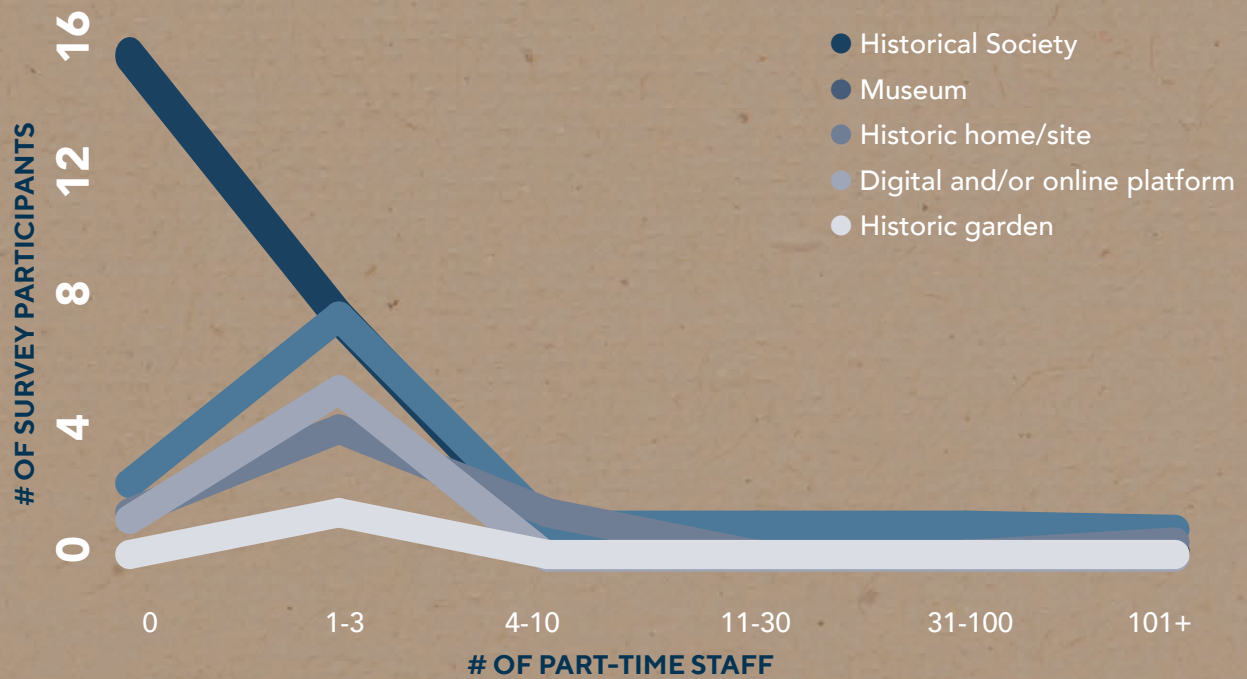


**SURVEY QUESTION 11**

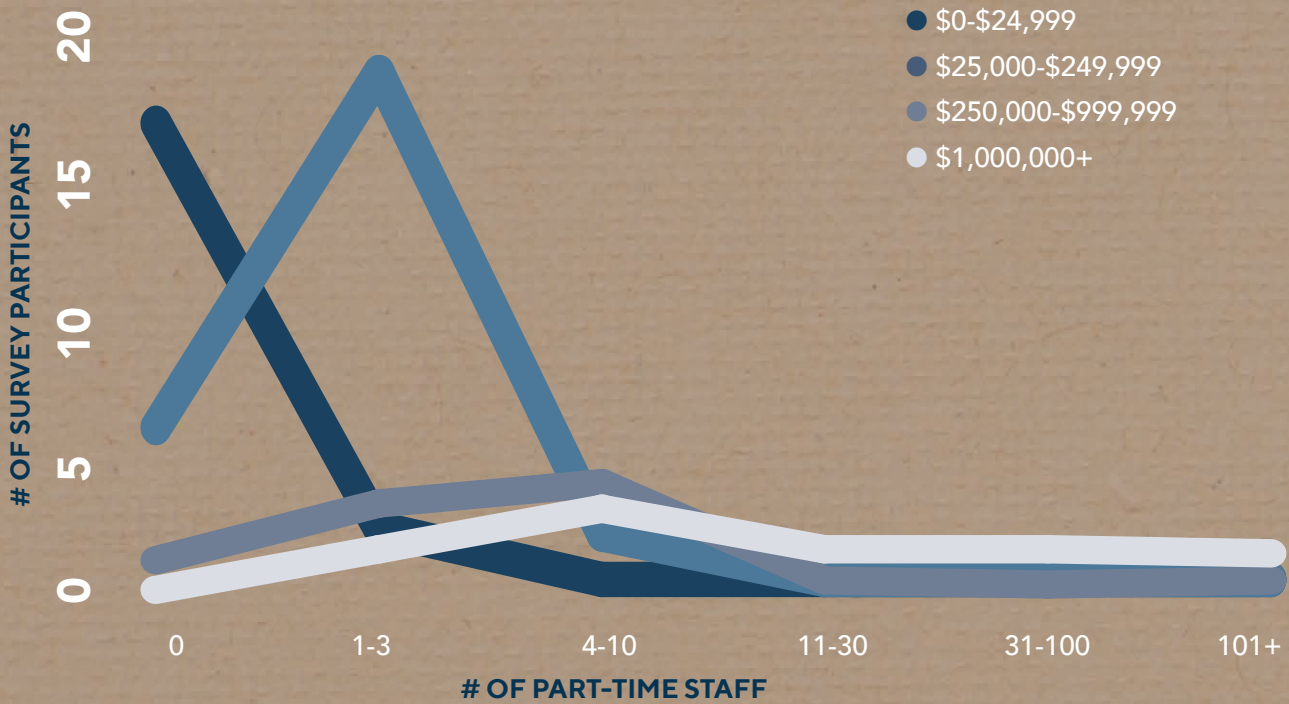
**Number of part-time paid staff:**



### NUMBER OF PART-TIME PAID STAFF BY HERITAGE TYPE



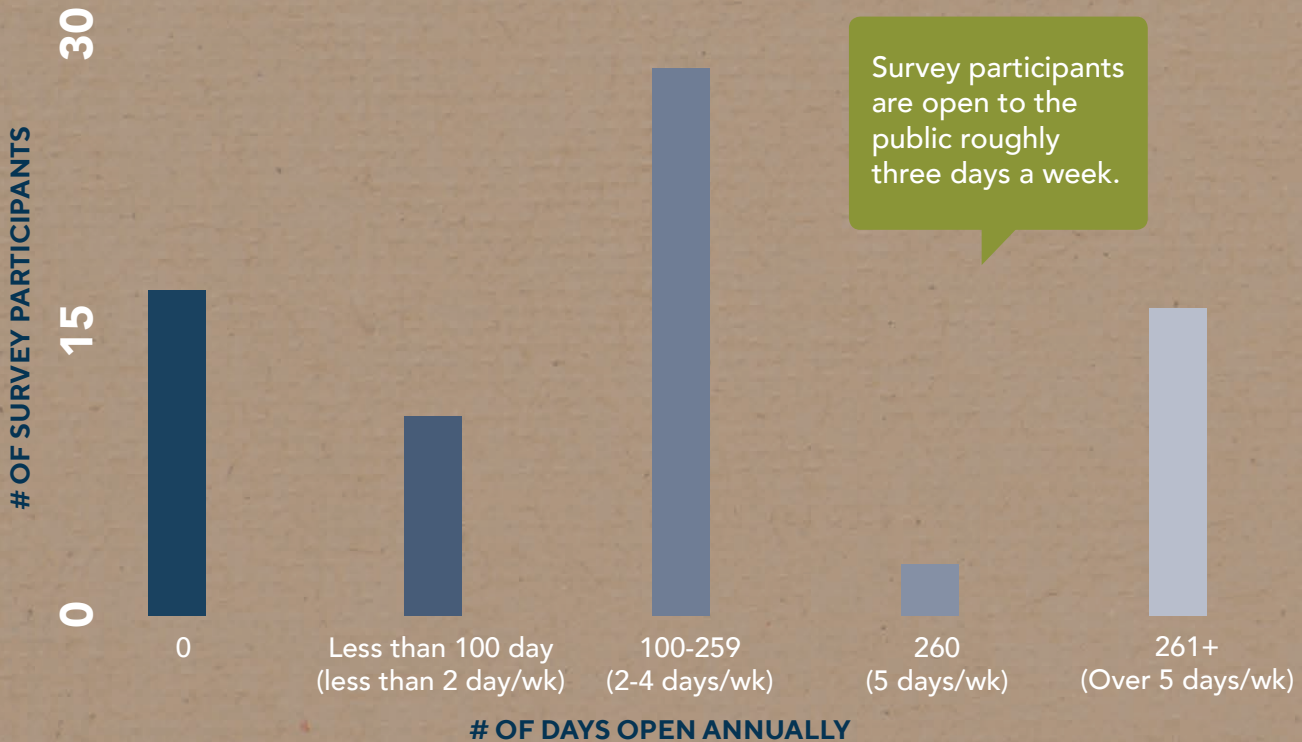
## NUMBER OF PAID PART-TIME STAFF BY BUDGET



### SURVEY QUESTION 29

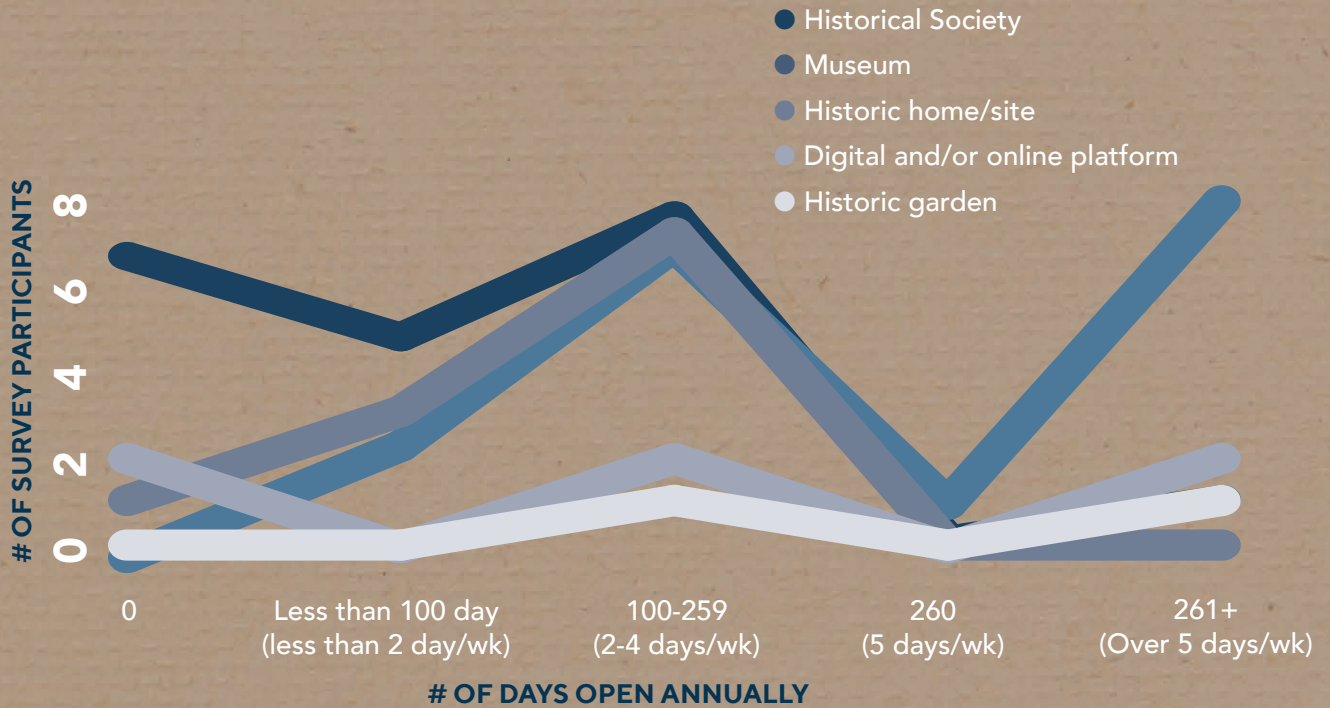
Number of days annually your institution is open to the general public:

## OPEN DAYS ANNUALLY



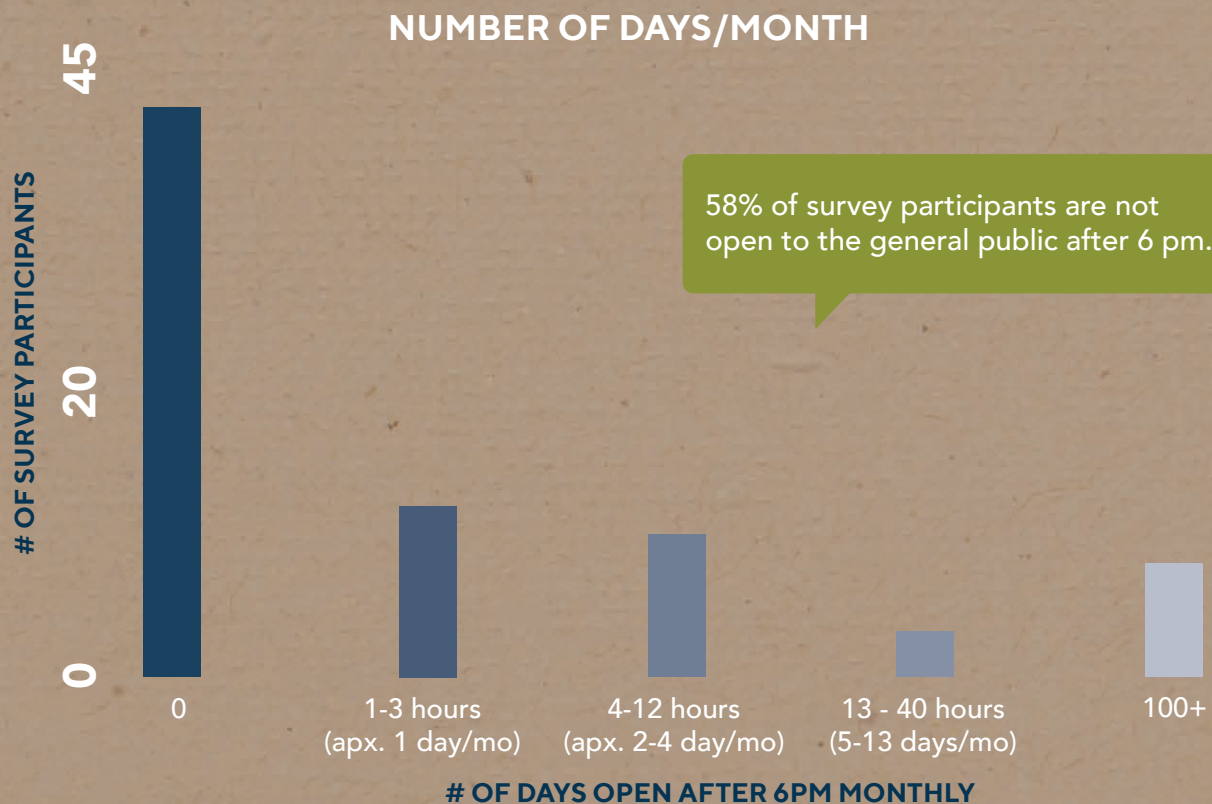


## DAYS OPEN ANNUALLY BY HERITAGE TYPE



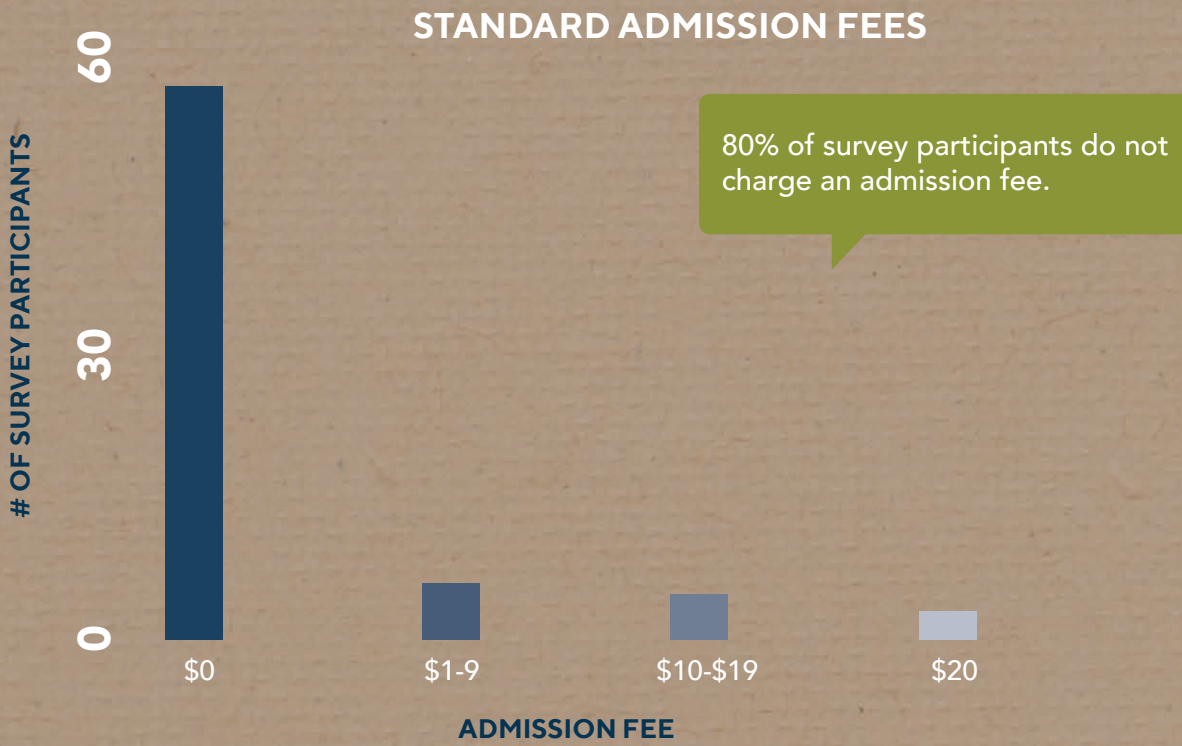
### SURVEY QUESTION 30

Number of days monthly your institution is open to the general public after 6pm:

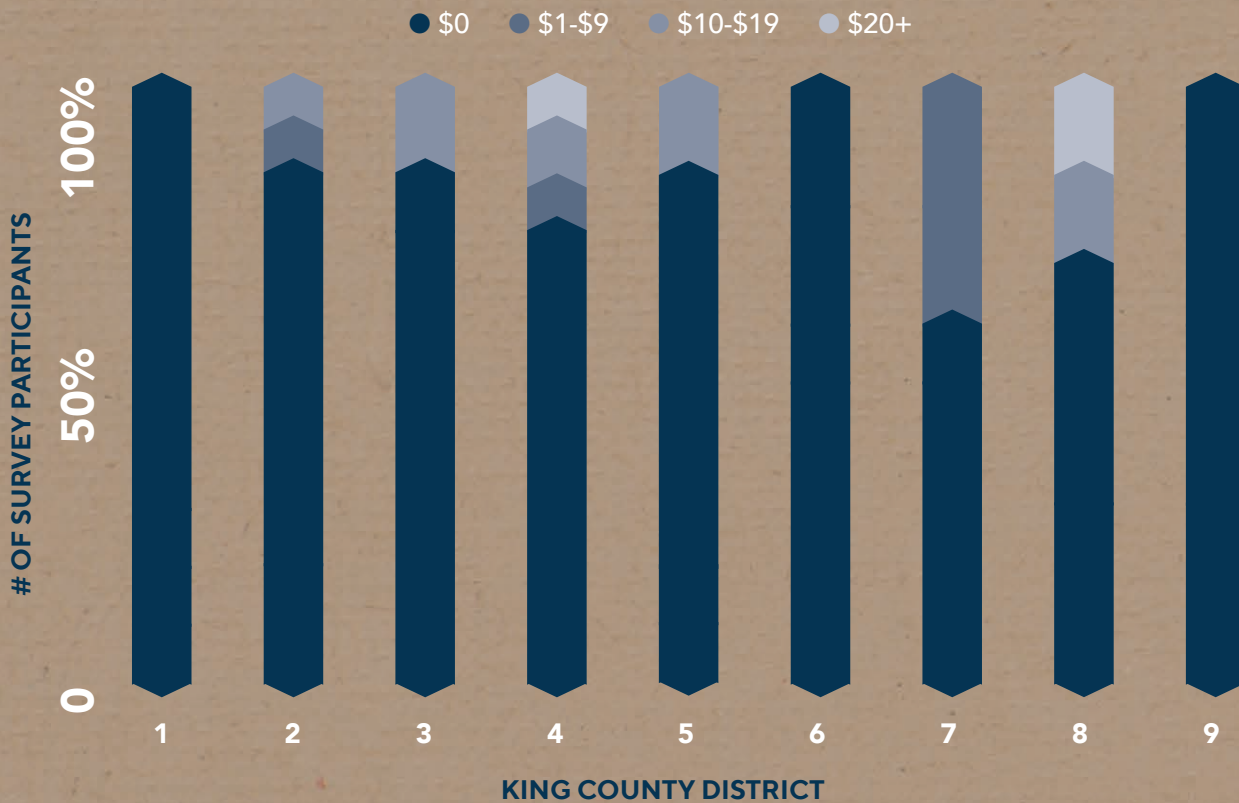


### SURVEY QUESTION 31

Standard Admission fees to your institution:



### STANDARD ADMISSION BY KING COUNTY COUNCIL DISTRICT







# PROGRAMS + PARTNERSHIPS



### SURVEY QUESTION 43

Over the past three years, what kinds of partners have helped you develop your most successful programming?

(Participants asked to select top three)

PARTNERS	# OF SURVEY PARTICIPANTS
LOCAL GOVERNMENT (CITY OR COUNTY)	40
CULTURAL-SPECIFIC GROUP/ASSOCIATION	29
OTHER CULTURAL ORGANIZATIONS	21
OTHER MUSEUMS	14
BUSINESS/CORPORATION	12
STATE OR FEDERAL GOVERNMENT AGENCY	12
SCHOOL/SCHOOL DISTRICT	12
PRIVATE FOUNDATIONS	8
UNIVERSITY/COLLEGE	8
LIBRARY	6
DID NOT ANSWER	5
TRIBES	5
THEATRE/PERFORMING ARTS GROUP	5
NEWSPAPER	3
CHAMBER OF COMMERCE	2
PUBLISHER	0
TELEVISION/RADIO STATION	0
TRAVEL/TOURISM GROUP	0

### SURVEY QUESTION 44

In which ways does your institution collaborate with other heritage organizations in an effort to reduce costs and improve quality of services?

(Participants asked to select top three)

COLLABORATION	# OF SURVEY PARTICIPANTS
CROSS PROMOTION THROUGH SHARING WEBSITE LINKS	33
EXECUTING JOINT PROGRAMMING	32
JOINT PLANNING AND MARKETING EFFORTS	18
LENDING OR BORROWING COLLECTIONS	15
LENDING OR BORROWING TRAVELING EXHIBITS	8
DIGITAL ACCESS TO SHARED COLLECTIONS CATALOG	8
PHOTO SCANNING PROJECTS	6
JOINT PURCHASING OF EQUIPMENT OR COLLECTIONS ACQUISITIONS	1

56% of survey participants noted local government (city or county) as program partners.



### SURVEY QUESTION 45

Please indicate the PreK-12 educational programs your institution offers.

(Participants were asked to select all that apply)

PRE K-12 EDUCATIONAL PROGRAMMING	# OF SURVEY PARTICIPANTS
ON-SITE GALLERY/EXHIBIT TOURS	34
OFFSITE EDUCATION PROGRAMMING AT OTHER COMMUNITY VENUES	24
ONSITE HANDS-ON ACTIVITIES (ART, CRAFT, HISTORICAL DISCOVERY)	23
OFFSITE EDUCATIONAL PROGRAMMING IN SCHOOL CLASSROOMS	19
TRAVELING TRUNKS/KITS	18
TOUR/VISIT DISCOUNTS OR SCHOLARSHIPS FOR UNDERSERVED SCHOOLS	15
CURRICULUM PACKETS (PRINT)	13
CURRICULUM PACKETS (ONLINE)	11
STEAM-RELATED EDUCATIONAL PROGRAMMING	11
TEEN ADVISORY COUNCIL/BOARD	7

### SURVEY QUESTION 46

Please indicate how many PreK-12 students your institution serves annually, offsite and onsite:

Survey participants served a total of students in 2015.

379,606

Three organizations reported serving

72%

of these students.

**SURVEY QUESTION 47**

Number of exhibits opened in calendar year 2015:

148

The participating organizations presented a total of exhibits in calendar year 2015.

**SURVEY QUESTION 48**

Number of Public Program staged in calendar year 2015:

1,066

The participating organizations presented a total of programs in calendar year 2015.

**SURVEY QUESTION 49**

Please indicate which types of public programs your institution offered in calendar year 2015. (Participants were asked to select all that apply)

TYPE OF PUBLIC PROGRAM	# OF SURVEY PARTICIPANTS
LECTURES	48
MUSICAL PERFORMANCES	20
FACILITATED COMMUNITY DIALOGUES	20
EXHIBIT OPENING PARTIES	19
AUTHOR READINGS	18
ADULT EDUCATION CLASSES	17
FILM VIEWINGS	17
GALLERY TALKS	17
ARTIST DEMONSTRATIONS	15
THEATRICAL PERFORMANCES	12
DANCE PERFORMANCES	9
SOCIAL JUSTICE EVENTS AND GATHERINGS	8
SYMPOSIA	6
CULINARY WORKSHOPS OR EVENTS	4
OBJECT/ARTIFACT/APPRaisal EVENTS	4
BOOK FAIRS	3
PECHA KUCHA EVENTS	2

Additional programs mentioned included cruises, history hikes, portfolio reviews, and preservation field school.



**SURVEY QUESTION 50**

**What are the 3 most pressing challenges your institution faces in developing its exhibits and its other programmatic offerings?**

(Participants asked to select top three)

<b>TYPE OF PUBLIC PROGRAM</b>	<b># OF SURVEY PARTICIPANTS</b>
LACK OF FUNDING	46
MARKETING / PR (GENERAL VISIBILITY)	33
SPACE LIMITS	25
LACK OF PROFESSIONAL STAFF WITH EXPERTISE AND EXPERIENCE	23
FACILITIES ISSUES	19
LACK OF AUDIENCE/VISITORS	15
INABILITY TO IDENTIFY/MEASURE CURRENT AUDIENCE	8
BOARD ISSUES	4
ACCESS TO APPROPRIATE/NECESSARY COLLECTIONS	3



# MARKETING + OUTREACH



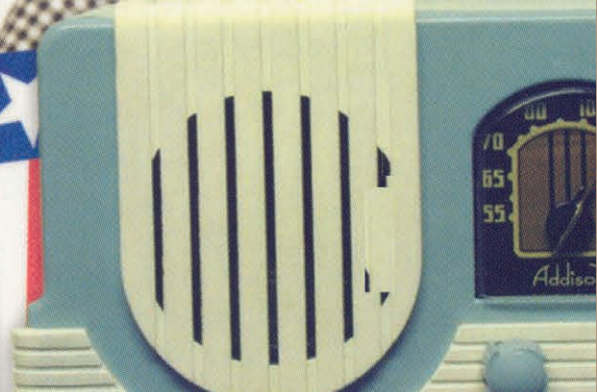
JOHN STEINBECK WINS PULITZER PRIZE FOR FICTION

NEWS REVIEW **The American Times** 1940

**ROOSEVELT RE-ELECTED TO  
THIRD CONSECUTIVE TERM**

MEMBERSHIP CARD  
The American National Red Cross  
This certifies that  
*P. W. ...*  
is a member of  
The American National Red Cross  
for 1941  
Membership *...* Donation *...*  
Representative *...*

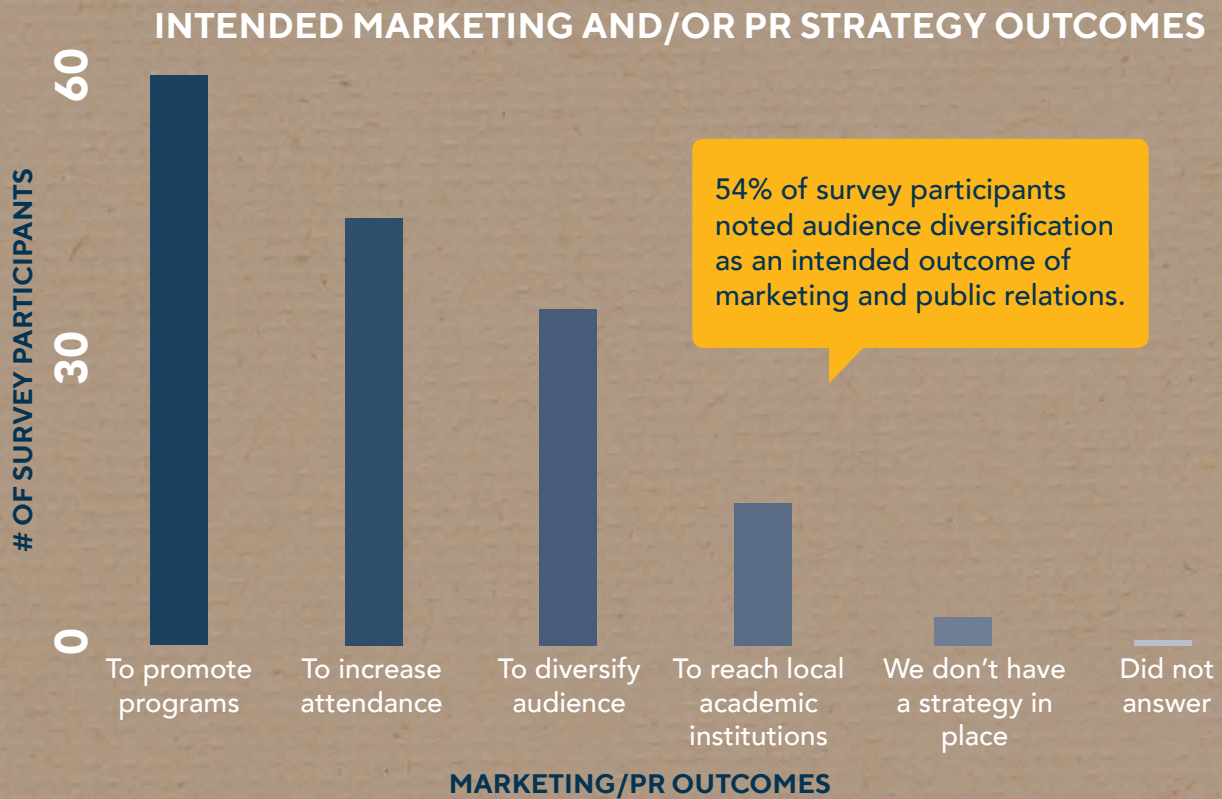
v 1456  
**The WORLD**  
of 1941  
IN N...  
FOR PEACE





**SURVEY QUESTION 13**

**What are the intended outcomes of your current marketing and/or public relations strategy?** (Participants asked to select top three)

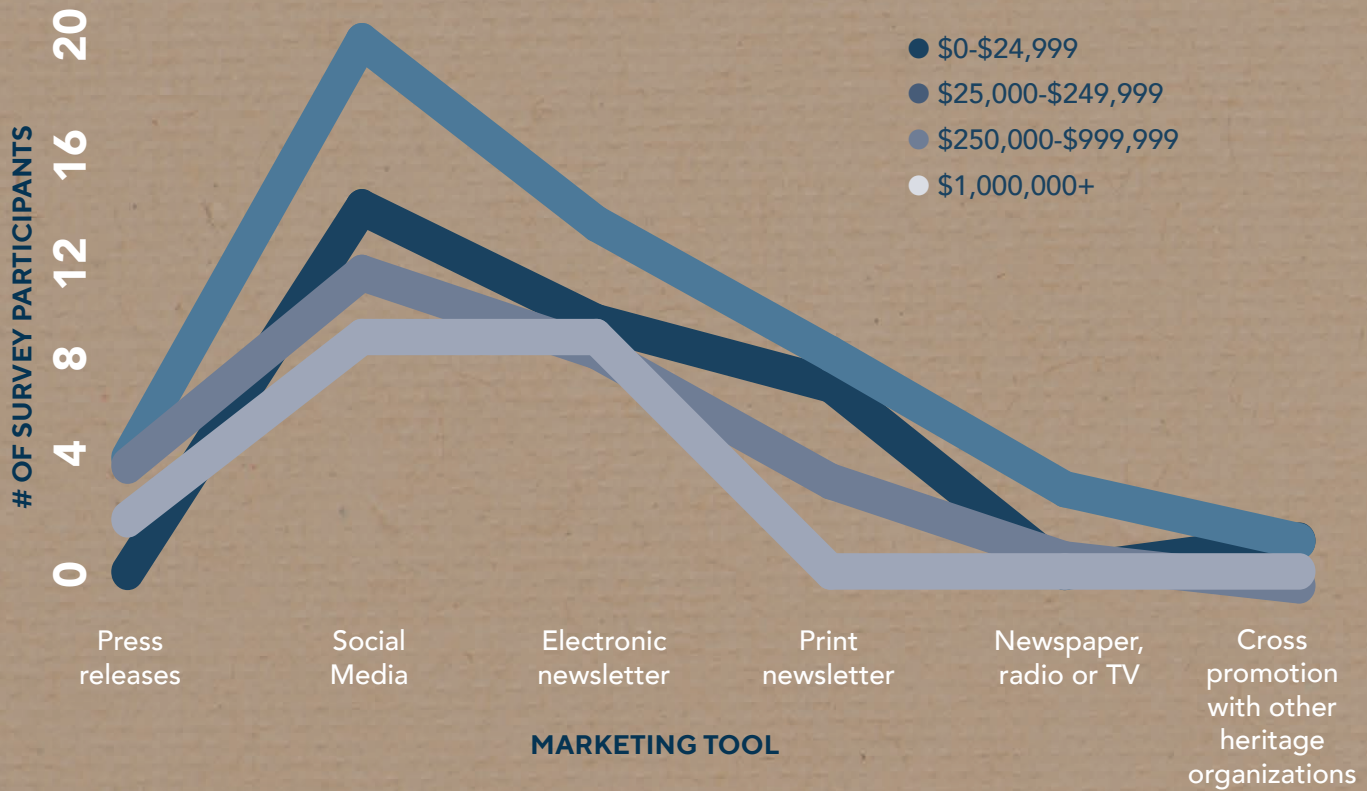


**SURVEY QUESTION 14**

**What marketing and/or public relations tools do you use to promote your organization?** (Participants asked to select top three)



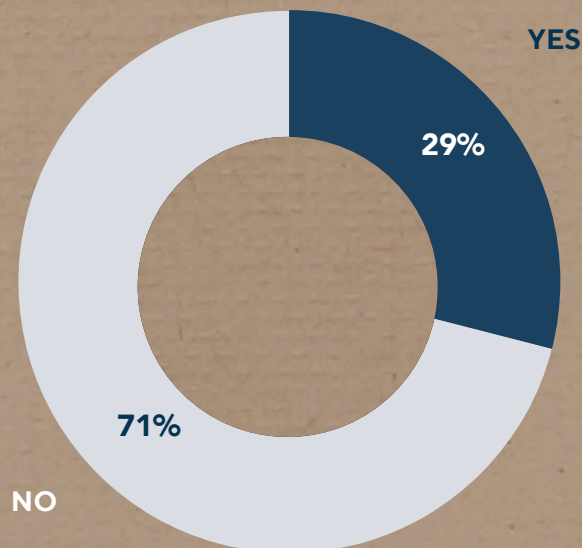
## MARKETING TOOL BY 2015 OPERATING BUDGET



### SURVEY QUESTION 15

Do you formally measure the effectiveness of these marketing and/or public relations tools? (Y/N)

### MEASURE MARKETING EFFECTIVENESS (Y/N)

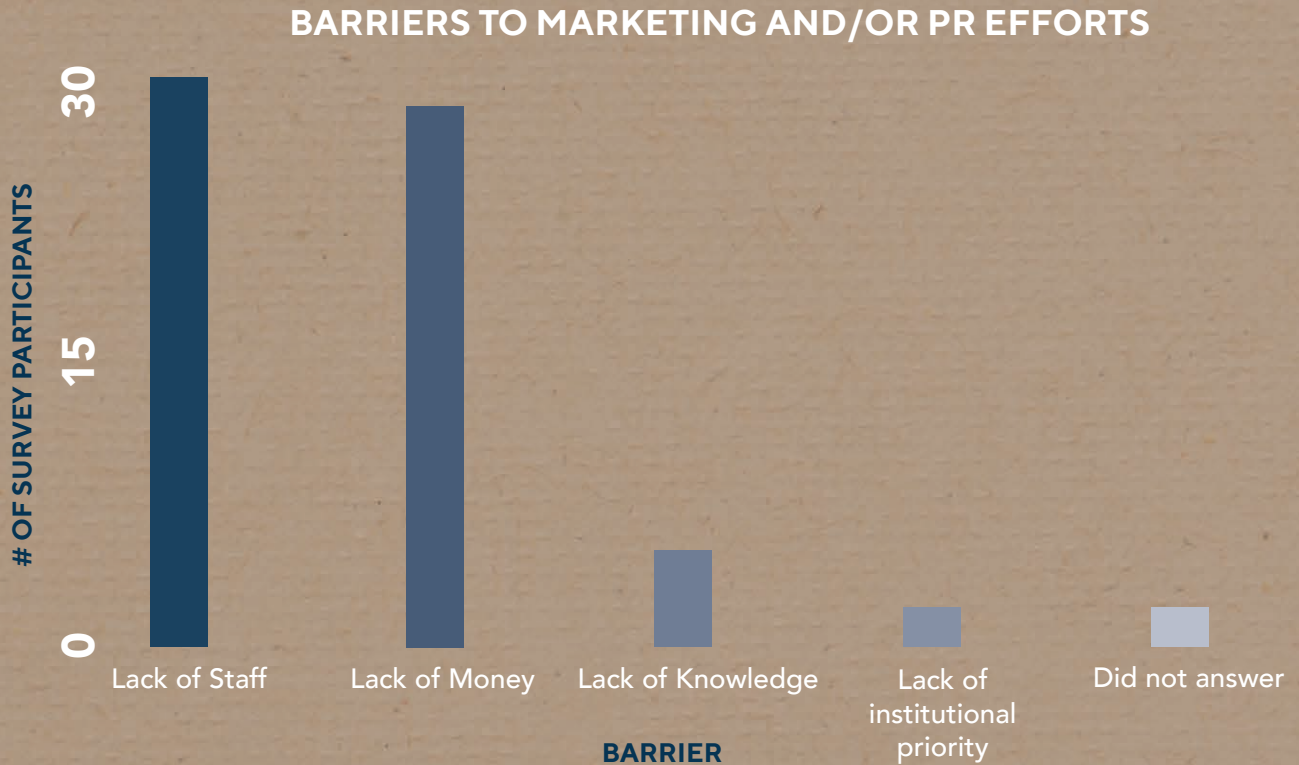




**SURVEY QUESTION 16**

**What is holding back your marketing and/or public relations efforts?**

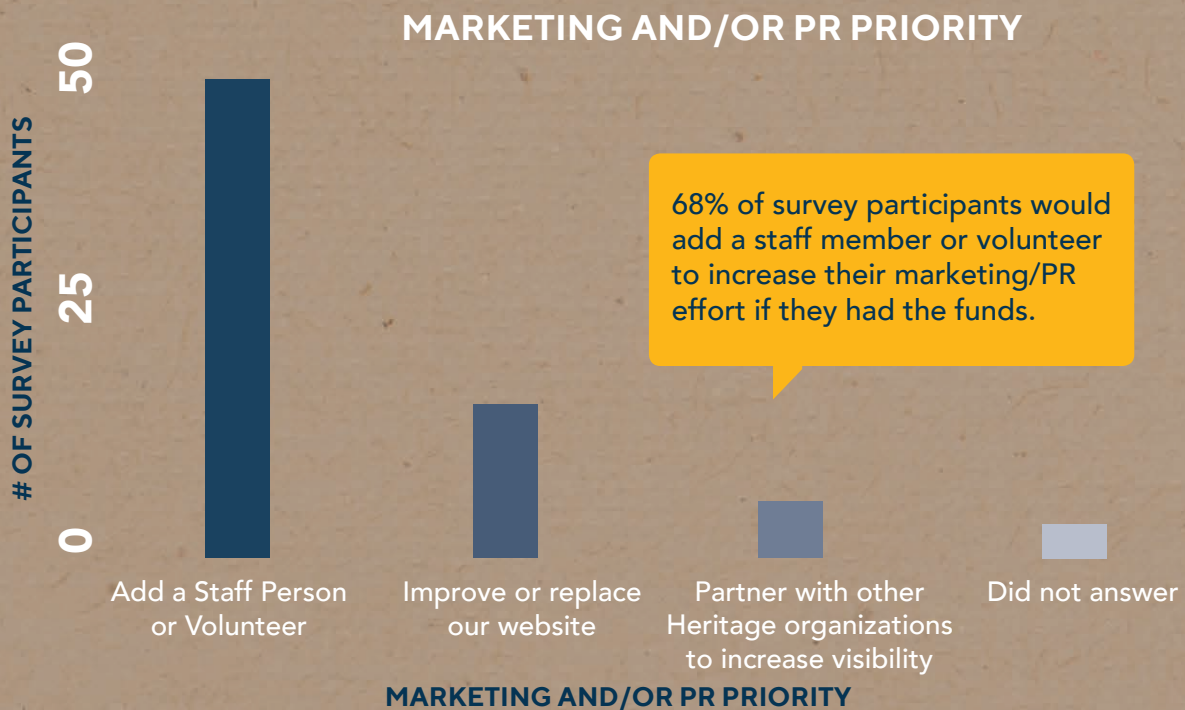
(Participants asked to select top choice only)



**SURVEY QUESTION 17**

**If you had additional funds to increase your marketing and/or public relations effort, what would be your top priority?**

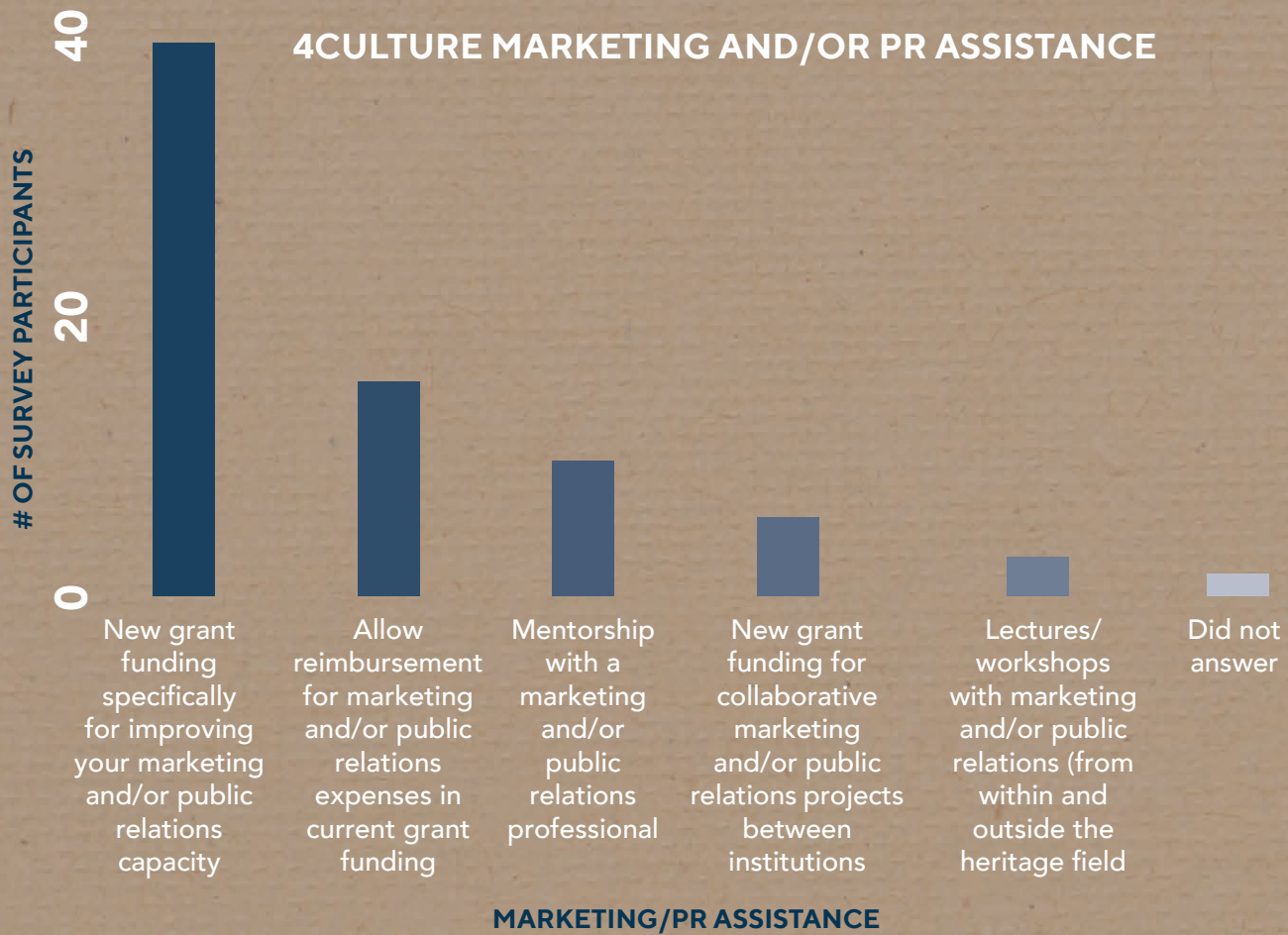
(Participants asked to select top choice only)



**SURVEY QUESTION 18**

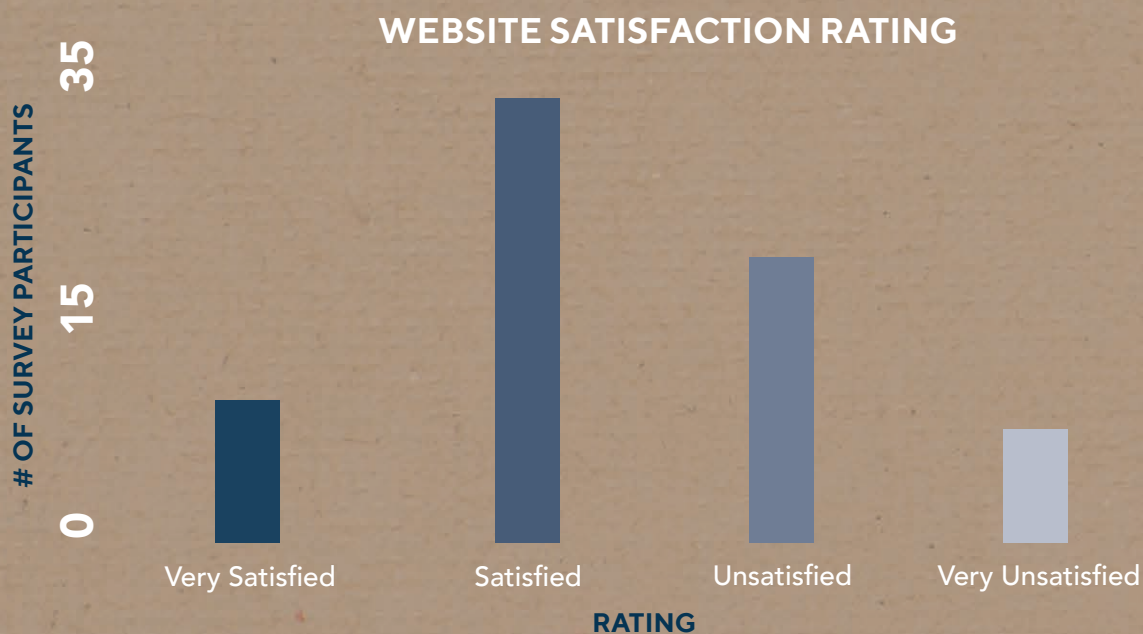
**How could 4Culture help you improve your marketing and/or public relations efforts?**

(Participants asked to select top choice only)



**SURVEY QUESTION 19**

**Please rate your institution's satisfaction level with its current website:**

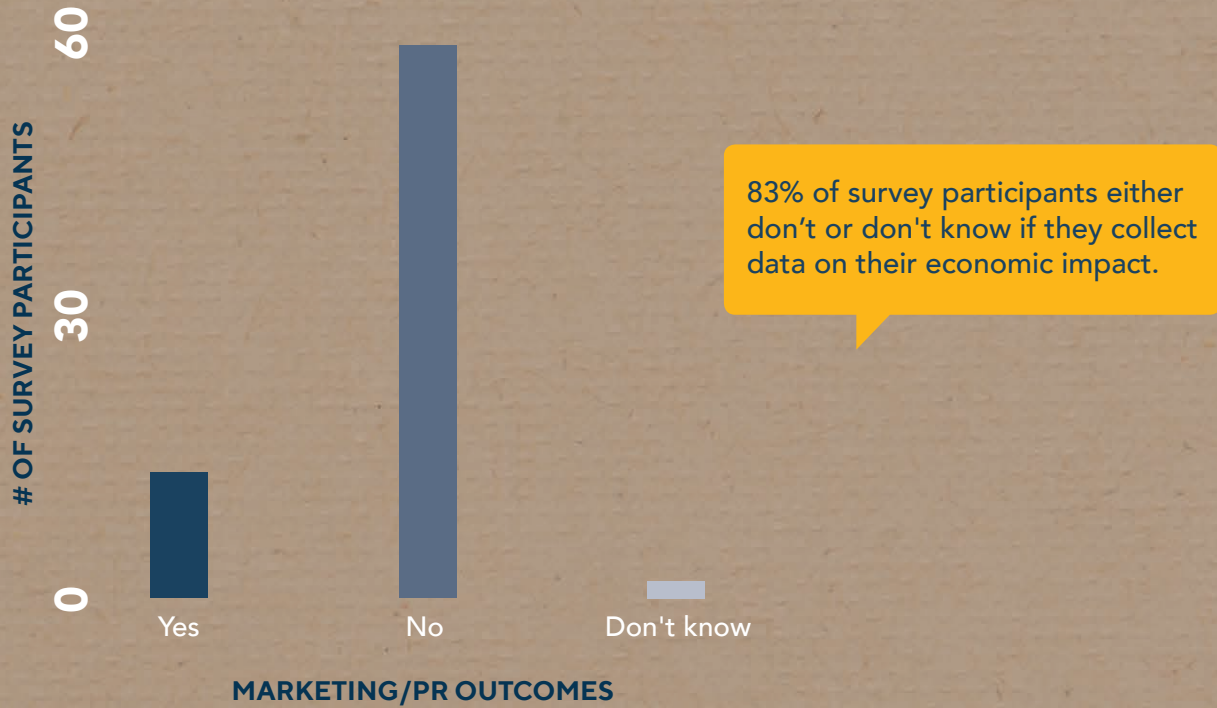




**SURVEY QUESTION 20**

**Does your institution collect data specifically to measure its economic impact on the local community?**

**ECONOMIC IMPACT DATA COLLECTION**





# AUDIENCE

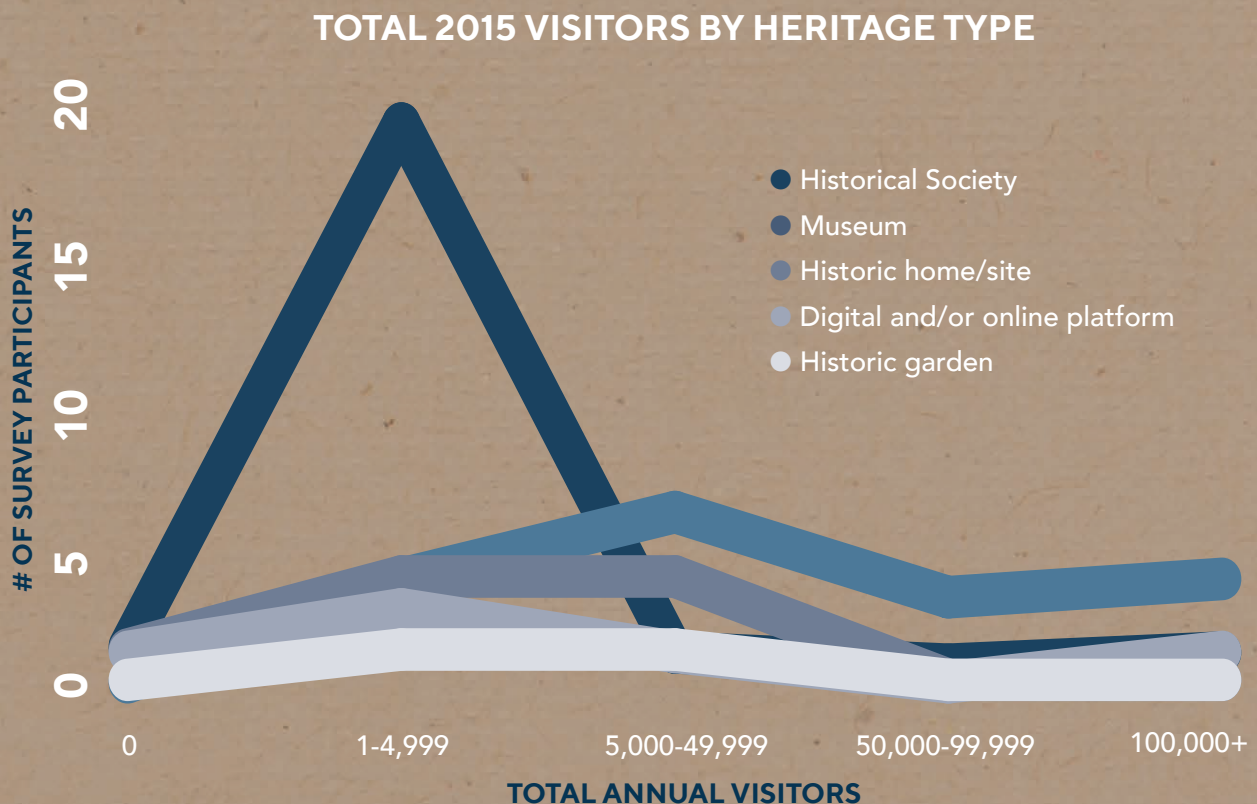
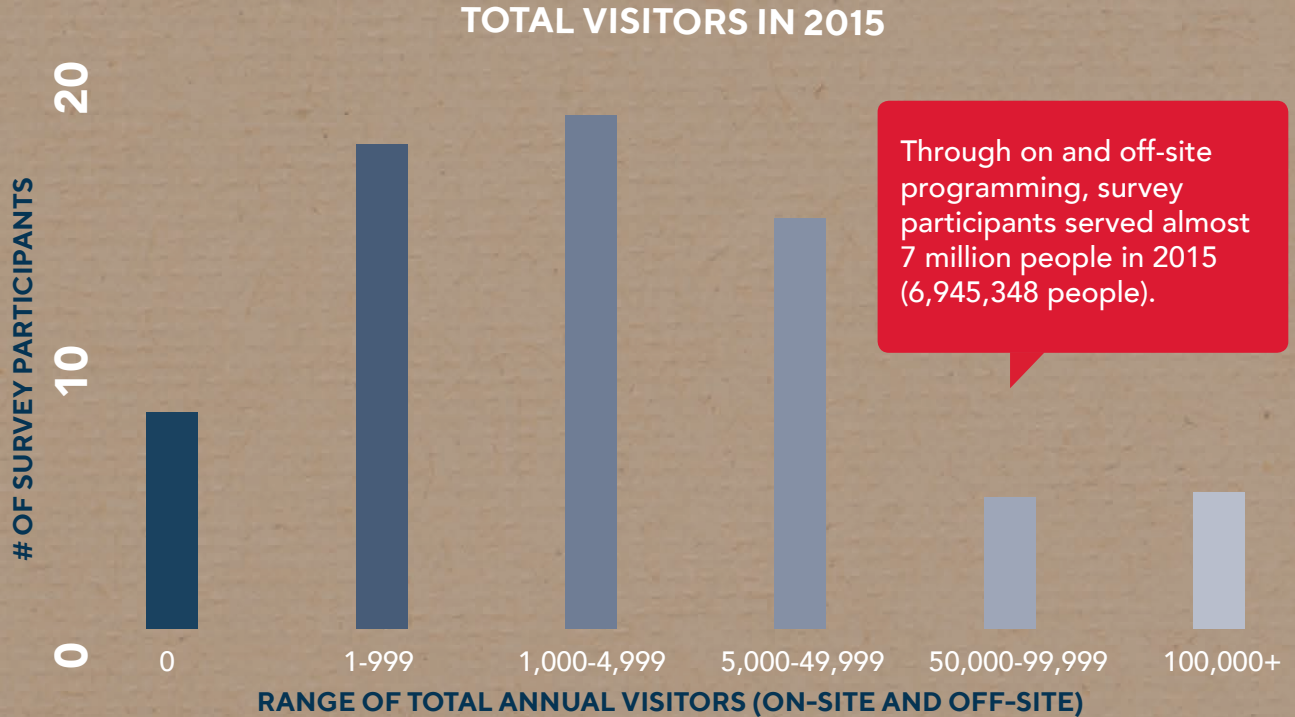




**SURVEY QUESTIONS 27 & 28**

**Number of visitors to your institution's physical location(s) in calendar year 2015:**  
 (Including public programs & educational programs, BUT excluding facility rentals)

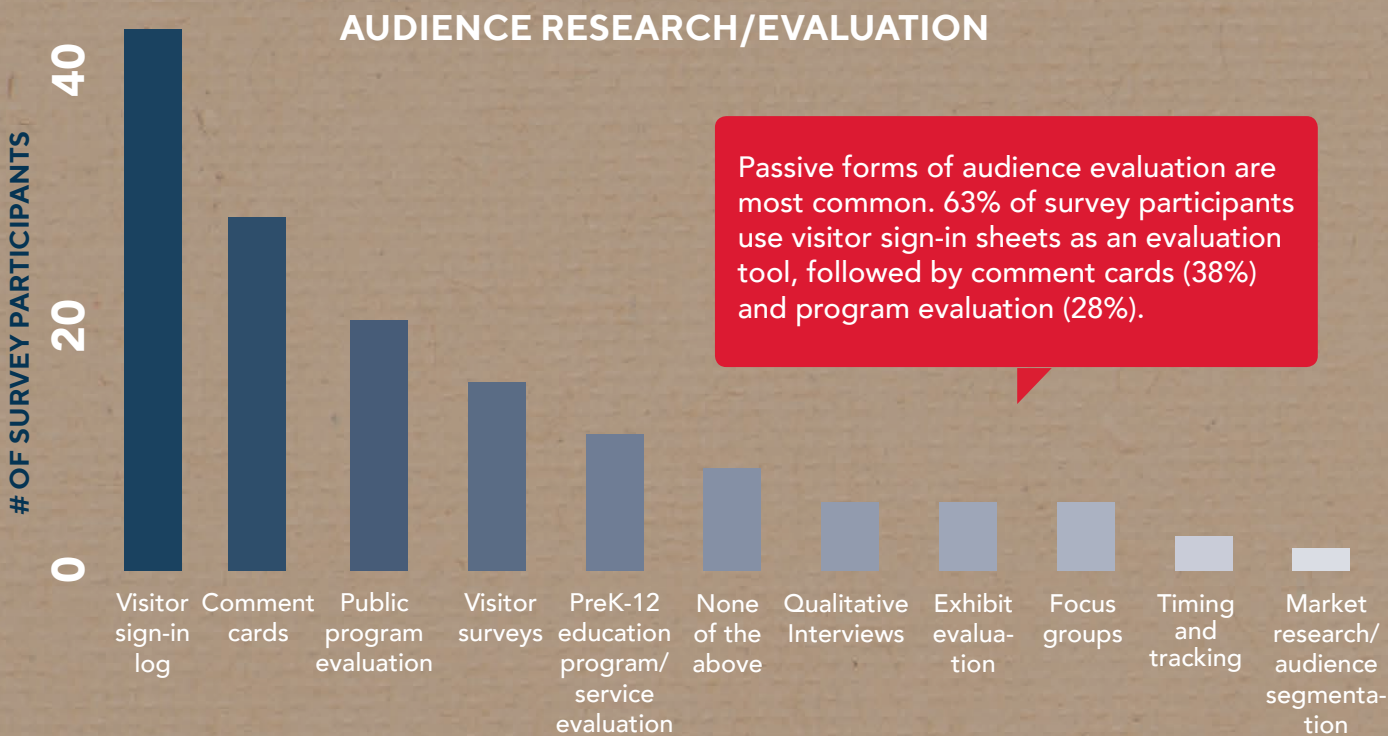
**Number of participants in your institution's offsite programming in the calendar year 2015:** (traveling exhibits, pop-up exhibits, offsite public programs, etc.)



**SURVEY QUESTION 32**

**Please select all audience research and evaluation methods your institution utilizes.**

(Participants were asked to select all that apply)



**AUDIENCE RESEARCH AND EVALUATION METHODS**

**TOP 3 EVALUATION TOOLS BY 2015 BUDGET**

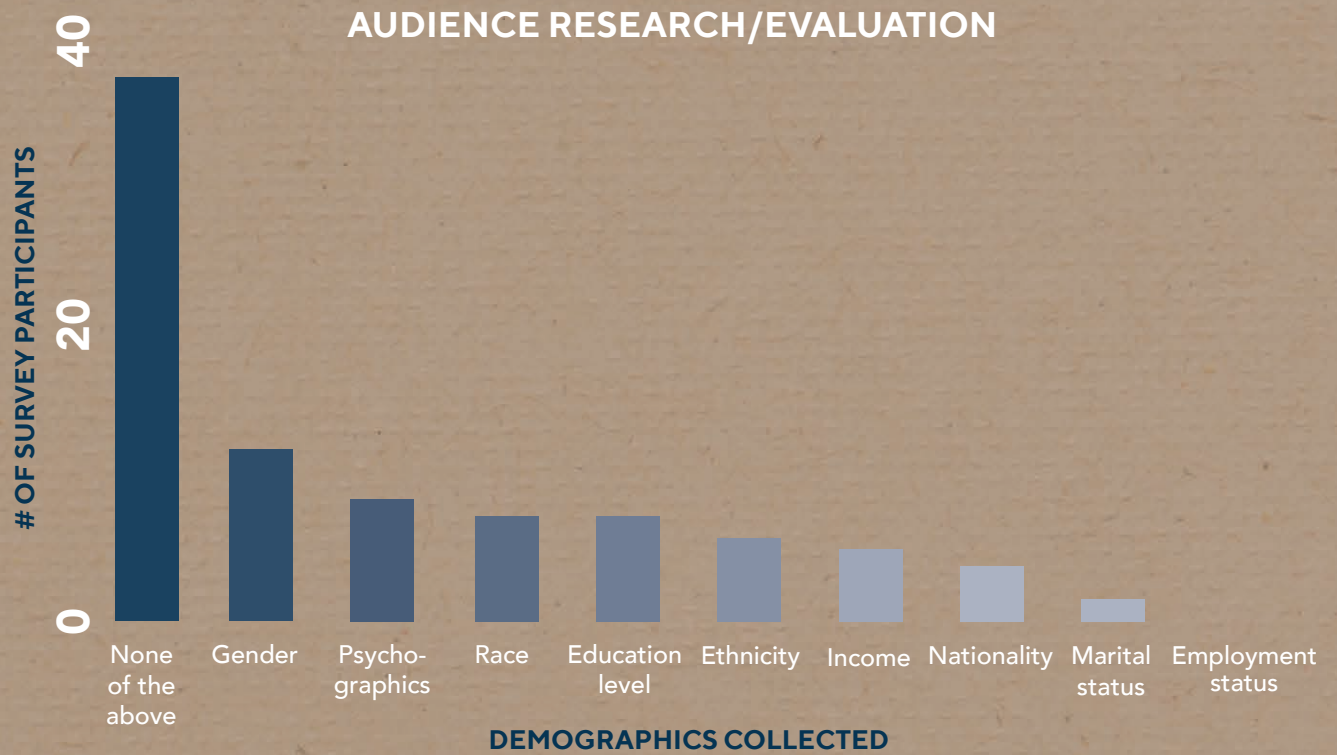




**SURVEY QUESTION 33**

**Please indicate whether your audience research/evaluation techniques provide any of the following information regarding your visitors/users.**

(Participants asked to select all that apply)





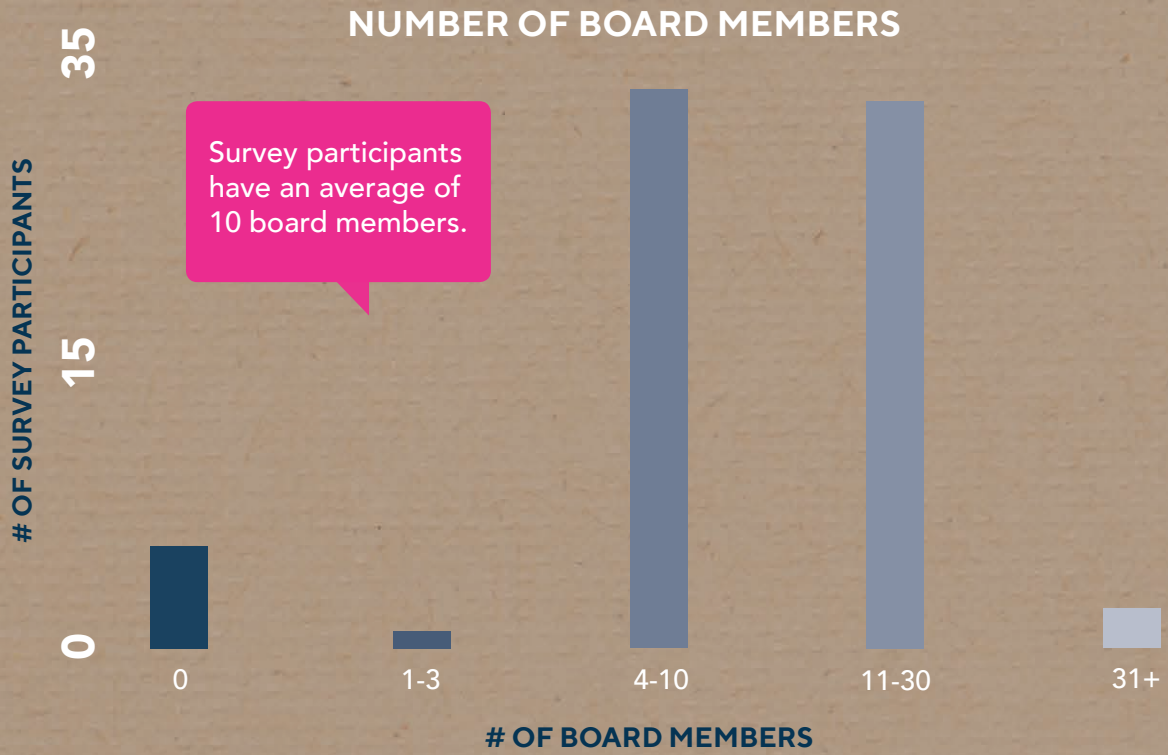


**BOARDS +**  
**VOLUNTEERS**



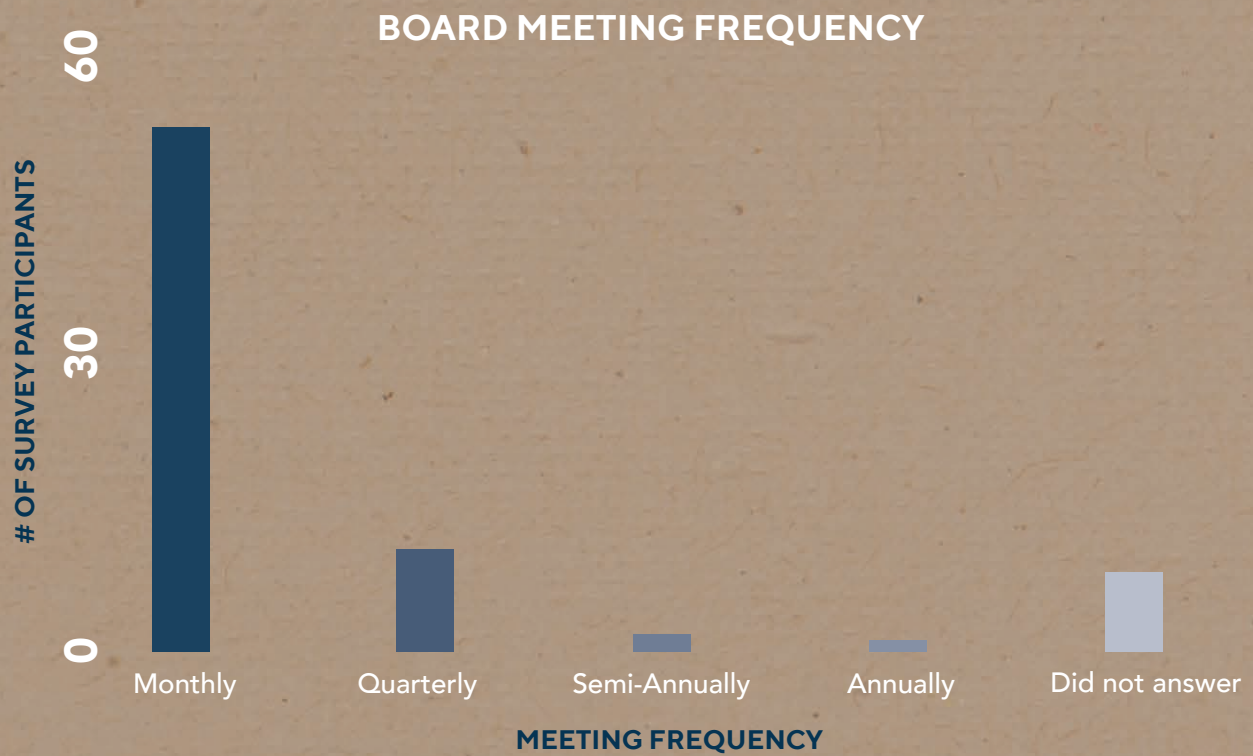
**SURVEY QUESTION 21**

**Number of board members:**



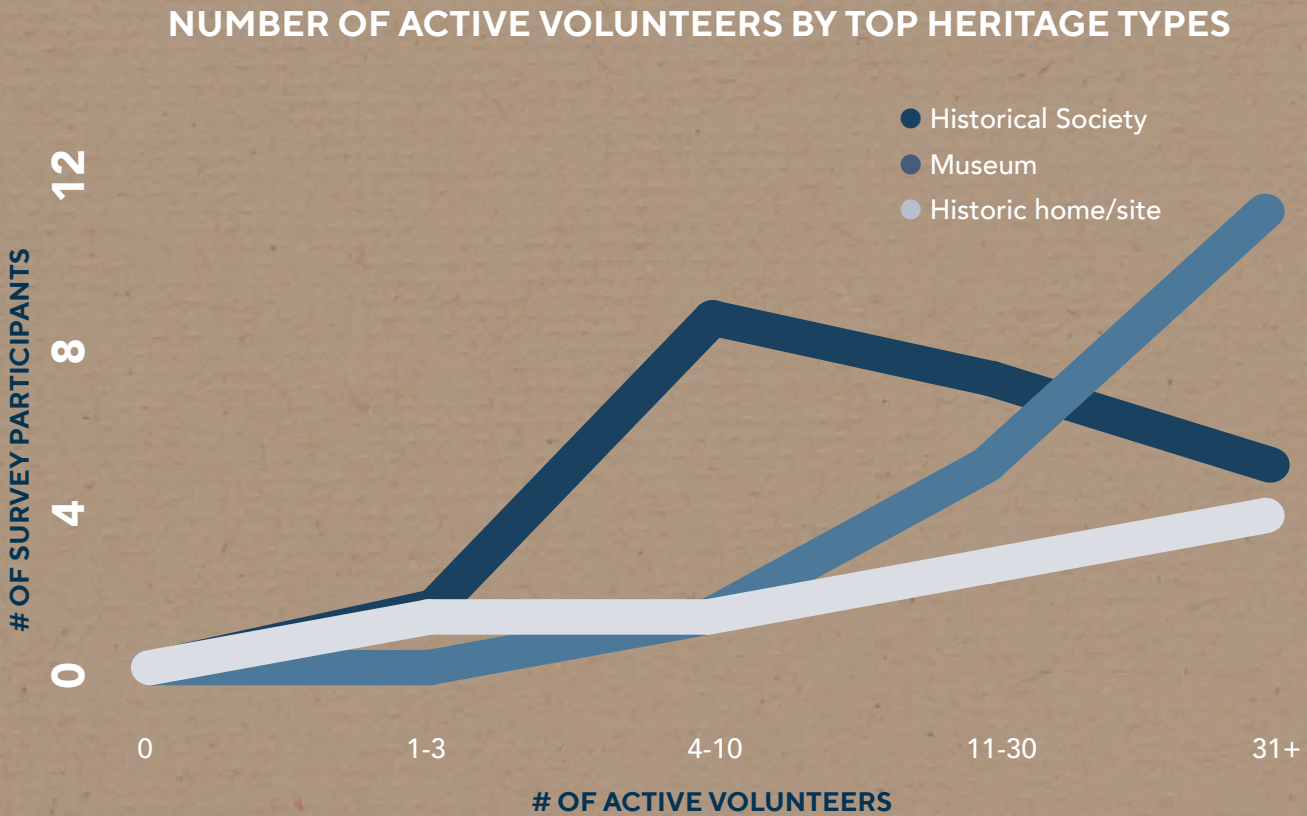
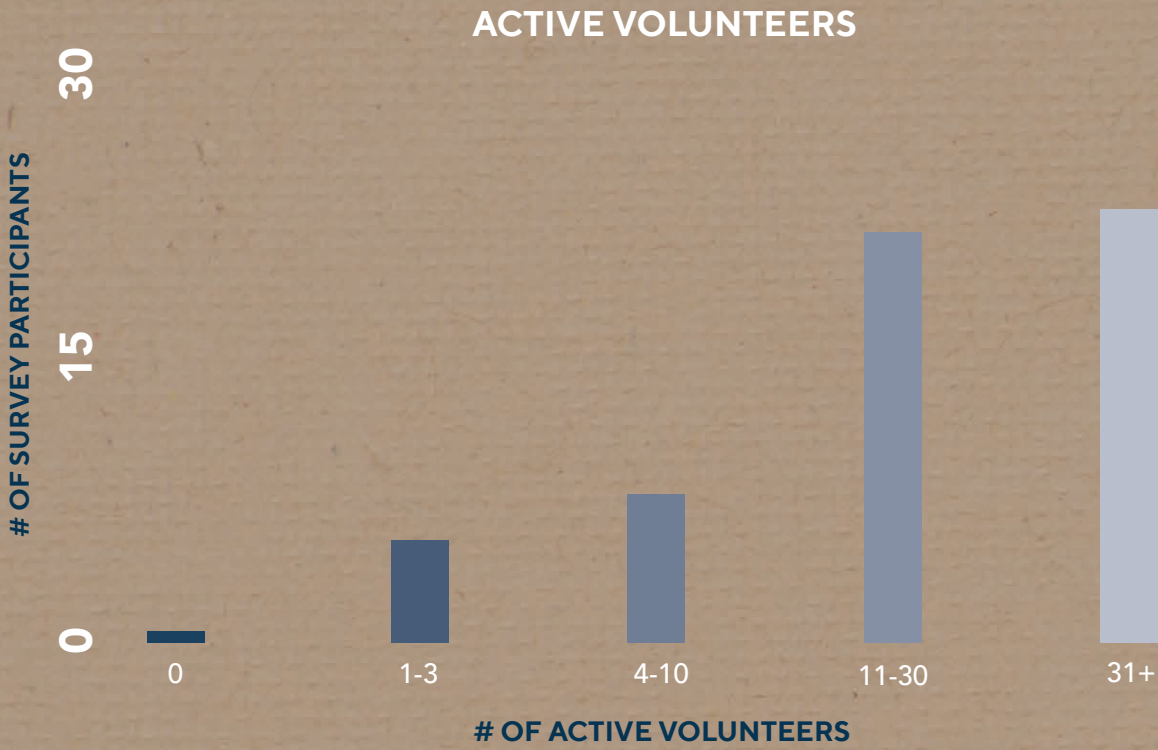
**SURVEY QUESTION 22**

**How often does your institution's full board meet?**



**SURVEY QUESTION 23**

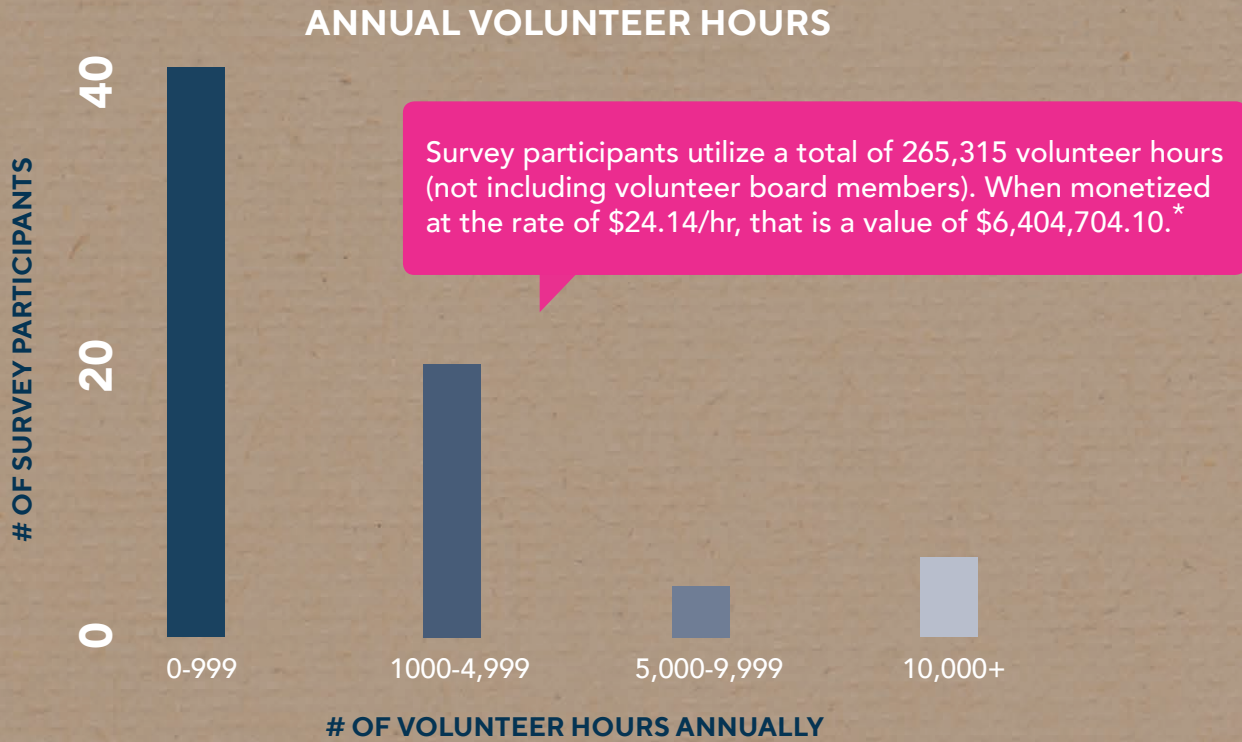
**Number of active volunteers:** (Not including board members)





**SURVEY QUESTION 24a**

**How many hours of service do these volunteers (not including board members) provide annually?**

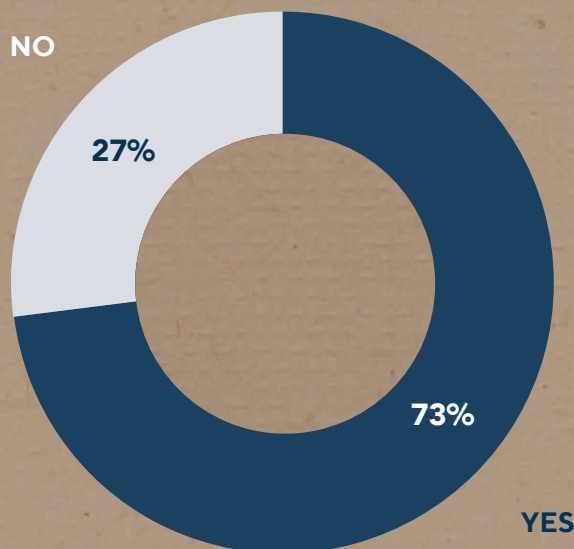


\* Rate taken from Independent Sector, <https://www.independentsector.org/news-post/value-volunteer-time>.

**SURVEY QUESTION 24b**

**Do you track volunteer hours? (Y/N)**

### DO YOU TRACK VOLUNTEER HOURS? (Y/N)

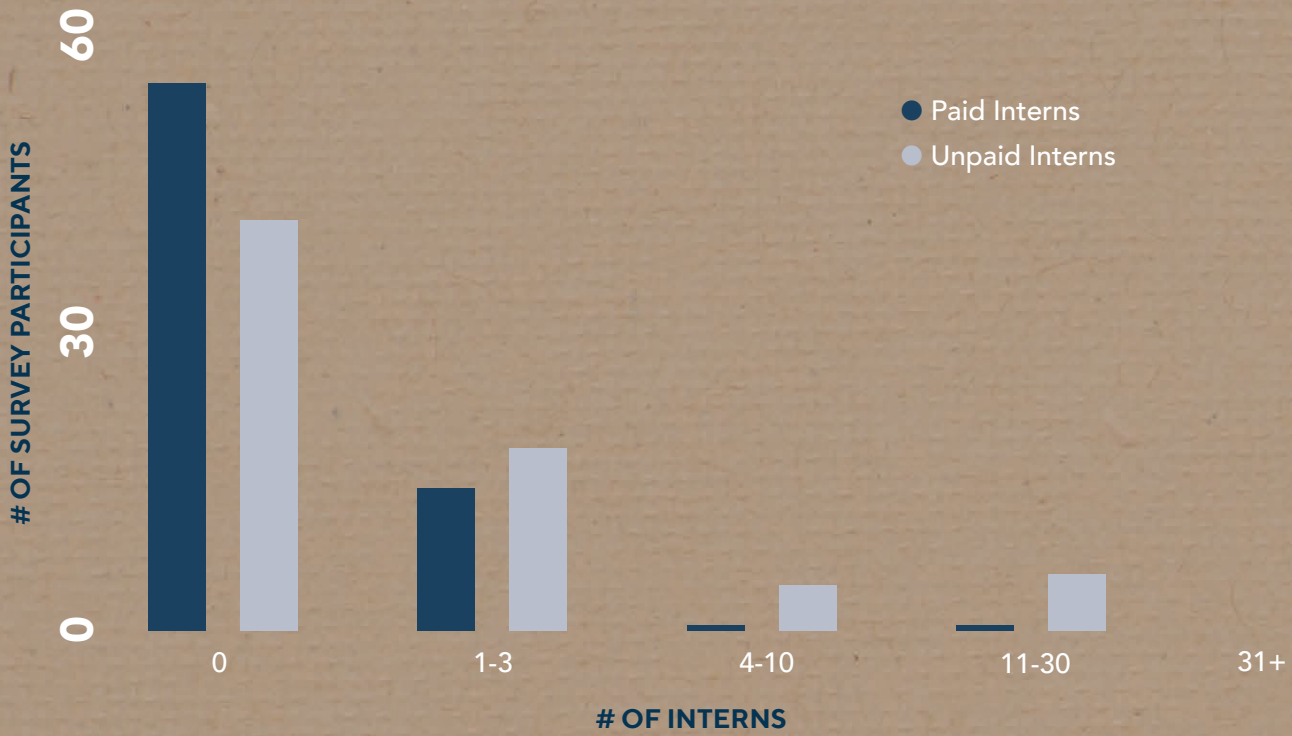


Low percentages of in-kind revenue, reported in Survey Question 7, suggest volunteer hours are not properly calculated and reported in annual budgets.

**SURVEY QUESTIONS 25 + 26**

**Number of paid and unpaid student interns utilized on an annual basis:**

**NUMBER OF PAID AND UNPAID INTERNS**





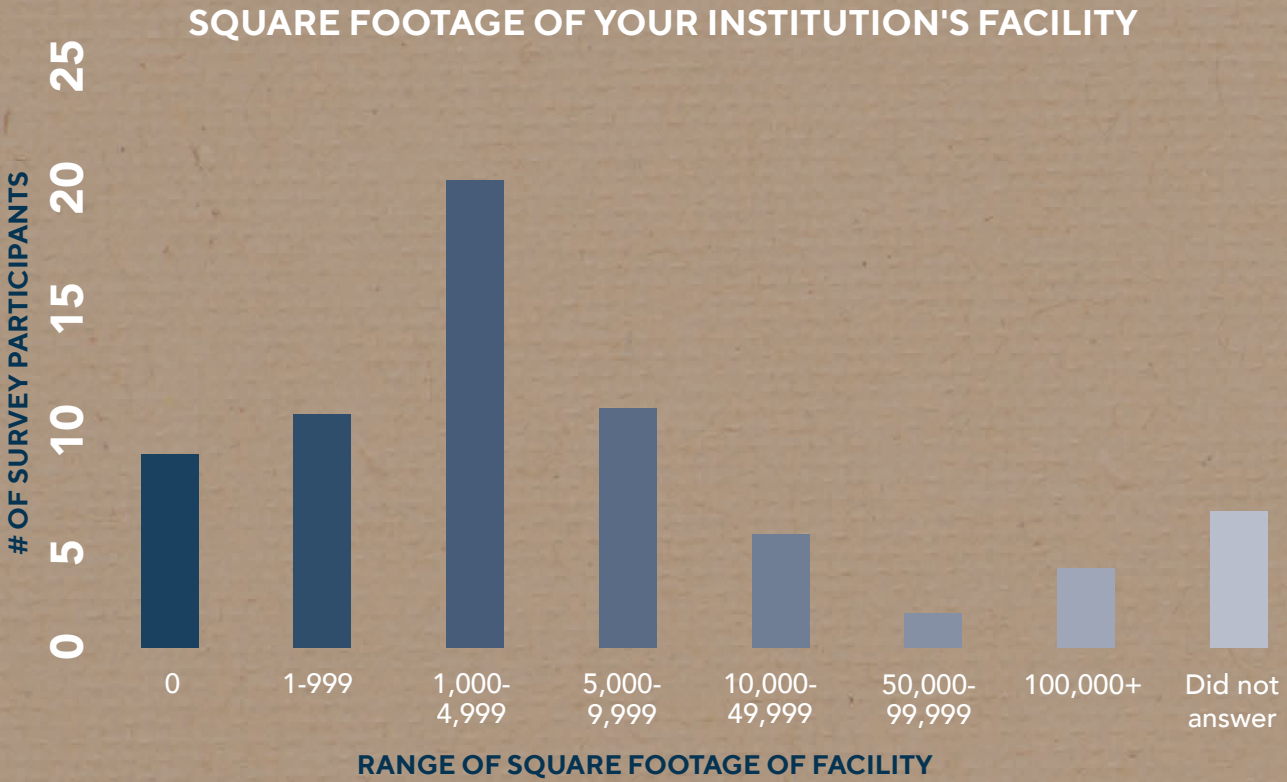


**COLLECTIONS  
+ STORAGE**



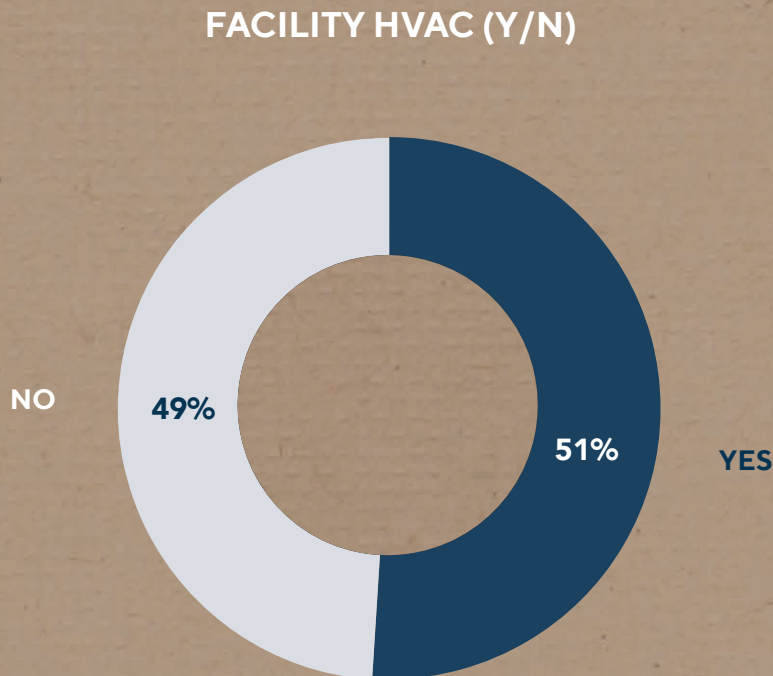
**SURVEY QUESTION 34**

**Square footage of your institution's facility(s):** (Excluding collections space)



**SURVEY QUESTION 35**

**Does your institution have a centralized heating and ventilation system (HVAC) for the overall facility?** (Y/N)

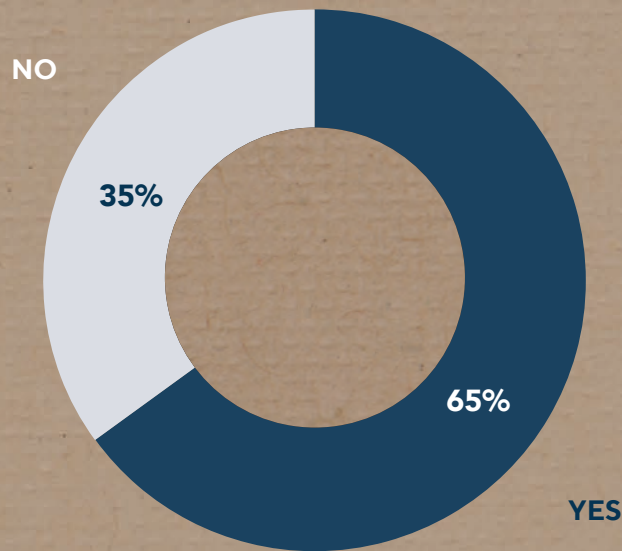




**SURVEY QUESTION 36**

**Does your institution have a dedicated area(s) for collections storage? (Y/N)**

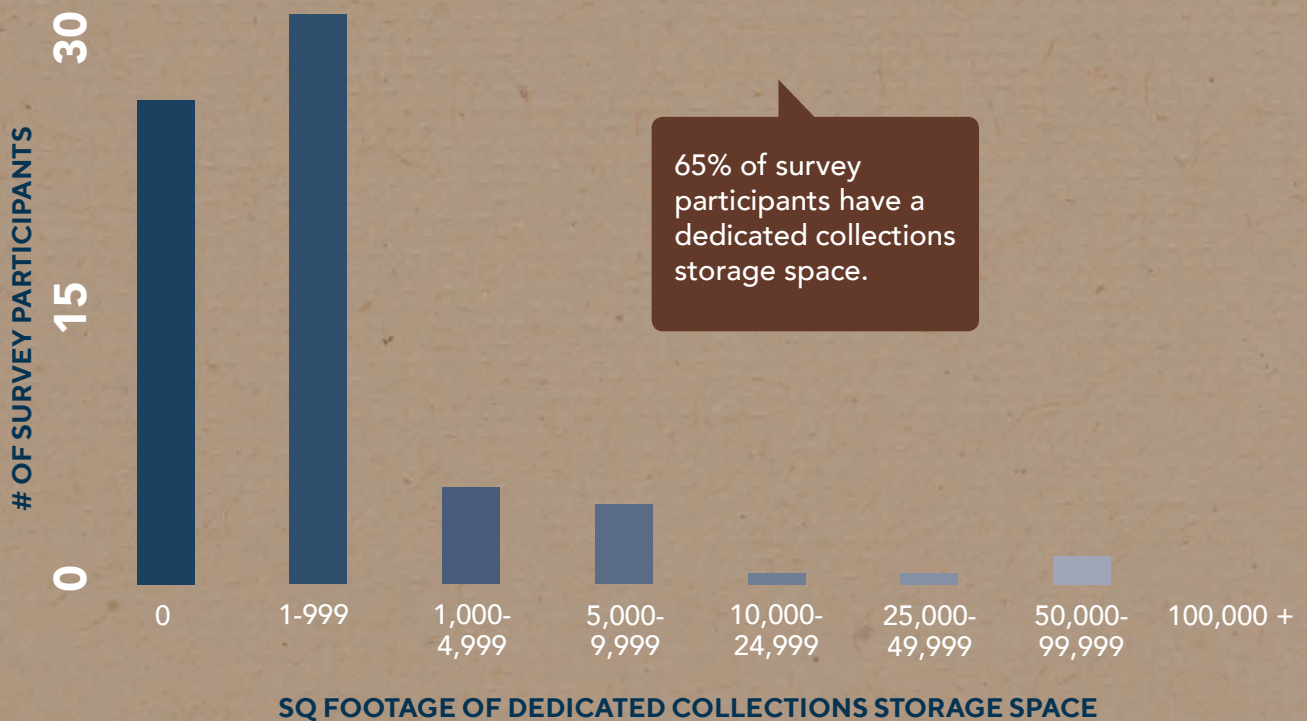
**COLLECTIONS STORAGE (Y/N)**



**SURVEY QUESTION 37**

**Square footage of your institution's dedicated collections storage area(s):**

**SQUARE FOOTAGE OF DEDICATED COLLECTIONS SPACE**



**SURVEY QUESTION 38**

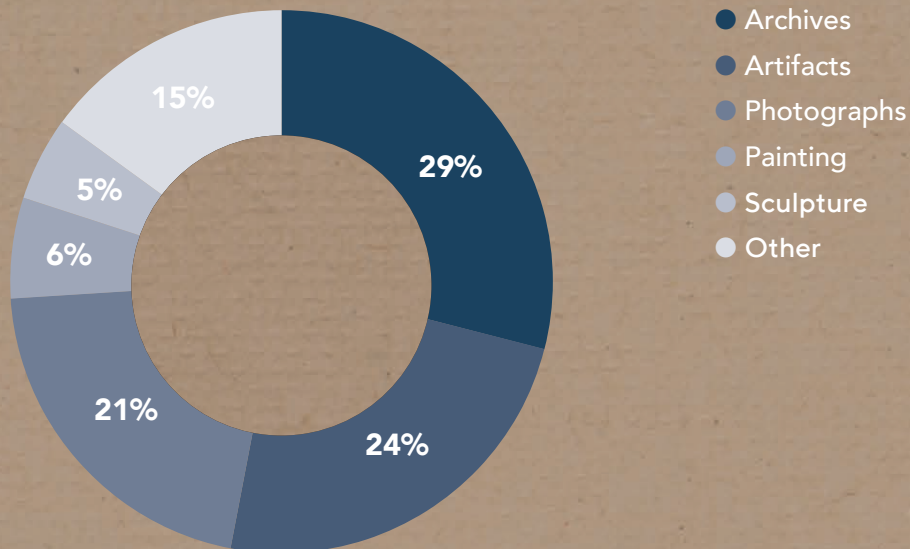
**Does your institution have sufficient temperature and relative humidity controls to safely protect your collection in this dedicated area(s) for collections storage?**

SUFFICIENT TEMP AND RH CONTROLS IN COLLECTIONS SPACE	# OF SURVEY PARTICIPANTS
NO	35
YES	20
NO DEDICATED AREA FOR COLLECTIONS STORAGE	15

**SURVEY QUESTION 40**

**Please indicate the composition of your collection as percentages: (0-100%)**

**COMPOSITION OF COLLECTION (PERCENTAGES)**





**SURVEY QUESTION 42**

**What do you feel are the three greatest challenges currently facing your collection?**

(Participants asked to select top three)





Topa

TS - 1334  
Lampighter  
Music  
BMI

**RELATIONSHIP**

**WITH**

**4CULTURE**

LET'S TAKE A TRIP TO  
(Richard Peters)

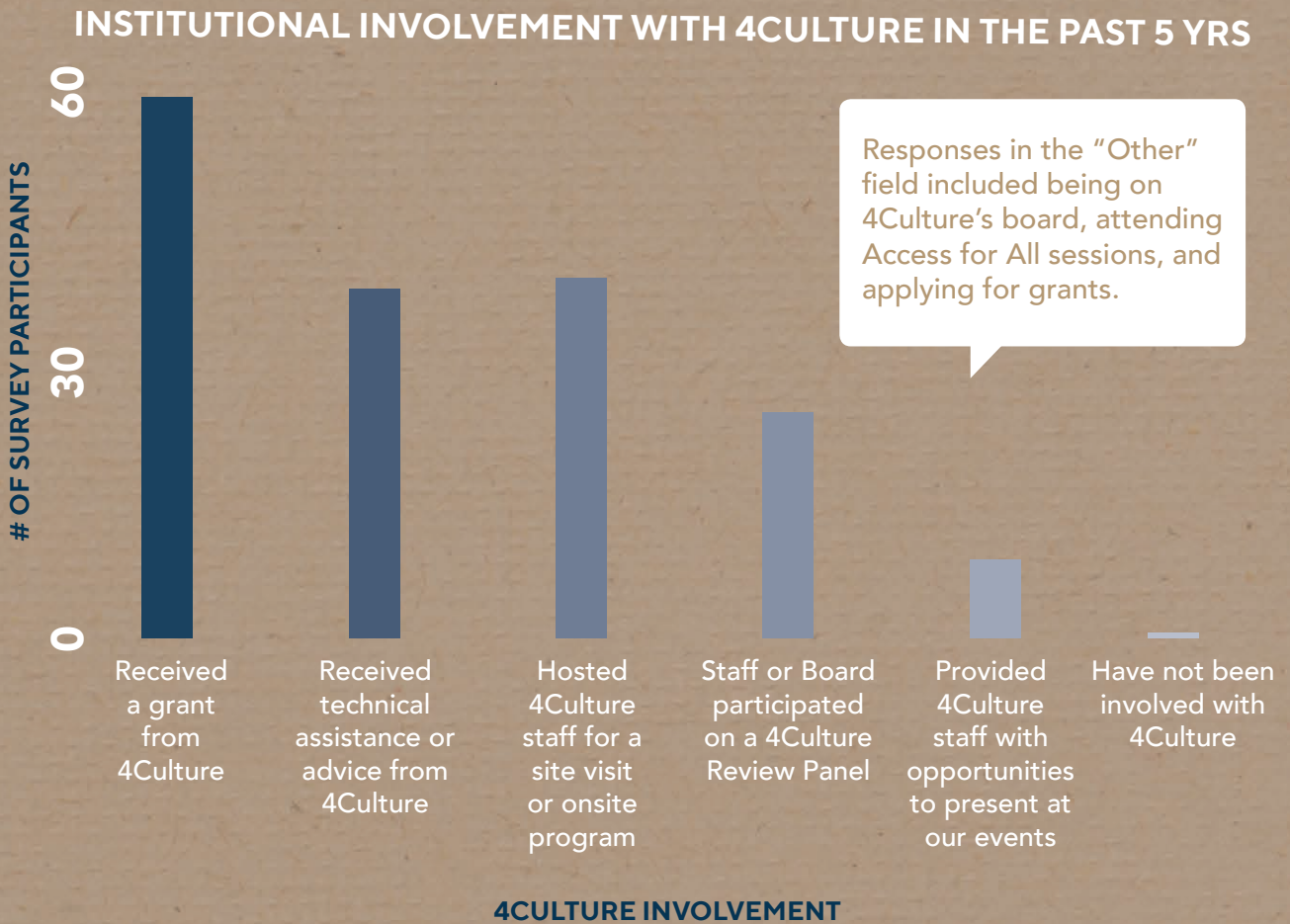
RICHARD PETER



**SURVEY QUESTION 51**

**How has your institution been involved with 4Culture in the past 5 years?**

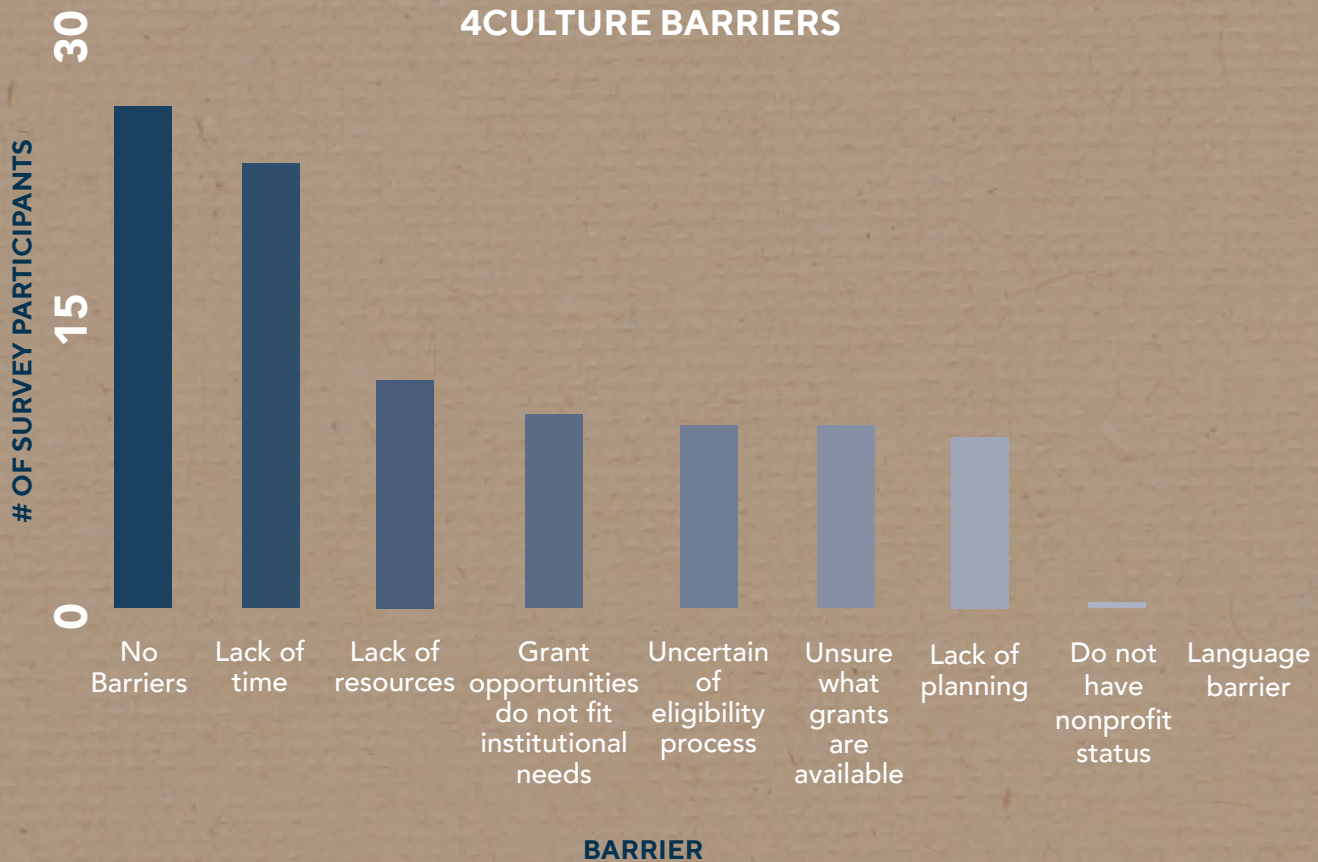
(Participants were asked to select all that apply)



**SURVEY QUESTION 53**

**What prevents your institution from applying for additional grants from 4Culture?**

(Participants asked to select all that apply)



**SURVEY QUESTION 54**

Please rate each of 4Culture's heritage grant programs' importance to your organization.

RATING	COLLECTIONS CARE	HERITAGE PROJECTS	CULTURAL FACILITIES	EQUIPMENT	SUSTAINED SUPPORT	OPEN 4CULTURE
VERY IMPORTANT	39	43	32	20	60	11
IMPORTANT	11	12	6	22	1	11
SOMEWHAT IMPORTANT	7	7	13	14	2	19
NOT IMPORTANT	11	4	9	4	2	17
DID NOT ANSWER	2	5	10	10	6	12

Sustained Support was rated the most important grant with 85% of survey participants rating it "very important."



# **APPENDIX: DATA BY SURVEY QUESTION**

**To preserve the anonymity of survey participants. Data from some survey questions is excluded to preserve the anonymity of survey participants.**

**1. Which one of the following best describes your institution?**

HERITAGE TYPE	# OF SURVEY PARTICIPANTS
HISTORICAL SOCIETY	23
MUSEUM	17
DID NOT RESPOND	14
HISTORIC HOME/SITE	9
DIGITAL PLATFORM AND/OR ONLINE PLATFORM	6
HISTORIC GARDEN	2
ARCHIVE	1

**2. Which of the following best describes the content focus of your institution?**

(Participants asked to select top three)

HERITAGE TYPE	# OF SURVEY PARTICIPANTS
REGIONAL HISTORY	54
CULTURALLY-SPECIFIC	18
ART	14
NATIONAL HISTORY	12
MARITIME HISTORY	10
RAILROAD HISTORY	10
NATURAL HISTORY	10
GENEALOGY	7
INDIGENOUS CULTURES	6
UMBRELLA	4
MUSIC	3
TECHNOLOGY	3
ANTHROPOLOGY	1
AVIATION	1

**3. How long has your institution been in existence (in years)?**

ORGANIZATION AGE (YEARS)	# OF SURVEY PARTICIPANTS
1-9	10
10-19	13
20-29	10
30-39	11
40-49	16
50-100	9
100+	3

**4. Does your institution have a current strategic plan that has been approved by staff and Board? (Y/N)**

CURRENT STRATEGIC PLAN	# OF SURVEY PARTICIPANTS
YES	47
NO	24

**5. When did your institution last go through a strategic planning process that resulted in a new or revised strategic plan?**

LAST STRATEGIC PLAN	# OF SURVEY PARTICIPANTS
NEVER	10
WITHIN THE PAST YEAR	19
WITHIN THE PAST THREE YEARS	23
4+	14
UNKNOWN	4
DID NOT ANSWER	2



**6. 2015 Annual Operating Budget:**

2015 ANNUAL BUDGET RANGE	# OF SURVEY PARTICIPANTS
\$0-\$24,999	19
\$25,000-\$249,999	27
\$250,000-\$999,999	13
\$1,000,000+	10
DID NOT ANSWER	3
DID NOT ANSWER	2

**7. Please indicate your institution's 2015 revenue sources as a percent (0-100%):**

REVENUE SOURCE	AVERAGE PERCENTAGE OF SURVEY PARTICIPANTS
INDIVIDUALS	28%
GOVERNMENT	20%
EARNED	19%
OTHER	11%
INKIND	11%
FOUNDATION	7%
CORPORATE	4%

**8. Other than 4Culture, please name the funding source that is most important to your organization's fiscal stability?**

Data not shared to protect anonymity of survey participants.

**9. Length of time current ED has been in his/her position (in years):**

YEARS	# OF SURVEY PARTICIPANTS
0	21
1-5	23
6-15	20
15+	7

**10. Number of full-time paid staff:**

**11. Number of part-time paid staff:**

# OF STAFF	# OF PART-TIME STAFF	# OF FULL-TIME STAFF	# OF TOTAL STAFF
0	28	43	27
1-3	28	15	20
4-10	9	7	14
11-30	3	3	2
31-100	2	3	5
101+	2	1	4

**12. What are the 3 most important issues facing your institution?**

ISSUE	# OF SURVEY PARTICIPANTS
KEEPING CURRENT WITH CHANGING TECHNOLOGY	1
PROFESSIONAL DEVELOPMENT OPPORTUNITIES FOR STAFF	1
LACK OF ADEQUATE PRESERVATION ENVIRONMENT AND MATERIALS	2
DECREASED/DEPRIORITIZED FUNDING FOR PREK-12 HISTORY CURRICULUM AND FIELD TRIPS	3
IDENTIFYING AND NURTURING PARTNERSHIP AND COLLABORATION WITH OTHER HERITAGE ORGS	4
KEEPING HERITAGE ORGANIZATIONS VIABLE AND RELEVANT	4
CHANGE IN POPULATION DEMOGRAPHICS	4
EQUITY AND INCLUSION	7
COLLECTIONS STORAGE SPACE	13
MARKETING/PR/COMMUNICATIONS NEEDS	14
CHANGE IN LEADERSHIP AND/OR DEVELOPING NEW LEADERSHIP	15
INCREASING COMMUNITY INVOLVEMENT AND PARTNERS	19
BOARD RECRUITMENT, TRAINING, OR EFFECTIVENESS	21
MEMBERSHIP RETENTION AND/OR GROWTH	27
VOLUNTEER RECRUITMENT/RETENTION	27
FINANCIAL STABILITY	40

**13. What are the intended outcomes of your current marketing and/or public relations strategy?**

MARKETING AND/OR PR OUTCOMES	# OF SURVEY PARTICIPANTS
TO PROMOTE PROGRAMS	61
TO INCREASE ATTENDANCE	50
TO DIVERSIFY AUDIENCE	39
TO REACH LOCAL ACADEMIC INSTITUTIONS AND OTHER ORGANIZATIONS THAT ARE ALIGNED WITH OUR MISSION GOALS	21
WE DON'T HAVE A STRATEGY IN PLACE	5
DID NOT ANSWER	1

**14. What marketing and/or public relations tools do you use to promote your organization?**

MARKETING TOOL	# OF SURVEY PARTICIPANTS
SOCIAL MEDIA	57
ELECTRONIC NEWSLETTER	39
PRINT NEWSLETTER	20
PRESS RELEASES	10
CROSS PROMOTION WITH OTHER HERITAGE ORGANIZATIONS	10
PRESS RELEASES	6
NEWSPAPER, RADIO OR TV	5



**15.** Do you formally measure the effectiveness of these marketing and/or public relations tools?

MEASURE MARKETING	# OF SURVEY PARTICIPANTS
YES	20
NO	51

**16.** What is holding back your marketing and/or public relations efforts?

ANSWER	# OF SURVEY PARTICIPANTS
LACK OF STAFF	31
LACK OF MONEY	29
LACK OF KNOWLEDGE	6
LACK OF INSTITUTIONAL PRIORITY	3
DID NOT ANSWER	3

**17.** If you had additional funds to increase your marketing and/or public relations effort, what would be your top priority?

MARKETING/PR PRIORITY	# OF SURVEY PARTICIPANTS
ADD A STAFF PERSON OR VOLUNTEER	49
IMPROVE OR REPLACE OUR WEBSITE	13
PARTNER WITH OTHER HERITAGE ORGANIZATIONS TO INCREASE VISIBILITY	4
"SELECT" (DID NOT ANSWER)	3

**18.** How could 4Culture help you improve your marketing and/or public relations efforts?

ANSWER	# OF SURVEY PARTICIPANTS
NEW GRANT FUNDING SPECIFICALLY FOR IMPROVING YOUR MARKETING AND/OR PUBLIC RELATIONS CAPACITY	38
ALLOW REIMBURSEMENT FOR MARKETING AND/OR PUBLIC RELATIONS EXPENSES IN CURRENT GRANT FUNDING	15
MENTORSHIP WITH A MARKETING AND/OR PUBLIC RELATIONS PROFESSIONAL	9
NEW GRANT FUNDING FOR COLLABORATIVE MARKETING AND/OR PUBLIC RELATIONS PROJECTS BETWEEN INSTITUTIONS	5
LECTURES/WORKSHOPS WITH MARKETING AND/OR PUBLIC RELATIONS (FROM WITHIN AND OUTSIDE THE HERITAGE FIELD)	3
DID NOT ANSWER	2

**19.** Please rate your institution's satisfaction level with its current website:

RATING	# OF SURVEY PARTICIPANTS
VERY SATISFIED	10
SATISFIED	33
UNSATISFIED	20
VERY UNSATISFIED	9

**20.** Does your institution collect data specifically to measure its economic impact on the local community?

MEASURE ECONOMIC IMPACT?	# OF SURVEY PARTICIPANTS
YES	12
NO	57
DON'T NOW	3

**21.** Number of Board Members:

# OF BOARD MEMBERS	# OF SURVEY PARTICIPANTS
0	5
1-3	1
4-10	33
11-30	31
31+	2

**22.** How often does your institution's full Board meet?

MEETING FREQUENCY	# OF SURVEY PARTICIPANTS
MONTHLY	52
QUARTERLY	10
SEMI-ANNUALLY	2
ANNUALLY	1
DID NOT ANSWER	7

**23.** Number of Active Volunteers (not including board members):

# OF ACTIVE VOLUNTEERS	# OF SURVEY PARTICIPANTS
0	1
1-3	6
4-10	14
11-30	22
31+	26

**24a.** How many hours of service do these volunteers (not including Board members) provide annually?

VOLUNTEER HOUR RANGE	# OF SURVEY PARTICIPANTS
0-999	41
1,000-4,999	20
5,000-9,999	4
10,000+	6

**24b.** Volunteer hours are tracked?

VOLUNTEER HOURS TRACKED	# OF SURVEY PARTICIPANTS
YES	53
NO	18



**25.** Number of paid student interns utilized on an annual basis:

# OF PAID INTERNS	# OF SURVEY PARTICIPANTS
0	56
1-3	13
4-10	1
11-30	1
31+	0

**26.** Number of unpaid student interns utilized on an annual basis:

# OF UNPAID INTERNS	# OF SURVEY PARTICIPANTS
0	42
1-3	18
4-10	5
11-30	6
31+	0

**27.** Number of visitors to your institution's physical location(s) in calendar year 2015 (including public programs & educational programs, BUT excluding facility rentals):

NUMBER OF VISITORS ON SITE IN 2015	# OF SURVEY PARTICIPANTS
0-999	35
1,000-4,999	18
5,000-9,999	6
10,000-49,000	5
50,000-99,999	4
100,000+	4

**28.** Number of Participants in your institution's offsite programming in the calendar year 2015 (traveling exhibits, pop-up exhibits, offsite public programs, etc.):

NUMBER OF VISITORS ON SITE IN 2015	# OF SURVEY PARTICIPANTS
0-999	47
1,000-4,999	14
5,000-9,999	3
10,000-49,000	4
50,000-99,999	1
100,000+	3

**29.** Number of days annually your institution is open to the general public:

OPEN DAYS ANNUALLY	# OF SURVEY PARTICIPANTS
0	17
LESS THAN 100 DAY (LESS THAN 2 DAY/WEEK)	10
100-259 (2-4 DAYS/ WEEK)	26
260 (5 DAYS/WEEK)	3
261+ (OVER 5 DAYS/WEEK)	16

**30.** Number of days monthly your institution is open to the general public after 6 pm:

OPEN DAYS ANNUALLY	# OF SURVEY PARTICIPANTS
0	42
1-3 HOURS (APPROX. 1 DAY/MO)	11
4-12 HOURS (APPROX. 2-4 DAYS/MO)	9
13 - 40 HOURS (APPROX. 5-13 DAYS/MO)	3
100+	7

**31.** Standard Admission fees to your institution:  
Free admission offered? (Y/N)  
Suggested donation offered? (Y/N)

STANDARD ADMISSION	# OF SURVEY PARTICIPANTS
\$0	57
\$1-9	6
\$10-19	5
\$20	3

OFFER FREE ADMISSION?	# OF SURVEY PARTICIPANTS
YES	59
NO	12
\$20	3

OFFER SUGGESTED ADMISSION?	# OF SURVEY PARTICIPANTS
YES	32
NO	39
\$20	3

**32.** Please select all audience research and evaluation methods your institution utilizes:

EVALUATION TOOL	# OF SURVEY PARTICIPANTS
VISITOR SIGN-IN LOG	44
COMMENT CARDS	27
PUBLIC PROGRAM EVALUATION	20
ADMISSION DESK VISITOR SURVEYS	16
PREK-12 EDUCATION PROGRAM/SERVICE EVALUATION	12
NONE OF THE ABOVE	8
QUALITATIVE INTERVIEWS	6
EXHIBIT EVALUATION	6
FOCUS GROUPS	6
TIMING AND TRACKING	4
MARKET RESEARCH/AUDIENCE SEGMENTATION	2

**33.** Please indicate whether your audience research/evaluation techniques provide any of the following information regarding your visitors/users:

DEMOGRAPHICS COLLECTED	# OF SURVEY PARTICIPANTS
NONE OF THE ABOVE	38
GENDER	11
PSYCHOGRAPHICS	8
RACE	7
EDUCATIONAL LEVEL	7
ETHNICITY	6
INCOME	5
NATIONALITY	4
MARITAL STATUS	2
EMPLOYMENT STATUS	0



**34.** Square footage of your institution's facility(s) (excluding collections space):

SQUARE FOOTAGE	# OF SURVEY PARTICIPANTS
10	9
1-999	11
1,000-4,999	21
5,000-9,999	12
10,000-49,999	6
50,000-99,999	2
100,000+	4
DID NOT ANSWER	7

**35.** Does your institution have a centralized heating and ventilation system (HVAC) for the overall facility? (Y/N)

CENTRALIZED HVAC?	# OF SURVEY PARTICIPANTS
YES	37
NO	34

**36.** Does your institution have a dedicated area(s) for collections storage? (Y/N)

DEDICATED COLLECTIONS SPACE?	# OF SURVEY PARTICIPANTS
YES	47
NO	24

**37.** Square footage of your institution's dedicated collections storage area(s):

SQ FOOTAGE OF DEDICATION COLLECTIONS STORAGE SPACE	# OF SURVEY PARTICIPANTS
NONE	25
1-999	32
1,000-4,999	7
5,000-9,999	4
10,000-24,999	1
25,000-49,999	1
50,000-99,999	2
100,000 +	0

**38.** Does your institution have sufficient temperature and relative humidity controls to safely protect your collection in this dedicated space?

SUFFICIENT TEMP AND RH CONTROLS IN COLLECTIONS SPACE	# OF SURVEY PARTICIPANTS
NO	35
YES	20
NO DEDICATED AREA FOR COLLECTIONS STORAGE	15

**39.** Does your institution have sufficient temperature and relative humidity controls to safely protect your collection in EXHIBIT SPACES?

SUFFICIENT TEMP AND RH CONTROLS IN COLLECTIONS SPACE	# OF SURVEY PARTICIPANTS
NO	35
YES	17
NO DEDICATED AREA FOR COLLECTIONS STORAGE	18

**40.** Please indicate the composition of your collection as percentages (0-100%):

COLLECTIONS TYPE	MEAN PERCENTAGE
ARCHIVES	29%
ARTIFACTS	24%
PHOTOGRAPHS	21%
PAINTING	6%
SCULPTURE	5%
OTHER	15%

**42.** What do you feel are the three greatest challenges currently facing your collection:

CHALLENGE	# OF SURVEY PARTICIPANTS
LACK OF STAFF/ VOLUNTEERS WITH COLLECTIONS CARE EXPERIENCE AND EXPERTISE	30
LACK OF CAPACITY TO PROCESS, STORE, IDENTIFY, AND INVENTORY COLLECTIONS	25
RUNNING OUT OF ROOM TO STORE CURRENT COLLECTIONS	21
DIGITIZATION OF COLLECTION	20
ENVIRONMENTAL CONTROLS	18
PROVIDE PUBLIC ACCESS TO THE COLLECTION	17
UTILIZING THE COLLECTION FOR EXHIBITS AND PROGRAMS	13
DID NOT ANSWER	12
LACK OF A DEDICATED COLLECTIONS STORAGE SPACE	8
LACK OF SUPPLIES (I.E., ARCHIVAL BOXES, TISSUE PAPER, STORAGE CABINETS, SHELVING, GLOVES)	7
THEFT AND VANDALISM	1
PESTS	0

**43.** Over the past three years, what kinds of partners have helped you develop your most successful programming:

PARTNERS	# OF SURVEY PARTICIPANTS
LOCAL GOVERNMENT (CITY OR COUNTY)	40
CULTURAL-SPECIFIC GROUP/ASSOCIATION	29
OTHER CULTURAL ORGANIZATIONS	21
OTHER MUSEUMS	14
BUSINESS/CORPORATION	12
STATE OF FEDERAL GOVERNMENT AGENCY	12
SCHOOL/SCHOOL DISTRICT	12
PRIVATE FOUNDATIONS	8
UNIVERSITY/COLLEGE	8
LIBRARY	6
DID NOT ANSWER	5
TRIBES	5
THEATRE/PERFORMING ARTS GROUP	5
NEWSPAPER	3
CHAMBER OF COMMERCE	2
PUBLISHER	0
TELEVISION/RADIO STATION	0
TRAVEL/TOURISM GROUP	0



**44.** In which ways does your institution collaborate with other heritage organizations in an effort to reduce costs and improve quality of services:

COLLABORATION	# OF SURVEY PARTICIPANTS
CROSS PROMOTION THROUGH SHARING WEBSITE LINKS	33
EXECUTING JOINT PROGRAMMING	32
JOINT PLANNING AND MARKETING EFFORTS	18
LENDING OR BORROWING COLLECTIONS	15
LENDING OR BORROWING TRAVELING EXHIBITS	8
DIGITAL ACCESS TO SHARED COLLECTIONS CATALOG	8
PHOTO SCANNING PROJECTS	6
JOINT PURCHASING OF EQUIPMENT OR COLLECTIONS ACQUISITIONS	1

**45.** Please indicate the PreK-12 educational programs your institution offers:

PREK-12 EDUCATIONAL PROGRAMMING	# OF SURVEY PARTICIPANTS
ON-SITE GALLERY/ EXHIBIT TOURS	34
OFFSITE EDUCATION PROGRAMMING AT OTHER COMMUNITY VENUES	24
ONSITE HANDS-ON ACTIVITIES (ART, CRAFT, HISTORICAL DISCOVERY)	23
OFFSITE EDUCATIONAL PROGRAMMING IN SCHOOL CLASSROOMS	19
TRAVELING TRUNKS/KITS	18
TOUR/VISIT DISCOUNTS OR SCHOLARSHIPS FOR UNDERSERVED SCHOOLS	15
CURRICULUM PACKETS (PRINT)	13
CURRICULUM PACKETS (ONLINE)	11
STEAM-RELATED EDUCATIONAL PROGRAMMING	11
TEEN ADVISORY COUNCIL/BOARD	7

**46.** Please indicate how many PreK-12 students your institution serves annually, offsite and onsite:

# OF PREK-12 STUDENTS SERVED ANNUALLY	BUDGET CATEGORY
1,302	\$0-\$24,999
7,610	\$25,000-249,999
61,765	\$250,000-\$999,999
308,929	\$1,000,000+

**47. Number of exhibits opened in calendar year 2015:**

The participating organizations presented a total of 148 exhibits in calendar year 2015.

**48. Number of Public Program staged in calendar year 2015:**

The participating organizations presented a total of 1,066 public programs in calendar year 2015.

**49. Please indicate which types of public programs your institution offered in calendar year 2015:**

<b>TYPE OF PUBLIC PROGRAM</b>	<b># OF SURVEY PARTICIPANTS</b>
LECTURES	48
MUSICAL PERFORMANCES	20
FACILITATED COMMUNITY DIALOGUES	20
EXHIBIT OPENING PARTIES	19
AUTHOR READINGS	18
ADULT EDUCATION CLASSES	17
FILM VIEWINGS	17
GALLERY TALKS	17
ARTIST DEMONSTRATIONS	15
THEATRICAL PERFORMANCES	12
DANCE PERFORMANCES	9
SOCIAL JUSTICE EVENTS AND GATHERINGS	8
SYMPOSIA	6
CULINARY WORKSHOPS OR EVENTS	4
OBJECT/ARTIFACT/ APPRAISAL EVENTS	4
BOOK FAIRS	3
PECHA KUCHA EVENTS	2

**50. What are the 3 most pressing challenges your institution faces in developing its exhibits and its other programmatic offerings:**

<b>TYPE OF PUBLIC PROGRAM</b>	<b># OF SURVEY PARTICIPANTS</b>
LACK OF FUNDING	46
MARKETING / PR (GENERAL VISIBILITY)	33
SPACE LIMITS	25
LACK OF PROFESSIONAL STAFF WITH EXPERTISE AND EXPERIENCE	23
FACILITIES ISSUES	19
LACK OF LACK OF AUDIENCE/VISITORS	15
INABILITY TO IDENTIFY/ MEASURE CURRENT AUDIENCE	8
BOARD ISSUES	4
ACCESS TO APPROPRIATE/ NECESSARY COLLECTIONS	3

**51. How has your institution been involved with 4Culture in the past 5 years:**

<b>4CULTURE RELATION</b>	<b># OF SURVEY PARTICIPANTS</b>
RECEIVED A GRANT FROM 4CULTURE	59
RECEIVED TECHNICAL ASSISTANCE OR ADVICE FROM 4CULTURE	38
HOSTED 4CULTURE STAFF FOR A SITE VISIT OR ONSITE PROGRAM	37
STAFF OR BOARD PARTICIPATED ON A 4CULTURE REVIEW PANEL	25
PROVIDED 4CULTURE STAFF WITH OPPORTUNITIES TO PRESENT AT OUR EVENTS	10
HAVE NOT BEEN INVOLVED WITH 4CULTURE	1



**53.** What prevents your institution from applying for additional grants from 4Culture:

<b>4CULTURE BARRIER</b>	<b># OF SURVEY PARTICIPANTS</b>
NO BARRIERS	26
LACK OF TIME	23
LACK OF RESOURCES	12
GRANT OPPORTUNITIES DO NOT FIT INSTITUTIONAL NEEDS	10
UNCERTAIN OF PROCESS OF ELIGIBILITY	9
UNSURE WHAT GRANTS ARE AVAILABLE	9
LACK OF PLANNING	8
DO NOT HAVE NONPROFIT STATUS	1
LANGUAGE BARRIER	0

**54.** Please rate each of 4Culture's heritage grant programs' importance to your organization:

<b>RATING</b>	<b>COLLECTIONS CARE</b>	<b>HERITAGE PROJECTS</b>	<b>CULTURAL FACILITIES</b>	<b>EQUIPMENT</b>	<b>SUSTAINED SUPPORT</b>	<b>OPEN 4CULTURE</b>
VERY IMPORTANT	39	43	32	20	60	11
IMPORTANT	11	12	6	22	1	11
SOMEWHAT IMPORTANT	7	7	13	14	2	19
NOT IMPORTANT	11	4	9	4	2	17
DID NOT ANSWER	2	5	10	10	6	12

**55.** What are the 3 most important field-wide issues you think 4Culture should be working to address:

**56.** What are the 3 most important programs 4Culture could develop to tackle the issues you identified in the previous question?

<b>FIELD-WIDE ISSUES</b>	<b># OF SURVEY PARTICIPANTS</b>
KEEPING HERITAGE ORGANIZATIONS VIABLE AND RELEVANT	<b>26</b>
NEED FOR INCREASED COLLABORATION AND PARTNERSHIP AMONG HERITAGE ORGANIZATIONS	<b>21</b>
VISIBILITY OF HERITAGE FIELD AS A WHOLE	<b>20</b>
EQUITY AND INCLUSION OF UNDERREPRESENTED COMMUNITIES	<b>19</b>
ADVOCACY AT LOCAL, STATE, REGIONAL, AND NATIONAL LEVELS	<b>18</b>
VISIBILITY OF INDIVIDUAL HERITAGE ORGANIZATIONS	<b>14</b>
INCREASING COMMUNITY INVOLVEMENT	<b>13</b>
DEVELOPING NEW LEADERSHIP AND EFFECTIVE MANAGEMENT	<b>12</b>
KEEPING CURRENT WITH CHANGING TECHNOLOGY	<b>12</b>
DEFINING THE ECONOMIC IMPACT OF HERITAGE FOR KING COUNTY	<b>11</b>
LACK OF ADEQUATE PRESERVATION ENVIRONMENT AND MATERIALS	<b>10</b>
ESTABLISHING OR EXPANDING LOCAL HERITAGE TOURISM EFFORTS	<b>9</b>
DECREASED/DEPRIORITIZED FUNDING FOR PREK-12 EDUCATIONAL PROGRAMS AND SERVICES	<b>8</b>

<b>POTENTIAL 4CULTURE PROGRAMS</b>	<b># OF SURVEY PARTICIPANTS</b>
SPECIAL FUNDING PROGRAMS AROUND TOPICS	<b>35</b>
JOINT COUNTY-WIDE HERITAGE MARKETING AND PUBLIC RELATIONS CAMPAIGN	<b>28</b>
COUNTY-WIDE HERITAGE ECONOMIC IMPACT STUDY	<b>14</b>
DIALOGUE CONVENINGS AROUND PARTICULAR TOPICS (I.E. LEADERSHIP, EQUITY, MARKETING)	<b>14</b>
CONTINUATION OF StEPs PROGRAM	<b>12</b>
HANDS-ON TECHNICAL WORKSHOP	<b>11</b>
FORMAL MENTORSHIP PROGRAM BETWEEN INSTITUTIONS	<b>10</b>
SERIES OF PROFESSIONAL DEVELOPMENT WEBINARS	<b>8</b>
INTENSIVE TUTORIALS WITH UW PROFESSOR OR VISITING EXPERTS	<b>8</b>
JOINT PURCHASING PROGRAM	<b>6</b>
PRINT AND/OR ONLINE TECHNICAL GUIDES	<b>6</b>
IDENTIFY AND DEVELOP SHARED COLLECTION SPACES	<b>6</b>
LECTURE SERIES WITH ANNUAL THEME	<b>5</b>
CREATION OF ADDITIONAL REGIONAL HERITAGE ORGANIZATIONS	<b>5</b>
FORMAL MENTORSHIP PROGRAM BETWEEN INDIVIDUALS	<b>3</b>
RECOGNITION OF ACHIEVEMENT IN THE FIELD	<b>3</b>



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