
Indiana Heritage and Culture Council

Report on Statewide Cultural Collaboration

Prepared by the
Collaborative Plan Committee

**Submitted to
Governor Frank O'Bannon
December 31, 2002**

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EXECUTIVE SUMMARY of Report on Statewide Cultural Collaboration

Introduction: Does Culture Matter?	5
Mission	5
Methodology	5
Summary of Findings	6
What Is Culture?	7
The Reach of Culture	7
The State of Indiana: Background and Current Conditions	7
Summary of Recommendations	8
Implementation of This Report	9

Report on Statewide Cultural Collaboration

Introduction: Does Culture Matter?	11
Mission	11
Methodology	11
Summary of Findings	12
What Is Culture?	14
The Reach of Culture	16
National Inventory of State Cultural Collaboration Efforts (with Charts)	16
National Lessons Learned and Best Practices..	20
The State of Indiana: Background and Current Conditions	22
Recommendations of the Council	26
Implementation of This Report	28

Appendices

Appendix A. The National Taxonomy of Exempt Entities: A Partial Listing	29
Appendix B. Sample Communications Plan	31
Appendix C. National Inventory of Statewide Cultural Collaboration Activities	32
Appendix D. National Inventory Tabular Results	42
Appendix E. Overview of Indiana’s Heritage and Culture History	44
Appendix F. Technology Committee Interim Report	47
Appendix G. Results of Survey of Indiana Cultural Organizations (State Agencies and Not-for-profits)	49
State agency responses	
Department of Commerce	
Indiana Main Street	51

Indiana Rural Development Council	56
Tourism and Film Development Division	60
Department of Natural Resources	
Division of Forestry	64
Division of Historic Preservation and Archaeology	68
Division of Nature Preserves	74
Division of State Parks and Reservoirs	79
Indiana State Museum and Historic Sites	91
Indiana Arts Commission	96
Indiana Historical Bureau	101
Indiana State Fair Commission	108
Indiana State Library	112
Indiana War Memorials Commission	120
Not-for-profit organization responses	
African-American Landmark Committee (see Historic Landmarks Foundation of Indiana)	
Association of Indiana Museums	125
Ball State Graduate Program in Historic Preservation	128
Calumet Regional Archives, IUNW Library	132
Earlham College: Friends Collection and Archives	135
Fiesta Indianapolis, Inc.	138
Historic Landmarks Foundation of Indiana	142
Indiana Donors Alliance	145
Indiana Historical Society	148
Indiana Humanities Council	152
Indiana University Museum of Art	156
Northern Indiana Historical Society	159
Organization of American Historians	162
A Sampling of Local Groups Included in Tier III	166

Indiana Heritage and Culture Council Report on Statewide Cultural Collaboration

EXECUTIVE SUMMARY

Introduction Does Culture Matter?

Today culture is an urgent matter to the citizens of Indiana.

In the global economy, culture and heritage are critical resources for lifelong learning and key sources of innovation. Culture and heritage are no longer simply amenities. As leading economists note, the sophistication of a local community is a primary “microeconomic driver” and source of competitive advantage.

States and communities that are open to cultural diversity, emerging creative activity, including grassroots, ethnic, and cutting edge innovative work,

create the conditions for ingenuity and growth. Now more than ever, culture matters for Indiana.

The urgency of this need prompts a review of ways to strengthen Indiana’s public and private cultural resources and infrastructure, to promote collaboration, and to define a comprehensive strategic cultural vision for Indiana. In response to the request of the Governor, the Indiana Heritage and Culture Council is pleased to provide this national survey of state cultural collaborations and to present recommendations for Indiana.

Mission

The mission of the Collaborative Plan Committee of the Indiana Heritage and Culture Council is to create a comprehensive statewide collaborative plan for culture and heritage that optimizes state, local, and private resources in order to advance the state’s culture and heritage, as required by Executive Order

01-12. This report has been compiled by the Collaborative Plan Committee, adopted by the Council, and will be presented for Governor Frank O’Bannon’s review no later than December 31, 2002.

Methodology

To carry out the above charge, the Committee has met monthly in open session, has posted drafts of this report on the Council Web site <www.IN.gov/heritage>, and has conducted a public forum meeting on the draft plan at the Indiana War Memorial in October 2002.

As a foundation for its report, the Committee, through the use of a consultant engaged by the Indiana Humanities Council, conducted research on national trends and models to identify best practices in collaborative planning and service delivery among cultural and heritage agencies serving a statewide constituency. To that end, a national inventory of statewide cultural

collaboration was developed, primarily through surveying state humanities councils and other statewide commissions and networks.

After completing the national inventory of state cultural collaborative activities, the Committee conducted research interviews via telephone with state humanities council directors in states that appeared to have exemplary cultural collaboration. The purpose of this research was to generate information on lessons learned and best practices around the country. Other national networks were also surveyed, but more data was collected from humanities councils in this study.

Five states — Connecticut, Iowa, Maine, Massachusetts, and Oregon — were identified for in-depth interviews. These states were among those whose cultural collaborative efforts were strongest and/or took place in the greatest number of key areas. The Committee chose states with *recently enacted*, comprehensive collaborative plans; a unified state cultural department; some kind of endowed trust for cultural grant-making; and/or substantial coordination with or of cultural nonprofits in the state. Each of these five states provided valuable information about its overall collaborative structure and about the individual elements employed.

From this research, the Committee identified four key methods of state collaboration, namely:

- a comprehensive state cultural plan and/or strategy;
- an overarching cultural agency or state government department that brings together diverse state agencies to strengthen state cultural and heritage activities;
- a state cultural “trust” as an enlarged cultural funding mechanism; and

- a state “Culture and Heritage Network” which provides a means for association and collaboration among the private, nonprofit culture and heritage agencies in a state.

The committee identified three types of organizational collaboration:

- collaboration/consolidation of culture and heritage agencies in state government;
- collaboration among nonprofit culture and heritage organizations; and
- collaboration between state culture and heritage agencies and counterpart nonprofit organizations.

While not part of this Committee’s survey, the Committee recognized that nearly 2,000 culture and heritage nonprofit organizations and 11 culture and heritage agencies of state government exist in Indiana. The Committee recognized that additional research and planning would need to be accomplished to identify the needs of this large public and private sector in order to develop appropriate collaborative planning processes.

Summary of Findings

The Committee identified in its national inventory twelve categories of state governmental cultural and heritage agencies. These categories include archives, arts, film, history, historic preservation, libraries, monuments, museums, tourism, and public broadcasting. A few states reported other categories, such as archaeology, folklore, and cultural exchange commissions for overseas trade. Private, nonprofit culture and heritage organizations encompass over fifteen categories.

Given the sweep and scope of the Committee’s charge, and recognizing the limited time and resources available to execute it, the Committee elected to focus on a survey of statewide collaborative planning across the country and other activities included in this report. It must be noted that this report remains an outline for what should be a more extensive, facilitated strategic planning process that would engage organizations and citizens. Those states that have done an exemplary job of develop-

ing a state cultural/heritage plan with strong collaboration and integration have invested resources and significant time in the process of developing vision and building consensus.

The Committee’s findings can be divided roughly into six categories, specifically:

- Definitional issues and features
- Rationales for comprehensive collaboration
- Key components of other states’ successful plans
- Lessons learned by other states about the planning process
- Unique collaborative features from other states
- The status of Indiana’s cultural affairs

These six categories are addressed in detail in the full report and its appendices.

Definitional issues arose as the Committee asked itself questions of mission and purpose. Working from the broadest possible term, “culture and heritage,” the Committee began to define its purpose

variously as anything “which uplifts the human spirit” to everything done under the auspices of nearly 2,000 Indiana cultural and heritage institutions. Even so, the Committee knowingly omitted some items and activities, such as the work of churches, schools, informal associations, broadcasting, and for-profit activities. Nonetheless, the Committee can and does begin to define who might

collaborate and what collaboration might mean.

Rationales for collaboration fall into roughly three groups, based on the national research: issues of vision, coordination, communication, and prominence; economic issues; and culture and heritage development issues.

What Is Culture?

Although the executive order that created the Indiana Heritage and Culture Council did not provide a definition of “culture,” any development of a collaborative plan for cultural agencies and resources is difficult without some type of working definition. Consequently, the Committee has attempted to spell

out what “culture” encompasses for the purposes of this report. The Committee especially wants to note that for purposes of this report, heritage is fully included in considerations of culture. Culture is used hereafter to encompass heritage organizations and activities.

The Reach of Culture

By its nature, culture has a broad and significant impact on many different human systems. Culture has a major impact on health, as more and more scientific studies show. Studies also show that culture has a critical impact on educational achievement, on community development, and increasingly,

culture has a significant impact on economic development. As competition for talent and expertise increases, cultural assets are more and more important in attracting economic investment and providing the sophisticated local consumers who drive innovation and economic growth.

The State of Indiana: Background and Current Conditions

Indiana is well positioned to create a strong plan for cultural collaboration, according to a significant number of the leaders in other states who were interviewed or provided information as part of the national inventory. Indiana is renowned both for its outstanding philanthropic foundations and for its abundance of operating nonprofit organizations, many of them cultural organizations. These organizations represent both widespread constituent support for cultural activity and a foundation on which strategic collaboration can be built. Indiana, however, has no formal single association of cultural nonprofit organizations; it has instead separate statewide associations, including ones for theatre, museums, festivals, archives, history, folklore,

libraries, many ethnic groups, and educators of various disciplines. This situation indicates further need for collaboration and planning to optimize understanding and resources.

No comprehensive organizing structure has yet been developed, however, to draw the public and private constituencies together into a cohesive network. Often each tries to hold its weight independently of the others, with substantial duplication of effort, overlapping areas of responsibility, and little hope for coordinated funding. A state strategic plan for culture would help identify areas of needs and ways to address those needs, often through collaborative methods, and provide for the evaluative tools for performance assessment.

Summary of Recommendations

- The Council recommends commissioning a formal, facilitated cultural planning process, including funding for a professional independent facilitator to work with organizations and citizens around Indiana to develop a comprehensive vision, strategic plan, and broad support for culture and heritage collaboration in the state as the next step to this report. This process has begun with the Indiana Heritage and Culture Council and should be broadened to include a wide spectrum of constituencies from across the state.
- The Council recommends conducting regional forums, using appropriate statewide models, as a way to facilitate broad-based planning and consensus-building in the formal planning process. Forums may be topical — for example, heritage, arts, humanities, tourism — but should be dedicated to reaching a broad geographical constituency and engaging representatives from all ninety-two counties. A mechanism for an ongoing program of forums beyond the collaborative planning stage should also be determined.
- The Council recommends continued exploration of several collaboration models and their relevance to Indiana's conditions based on other states' best practices, including the following:
 - Consolidation of the state's various cultural and heritage agencies and departments into a Culture and Heritage Department, with its agency head reporting directly to the Governor.
 - Establishment and provision of a funding mechanism for a cultural trust fund for the support and development of cultural activities and organizations in the state, including identifying existing funds and foundations that could serve as models or vehicles with expanded purposes.
 - Development of a statewide cultural network that includes the nearly 2,000 nonprofit cultural organizations in Indiana. Possible frameworks for such a network could be facilitated by the Indiana Humanities Council through its new on-line encyclopedia, Indiana Online, and through the statewide database, IndianaArts.org, managed by the twelve Regional Arts Partners.
- In addition, the Council recommends continued exploration of the following:
 - Work with an independent consultant to produce an economic impact study of Indiana's heritage and culture organizations.
 - Identify, acknowledge, reinforce, and support existing in-state local and regional cultural collaborative associations by sharing best practices, expertise, communications, and cooperative opportunities.
- To facilitate implementation and oversight, the Council further recommends:
 - Creating an ongoing cultural and heritage consortium comprised of the executive leaders of statewide public and private agencies and cultural organizations convened on a regular cycle by the Indiana Humanities Council to pursue substantive conversation and planning for collaborative activities and methods to advance Indiana's cultural assets, including government mandates, as well as other avenues for collaboration and strategic advancement.
 - Broadening the scope of the Collaborative Plan Committee of the Council after December 31, 2002, to continue to meet on a cycle determined by the Committee in order to implement the planning recommendations submitted to the Governor in this report, reporting to the Council and recommending benchmarks, timelines and other necessary actions for accomplishing the planning recommendations.
 - Requesting creation at an appropriate time a bipartisan Legislative Study Committee on heritage and culture to review the planning that is accomplished in order to help implement recommendations, assure continuity in cultural collaboration and strategy for the state, and serve as a legislative liaison with the previously recommended public and private cultural and heritage Consortium and the Council.

Action Steps — Organizational

- Vest the Indiana Heritage and Culture Council with oversight authority for the planning process and community and consensus-building, to include authority to meet through and beyond December 2003.
- Grant the Collaborative Plan Committee of the Council authority to continue to meet to implement the planning recommendations.
- Designate one or more appropriate level state agency staff person(s) to facilitate and support the planning process.
- Initiate the selection process for an independent consultant/facilitator, with oversight authority granted to the Indiana Heritage and Culture Council
- Approve and secure public and private funding for an estimated planning budget to include:

Consultant	\$135,000
12 regional/topical forums (12 x \$2,500)	\$30,000
Part-time facilitator/program manager at Indiana Humanities Council	\$20,000
Administrative costs	\$15,000
Economic impact study of heritage/culture ...	\$75,000
Total:	\$275,000

Action Steps — Public input

- Schedule regional planning forums with specific, targeted agendas and outcomes, and which may be topical—for example, heritage, arts, humanities, tourism—dedicated to reaching a broad geographical constituency and engaging representatives from all ninety-two counties.
- Initiate a mechanism for an ongoing program of forums beyond the collaborative planning stage.

Action Steps — Planning process

- Initiate a study to assess the practicality, desirability, cost effectiveness, and potential structure(s) of combined state cultural and heritage agencies.
- Initiate a study to assess the practicality, desirability, cost effectiveness, and potential structure(s) of a funded cultural trust.
- Initiate a study to expand existing or to begin establishing a new statewide network of non-profit cultural organizations and assist in identifying funding mechanisms.
- Investigate the process and appropriate timing for creation of a bipartisan legislative study committee.
- Obtain funds to undertake an economic impact study on the heritage and culture programs and services in Indiana.

Deliverables

Through these actions, produce and deliver a comprehensive strategic cultural plan for Indiana, which includes the following:

- Specific, detailed milestones and measurements to strengthen Indiana’s cultural sector;
- Broad support by citizens and public and private cultural leaders and organizations for the plan;
- Complete due diligence, reality-testing, and validation of plans.

These will be accomplished in order to optimize use of public and private cultural assets to provide all Indiana citizens with rich, stimulating cultural resources to support continuous, lifelong learning and innovation.

Note: Data collected for this report is based on a survey of state agencies and state humanities councils nationwide, as well as selected national reports and publications that were known to members of the

Committee. The Committee and Council recognize that this report does not represent a complete, scientific research report of all state cultural collaborations or plans.

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Introduction Does Culture Matter?

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Definitional issues arose as the Committee asked itself questions of mission and purpose. Working from the broadest possible term, “culture and heritage,” the Committee began to define its purpose variously as anything “which uplifts the human spirit” to everything done under the auspices of

nearly 2,000 Indiana cultural and heritage institutions. Even so, The Committee knowingly omitted some items and activities, such as the work of churches, schools, informal associations, broadcasting, and for-profit activities. Nonetheless, the Committee can and does begin to define who might collaborate and what collaboration might mean.

Rationales for collaboration fall into roughly three groups, based on the national research:

- Issues of Vision, Coordination, Communication, and Prominence
 - developing larger, more strategic inter-agency projects
 - coordinating agency needs and activities
 - enhancing communication and cooperation for better performance, and
 - advocating jointly for greater resources and visibility for cultural initiatives.
- Economic Issues
 - increasing efficiencies
 - obtaining more resources
 - leveraging public and private funds, and
 - using and preserving resources more efficiently.
- Culture and Heritage Development Issues
 - expanding access to educational resources
 - supporting cultural tourism
 - contributing to community and state economic development, and
 - building social capital.

Key components of successful plans include:

- Assuring a more equitable distribution of cultural resources throughout the state
- Appointing a broad spectrum of representatives to a governing board
- Defining culture and heritage to include a strong emphasis on “place”
- Maintaining or providing community-level granting
- Allocating funds for operating and capital needs
- Distributing supplemental funding to partner state agencies

- Establishing performance evaluation, and
- Assuring funding for nonprofit organizations

Lessons learned by other states about the planning process include:

- The need for initiation and strong support at the executive leadership level
- Key legislative involvement in the planning process
- Common, non-competitive agency and organizational goals
- Broad constituency engaged from the outset
- Key agent championing the planning project through to completion
- Engagement of an outside consultant
- Creation of an advisory panel of the heads of the state’s cultural agencies
- External evaluation of plan’s effective outcomes

Some unique features emerge from individual state plans that may be either positively or negatively suggestive for Indiana; these features certainly promise that individuality is the norm. Some of these features include:

- Oregon’s plan will supplement state funding for its trust with grants from major philanthropic sources, including sources from outside the state;
- Nevada’s program proposes cultural solutions to problems concerning the level of participatory democracy, or their use of funds to establish cultural institutions in out-of-use school buildings and other interesting locations;
- Iowa’s use of reverse leveraging in which private donations to nonprofit organizations leverage appropriation of state funds to the cultural trust; and
- Various state plans that include heritage but not the arts and vice versa.

Indiana boasts a rich cultural tapestry of places, activities, and organizations. In a state with such rich heritage, quality arts programming, cultural, and nonprofit resources, it is hardly surprising to have heard cultural leaders from all over the country that Indiana is especially well-positioned to develop a plan.

What Is Culture?

Although the executive order that created the Indiana Heritage and Culture Council did not provide a definition of “culture,” any development of a collaborative plan for cultural agencies and resources is difficult without some type of working definition. Consequently, the Committee has attempted to spell out what “culture” encompasses for the purposes of this report. The Committee especially wants to note that for purposes of this report, heritage is fully included in considerations of culture. Culture is used hereafter to encompass heritage organizations and activities

Definitions of culture are many, and disputes arise from the differences. However, two broad approaches to the definition may be used in this discussion.

On the one hand, one may attempt to find an “essential definition” of culture, that is, a definition that marks out the core meaning of the term. This approach to definition produces the greatest variety and dispute, since people disagree over which criteria are essential, and which are not. There are also famous disputes between proponents of “high culture” and “folk culture,” between the arts and other cultural enterprises, such as heritage, and general disagreements over terms and emphasis.

Nevertheless, research uncovered a number of insightful attempts at providing an essential definition for culture. Some important statements of essential definition include the following.

- As defined in *Webster’s New World Dictionary*, culture includes “the concepts, habits, skills, arts, instruments, institutions, etc. of a given people in a given period” and “improvement, refinement, or development by study, training.”
- The Indiana Humanities Council’s survey of definitions of culture led it to define culture along the following lines: “Culture is shared meaningful experience which creates community. Culture includes art, music, theatre, visual art, literature, film, history, philosophy, and religion. Cultural concerns include how we view the world, our international ties, our sense of right and wrong, good and evil, our sense of

heritage and place; our sense of beauty. Culture incorporates our visions of how we live together, and the disastrous consequences of failure; the treasure house of our greatest thoughts and creations; and the memories of our shared experiences.”

- Oregon’s cultural development plan refers to “the distillation of what identifies us as people: our shared and individual sense of heritage, history, place, creativity and art, traditions and customs.”
- Kentucky describes cultural heritage as “the places, artifacts and activities that authentically represent the stories and people of the past and present.” Kentucky, noteworthy for having developed the first cultural heritage strategic plan, sets out a distinction, for clarification, between “heritage tourism” and “cultural tourism.” One important difference seems to be “that ‘heritage’ programs are more often found outside metropolitan areas while ‘cultural’ programs are more often found in urban settings,” with “the areas of overlap far exceeding the differences.” The key distinction, according to the plan, is “that heritage tourism is ‘place’ based. Heritage tourism programs create a sense of place rooted in the local landscape, architecture, people, artifacts, traditions and stories that make a particular place unique,” with cultural tourism celebrating “the same kinds of experiences, though with less emphasis on place.”

A second way to define culture — called an extensive definition — is to point to the organizations and things that would be included in a list or set of cultural things. This is the general approach of the National Endowment for the Arts (NEA) and the National Endowment for the Humanities (NEH), which have identified the following as examples of cultural enterprises:

- arts education,
- arts management and other arts resources,
- dance,
- design,
- film,
- television and radio, and new media,

- folk and traditional arts,
- literature,
- local arts agencies,
- multidisciplinary arts,
- art museums,
- music,
- musical theatre,
- opera,
- theatre, and
- visual arts.

NEH grants typically go to individuals and cultural institutions such as

- museums,
- archives,
- libraries,
- colleges and universities,
- historical societies and sites,
- public television and radio stations, and
- other institutions, which “preserve and provide access to cultural and educational resources, strengthen teaching and learning in schools and colleges, promote research and original scholarship, provide opportunities for lifelong learning, and strengthen the institutional base of the humanities.”

The Internal Revenue Service (IRS) code also provides an extensive definition of “arts, culture, and humanities,” which includes the following statement from the National Taxonomy of Exempt Entities (See Appendix A):

“Organizations or activities that promote enjoyment or understanding of the visual, performing, folk, or media arts or the humanities (archaeology, art history, modern and classical languages, philosophy, ethics, and theology, comparative religion); communications organizations (film, video, publishing, journalism, radio, and television); and organizations that promote the appreciation or understanding of historical events, including historical societies and genealogical or heredity-based organizations (e.g., Sons of the Revolution, Daughters of the Confederacy, etc.). Includes museums and halls of fame; historic preservation programs; groups of or services to

artists, performers, entertainers, writers, or humanities scholars; programs which promote artistic expression of or within ethnic groups and cultures; and art at performing art schools, centers, and studios.”

The national inventory of cultural organizations that is included in this report (See Appendices C and D) follows the direction of extensive definition.

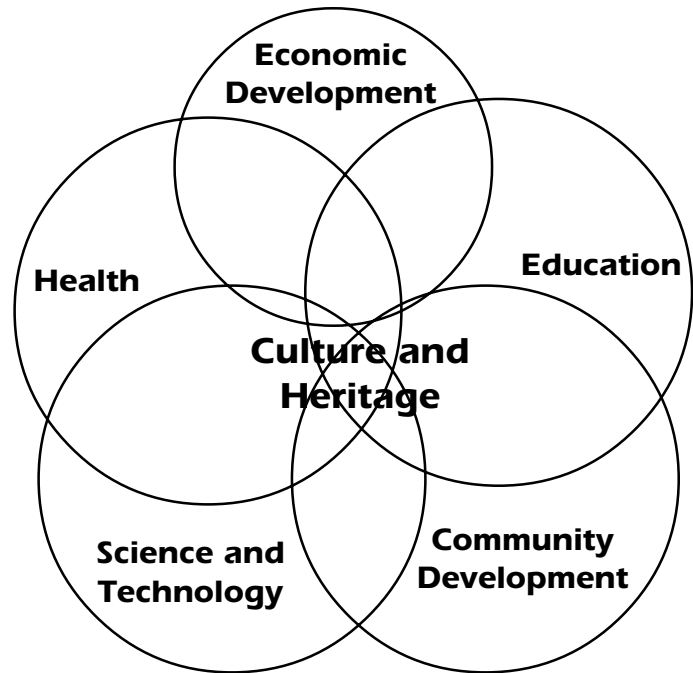
For the purposes of this report, the list of Indiana Cultural Organizations (See Appendix F) constitutes the extensive definition of culture used by the Committee and the Heritage and Culture Council. This definition of culture includes heritage, and is used hereafter to refer both to cultural and heritage organizations and activities.

It should also be noted that because this report chooses to focus on formally chartered cultural organizations, public and private, that it excludes all the informal expressions of culture in the state. This report does not attempt to examine religious activity, which is an important aspect of culture. Nor did the Committee examine informal associations, discussion groups, literary circles, or other cultural activities that are not organized through programs of chartered cultural organizations. Many cultural activities sponsored for the public by Indiana schools, colleges, and universities also fall outside the purview of this report, since they are organized under the auspices of institutions whose primary purpose and charter is education, not culture. The role and activities of public broadcasting are also not included in this report. For-profit cultural activities, such as bookstores, cinema, and other cultural activities organized as businesses are also outside the scope of this survey. Nevertheless, the cultural activities presented by schools, conducted voluntarily and informally, broadcast by public television and radio, provided through for-profit businesses, and associated with religious worship are important features of the cultural life of Indiana. Omitting consideration of these activities in this report does not imply a lack of regard for the significance of these cultural expressions.

The Reach of Culture

By its nature, culture has a broad and significant impact on many different human systems. Culture has a major impact on health, as more and more scientific studies show. Studies also show that culture has a critical impact on educational achievement, on community development, and increasingly, culture has a significant impact on economic development. As competition for talent and expertise increases, cultural assets are more and more important in attracting economic investment and providing the sophisticated local consumers who drive innovation and economic growth.

The diagram to the right provides a summary overview of the impact and intersection of culture with other key areas:



National Inventory of State Cultural Collaboration Efforts

The Committee conducted a national survey of all fifty states on the topic of cultural collaboration. Written questionnaires were circulated through the national networks of humanities councils, arts commissions, and historical organizations. In conducting this study, the Committee relied on the able services of Michael Coatney, an intern from the Indiana University Center on Philanthropy, who was secured by the Indiana Humanities Council for research.

- The inventory revealed that four states have completed statewide, integrated cultural strategic plans. This is neither a hard nor a static number. There exists no standard for what constitutes a cultural collaborative plan, so various state efforts lie on a continuum from no plan at all, to plans that include part—but not all—of a state’s cultural fabric, to plans that are fairly comprehensive. Four states—Oregon, Maine, Iowa, and Connecticut have plans that attempt to include nearly all of their states’ cultural activity, and have either recently enacted their plans or have an effort currently underway.
- Nine states have created cultural trusts to increase state funding for culture. Again, this number is somewhat arbitrary, as trusts exist along a continuum from those that support some portion of state culture, such as heritage or historic preservation, to those that make a claim for comprehensiveness. At least nine states, however, have trusts established by law, with funding established under law, which are designed to fund cultural activities beyond state agencies and divisions. Most of these use various forms of leveraging to help organizations and communities interest private donors.
- Twelve states have created a consolidated state department of cultural agencies. Again, these exist on a continuum. Each state includes different agencies and divisions within its consolidated department. Indeed, states often differ as to whether certain entities—such as historical preservation units—are even state agencies or exist outside of government as nonprofits. The twelve states counted by this study include most key entities existing as state agencies within one

umbrella department or division, often with its head serving at a cabinet level.

- At least five states have created statewide cultural organizations, associations or networks. This number is more difficult to assess, as partial organization is much more common than comprehensive organization. The five states included were all self-reported by their respective Humanities Council Executive Directors as having significant cultural nonprofit coordination, often organized around a grant-making mechanism such as a trust. The Committee believes additional significant collaboration exists, which could be uncovered by further research.

Other key findings include states' rationales for collaboration. These fall into three distinct areas, issues of vision, coordination, communication, and prominence; economic issues; and cultural development issues.

Each of these was important in most states.

- Issues of vision, coordination, communication, and prominence included joint advocacy of and greater visibility for cultural initiatives. Cultural organizations, agencies and initiatives gain a more distinctive, clearer, more substantial voice by speaking cooperatively and jointly. This is made possible both upward—with a seat at a state government cabinet level—and downward, since broad initiatives can be supported at the grassroots level by all involved. Other issues in this area included a need for enhanced communication and cooperation leading to better performance, coordination of state agency needs and activities, and development of larger, strategic inter-agency projects.

- Economic issues included eliminating redundancies and improved efficiency and performance. States often found that distinct organizations had similar missions, and rather than seeing collaboration result in a loss of revenue for any organization, these organizations often found themselves benefiting by combining resources into projects and programs in which mutually compatible objective outcomes could be reached. Other economic issues include obtaining more resources, leveraging public and private funds, and using and preserving resources more efficiently.
- Cultural development issues include expanding access to educational resources. By coordinating their efforts, states have been able to provide extraordinary resources to students, teachers, and all who are interested in lifelong learning. Combining close collaboration with recent technology, a state's culture can truly become one shared by all of its citizens. Other developmental issues include supporting cultural tourism, contributing to community and state economic development, and building social capital.

The complete National Inventory of Statewide Cultural Collaboration Activities is included as Appendix C.

The charts that follow on pages 18 and 19 provide a listing of “States with Some Form of Statewide Cultural Collaboration” and a listing of “Agencies within States’ Unified Cultural (Government) Departments.”

State with Some Form of Statewide Cultural Collaboration

STATE	PLAN Y/N	UNIFIED STATE AGENCY	TRUST	NON-PROFIT NETWORK
Connecticut	Y: under consideration	Y: Heritage Coalition under consideration	Y	N
Iowa	Y: broad "cultural vision"	N: Dept of Cultural Affairs	Y: Legislated, not yet funded	N
Maine	Y	Y: CAC	N	N
Oregon	Y	N	Y	N
Florida	N	Y: Division of Cultural Affairs	N	Y: Florida Arts Alliance
Massachusetts	N	Y: Massachusetts Cultural Council	N	N: but funding coordinated by the MCC
Michigan	N	Y: Department of History, Arts, and Libraries	N	Y: Michigan Culture Forum
Nevada	N	Y: Dept of Cultural Affairs/Cultural Commission	N	N
New Hampshire	N	Y: Office of Cultural Affairs	Y: Land and Community Heritage Project	N
New Jersey	N	Y: Department of State	Y: enacted, not yet funded	N
New Mexico	N	Y: Office of Cultural Affairs	N	N
North Carolina	N	Y: Dept of Cultural Resources	N	N
West Virginia	N	Y: Division of Culture and History	N	N
Wyoming	N	Y: Division of Cultural Resources	N	N
Idaho	N	N	Y: Idaho Heritage Trust, strictly Historic Preservation	N
Montana	N	N	Y	N
Nebraska	N	N	Y	N
Utah	N	N	Y?	N
California	N	N	N	Y: California Humanities Network
Minnesota	N	N	N	N: but funding through grants by the MHC

Agencies within States' Unified Cultural (Government) Departments

State	Archives	Arts	Film	Historical	Historic Preserv	Libraries	Monuments	Museums	Tourism	Broadcast	Other
Wyoming Division of Cultural Resources	Y	Y	N	N (sites)	Y	N	N	Y	N	N	Archeological, State Parks
West Virginia Division of Culture and History	Y	Y	N	N (sites)	Y	N	N	Y	N	N	State Theatre
North Carolina Dept of Cultural Resources	Y	Y	N	Y (sites)	Y	N	N	Y	N	N	Folk life
New Mexico Office of Cultural Affairs	N	Y	N	N	Y	Y	Y	Y	N	N	(Humanities)
New Jersey Department of State	N	Y	N	Y	Y	N	N	Y	N	Y	Theatre
New Hampshire Office of Cultural Affairs	N	Y	Y	N	Y	Y	N	N	Y	N	Cultural Exchange Commission (overseas trade)
Nevada Dept. of Cultural Affairs	Y	Y	N	Y	Y	Y	N	Y	N	N	Literacy;
Michigan Dept. of History, Arts, and Libraries	N	Y	Y	N (sites)	Y	Y	N	Y	N	N	
Maine New Century Community Program	Y	Y	N	Y	Y	Y	N	Y	N	N	(Humanities)
Iowa Dept of Cultural Affairs	Y	Y	N	Y	Y	Y (Hist)	N	Y (Hist)	N	N	
Florida Department of State	N	Y	N	N	Y	Y	N	Y	N	N	Archeological, Folk
Connecticut Heritage Coalition (planned)	N	N	N	Y	Y	Y	N	Y	Y	N	(Humanities), League of History Assoc.

National Lessons Learned and Best Practices

After completing the National Inventory of State-wide Cultural Collaboration Activities, the Committee conducted research interviews via telephone with state humanities council directors in states that appeared to have exemplary cultural collaboration. The purpose of this research was to generate information on lessons learned and best practices around the country. Other national networks were also surveyed, but more data was collected from humanities councils in this study.

Five states were identified for in-depth interviews. These states were among those whose cultural collaborative efforts were strongest and/or took place in the greatest number of key areas. The committee chose states with *recently enacted*, comprehensive collaborative plans; a unified state cultural department; some kind of endowed trust for cultural grant-making; and/or substantial coordination with or of cultural nonprofits in the state. Each of these five states—Connecticut, Iowa, Maine, Massachusetts and Oregon—hold valuable lessons to be learned both from their overall collaborative structure and from the individual elements employed.

- **Connecticut** has both a Cultural Heritage Development Fund, administered by the Connecticut Humanities Council, from which grants are made statewide, and a new, extensive Heritage Coalition plan (under consideration) drawing together all state cultural agencies (but not arts), including the Humanities Council, Connecticut Historical Commission, Connecticut Trust for Historic Preservation, Connecticut State Library, Connecticut Museum Association, League of Connecticut History Associations, and the Connecticut Tourism Association. The Heritage Coalition plan has broad media and lobby support for passage by the legislature. Connecticut was also frequently mentioned by other states in the area as noteworthy for its “gateway” Web site, administered by the Humanities Council, which (at a cost of \$170,000 per year) carries all cultural activities in the state.
- **Iowa’s** plan, called “Imagine Iowa 2010,” is essentially a conceptual document or “cultural

vision” outlining broad goals and aspirations to be fulfilled (or not) voluntarily by individual institutions throughout the state. Emerging from efforts of the Iowa Department of Cultural Affairs, a steering committee of thirty-eight agencies and nonprofits was established, which traveled to six regional caucuses with interested constituents, at which each region determined its concept of the plan’s content and goals, and selected six delegates. A convention was held at which all thirty-six delegates and two hundred interested individuals gathered to finalize eight goals, with breakouts into focus groups to discuss detailed plans and processes. This plan was then ratified by the steering committee. Enabling legislation has been passed and signed. The plan includes developing a cultural trust, which has passed the legislature without funding and with rules for disbursement yet undeveloped. Build-up of the trust is predicated on leveraging local funds to trigger state investment. No agency or entity has yet been established to administer the funds. The trust, when funded, is to be capped at ten million dollars, with grants to be made from interest. The Department of Cultural Affairs unifies many state agencies including the Historical Society, Historic Preservation, Historical Libraries, Archives and Records Center, Historical Museum, and the Iowa Arts Council, but not humanities, education, or the Office of the State Librarian. There is no association of cultural nonprofits.

- **Maine** has set up a Cultural Affairs Council to advocate for and administer direct cultural funding from the state. There exists no cultural trust or collaborative long-range plan. Participating agencies include five state agencies (the State Library, State Museum, State Archives, Arts Commission, and Historic Preservation) and two nonprofit organizations (Maine Humanities Council and Maine Historical Society). The New Century Community Program leveraged state funds with some private funds, with the first two-year cycle funded at \$3.2 million. The second two-year cycle received \$1.2 million. An

overarching strategic plan was produced essentially as argument for the funding structure itself, and the Pew Charitable Trust has completed a report on cultural policy and funding in the state of Maine which fully describes the strategic argument, advocacy, grassroots activity, structure, and legislative action involved in implementing the program. After initial efforts by a consultant, costs and effort were assumed by the seven agencies involved. The planning process, including approval by all seven boards and commissions, took just over one year, with a second year for hard advocacy and legislative action. In the first two-year round, over seven hundred grants were made and administered by the seven agencies; the grants reached all legislative districts, which facilitated the second two-year legislative passage. Key lessons learned included visualizing and thinking big, and identifying key players.

- **Massachusetts** does not have a statewide cultural plan, but developed a Five Year Strategic Plan under the state arts council two years ago. The Massachusetts Cultural Council's grant-making portfolio includes not only the arts but also the humanities and the interpretive sciences. Other agencies, such as the Humanities Foundation, essentially subcontract various portions of the portfolio, but without a written plan. For instance, the Humanities Foundation has a partnership agreement with the Council, which provides it with just under \$600,000 per year for its grant program. The Massachusetts Cultural Council provides funding to over five hundred nonprofit organizations and over three hundred and fifty communities through local cultural councils. Rather than a trust, funding is through the annual legislative budgeting process.
- **Oregon** has both the country's most fully developed and comprehensively funded "Cultural Development Plan" and a separate "Heritage Plan." The Heritage Plan is organized around coordination, advocacy, education and promotion of the state's heritage, defining "broad long-term goals and objectives to foster heritage conservation and development." The Cultural Development Plan is centered around a new

Cultural Trust Fund with a ten-year endowment goal of \$218 million. Funding includes a tax credit and conversion of existing state assets, as well as a special "culture" license plate. Developed over three years at the behest of the Governor with a nominal cost of \$100,000 (with many in-kind costs borne by the partner agencies), nine citizen board members were selected to oversee grant-making decisions. The emphasis is on the developmental side, to foster collaboration at the state and local level, and to define and encourage cultural participation. An interdisciplinary approach is emphasized, rather than defining any fundable activity as "arts" or "heritage," in the view that these are essentially artificial constructs. A minimum allocation goes to each county and nationally recognized tribal government.

Copies of these states' cultural plans were collected, along with significant reports such as the Pew Charitable Trusts' review of Maine's New Century Community Program. In addition, valuable information was obtained from Web sites, especially government agencies' Web sites. The Committee conducted a formal telephone interview with one of the leaders of the initiative in Maine, at one of its meetings.

Analysis of this data suggests a number of key findings, which include the following:

- Market trends for culture include dense packaging of cultural and heritage activities, organizations, and sites for maximum impact for tourists, for businesses attraction, and to serve the state's residents. Research surveys suggest growing percentages of tourists and business travelers prefer "heritage activities" in their travels. Businesses are also increasingly choosing to locate and invest in communities that include strong heritage and cultural assets that, in turn, help businesses attract and retain talented, innovative employees. States are focusing on developing individual communities and regions as cultural clusters or assemblages that include heritage sites (local museums and archives, buildings, and historic sites), cultural events (artistic, ethnic, folk), and humanities offerings (libraries, film, publications, leadership organizations, lectures, festivals). Communities are

seen as cultural destinations and centers, worthy of business investment, tourist interest, and local preservation and future economic development.

- Another important trend involves use of “gateway,” “encyclopedic,” or other matrixed Internet technologies. These technologies help to create a holistic picture of a state’s culture. They also enable visitors or residents to create individualized cultural tour plans. State cultural portals, or encyclopedias, also support greater collaboration among cultural organizations within a state. Through the portal, collaborative planning becomes relatively inexpensive, highly accessible, and richly rewarding.
- A final trend is, “local” is “in.” Community-based culture is becoming the norm, whether “high” or “low.” Collaborative plans are using trust funds to develop their states’ culture from the ground up, based in *place*, and anchored in the *community*.
- Those states that used a professional strategic planning facilitator and process learned that external assessment of strengths and weaknesses,

opportunities and threats was crucial to objective analysis and ultimate acceptance of findings. Independent facilitators are skilled in encouraging open dialogue and helping planning participants move toward common ground.

- The business plan and sequence for a fully-developed cultural planning process includes establishment of a planning board, council, or advisory group; regional facilitated forums throughout the state to determine constituent interests and develop goals and objectives; a written detailed work plan under the authority of the commission or council; normal legislative and lobbying/advocacy procedures to obtain legislation for implementation of a plan and/or funding.
- Typical costs for professional facilitated plans in states that used them have run approximately \$100,000.00+ for consultant fees alone, which includes only initial costs. Substantial remaining costs in these states were borne by the partner agencies.

The State of Indiana: Background and Current Conditions

Indiana is well positioned to create a strong plan for cultural collaboration, according to a significant number of the leaders in other states who were interviewed or provided information as part of the national inventory. Indiana is renowned both for its outstanding philanthropic foundations and for its abundance of operating nonprofit organizations, many of them cultural organizations. These organizations represent both widespread constituent support for cultural activity and a foundation on which strategic collaboration can be built. Indiana, however, has no formal single association of cultural nonprofit organizations; it has instead separate statewide associations, including ones for theatre, museums, festivals, archives, history, folklore, libraries, many ethnic groups, and educators of various disciplines. This situation indicates further need for collaboration and planning to optimize understanding and resources.

Within state government, strong programs exist which can benefit from renewed attention. In particular, it should be noted that ongoing budgetary challenges have left many agencies and divisions unable to support important programs. However, the completion of the new Indiana State Museum and the current renovation of the Indiana State Library and Historical Building are major advances for serving the public. Recommendations for a new appropriate home for the Indiana State Archives is a separate important directive to the Indiana Heritage and Culture Council.

Currently, Indiana state government cultural agencies primarily exist with separate missions, activities, and budgets — although there is collaboration among those agencies often through individual initiative. One agency, the Department of Natural Resources, has three divisions specifically dealing with Indiana cultural history and heritage. Focusing

briefly on the evolution of heritage services in the Department can provide some examples of how those services evolved and the impact of related public and private interactions and connections. The three divisions presently are named, State Museum and State Historic Sites; Historic Preservation and Archaeology; and State Parks and Reservoirs.

The beginnings go back to the 1850s and the geological survey of the state; by early 1870, the state geologist started a formal collection of artifacts in the State House in Indianapolis. The first significant listing of collections in the late 1880s included the Civil War battle flags, formerly kept by the State Librarian, and recently restored and exhibited by the Indiana War Memorials Commission, their custodian since 1957.

The Indiana Historical Commission, created in 1915 to lead the celebration of the state's centennial, provided an opportunity through its State Park Memorial Committee; Colonel Richard Lieber, a leading citizen advocate, headed that committee, and the state park system began with the purchase of McCormick's Creek State Park. Members of the Indiana Historical Society, a private nonprofit organization, actively promoted both the Commission and the state parks movement.

Predecessor to the Department of Natural Resources was the Department of Conservation, created by the Indiana General Assembly in 1919; it included the office of geologist; state parks were under a land and waters division. Lieber, appointed the first director, broadened the mission during the 1920s to include preservation and interpretation of landmarks of early state history. The acquisition of the J.F.D. Lanier Mansion in Madison in 1925 was the first historic site. State parks and historic sites flourished under Lieber and have increased to over forty at the present time.

In 1965, the Department of Natural Resources was created, consolidating state agencies concerned with protecting natural resources; it consisted of landholding divisions and technical divisions to further that aim. The actual alignments of divisions have varied over the years, but the responsibilities have been maintained and expanded as needs, mandates, and opportunities have changed.

The State Museum moved from relative obscurity in 1967 when it opened its doors in the former Indianapolis City Hall. In 1981, the General Assembly created the Division of State Museum and Historic Sites, with its own board of trustees to set policies; it remained under the authority of the director of the Department of Natural Resources. There are now approximately seventeen State Historic Sites. In 2002, the state opened a world-class museum in White River State Park, to provide interpretation of Indiana's natural and cultural heritage for the citizens of the twenty-first century.

In 1969, the Department moved beyond the limited concept of historic sites and was authorized to participate in the Department of the Interior's National Register of Historic Places program. In 1971, a state preservation program was added in the Department working with a professional committee. The first archaeologist was added in 1977 after an expansion of federal authority in the Department of the Interior. In 1981, the General Assembly created a new Division of Historic Preservation and Archaeology to administer the National Register of Historic Places in Indiana, preservation grants, Section 106 review of federal projects, preservation tax credits, and the state's archaeology program. The Historic Landmarks Foundation of Indiana, a private nonprofit organization, was active in its support of adding state participation in preservation.

In 1971, the National Endowment for the Humanities (NEH) asked a group of five Indiana leaders to form the Indiana Humanities Council, a statewide nonprofit organization to provide grants and programs in the public humanities in Indiana. The Indiana Humanities Council (IHC) is today one of the five oldest and largest of the 56 humanities councils in the nation. More than 600,000 Indiana citizens actively participate in the Indiana Humanities Council's events around the state—more than a tenth of the population.

Today, the Council focuses its mission on strengthening Indiana communities through targeted initiatives in leadership, education, and culture. This mission is executed through the Indiana Leadership *Summit on the Circle*, which convenes five hundred top leaders in business, government, education, and

the nonprofit sector; the *IHC Smart Desktop for Teachers and Students*[™], which provides critical tools to help teachers and students achieve educational excellence; and *Indiana Online*[™], an emerging interactive state encyclopedia.

In 2000, the annual gross output of humanities-related industries nationally was valued at \$641 billion; and humanities-related fields are projected to produce 800,000 new jobs by 2006. 60% of Indiana ISTEP standards are in the humanities, and 70% of college entrance requirements relate to the humanities. National studies have demonstrated strong links between study in the humanities and student achievement. For example, studies have shown that the percent of students reading at or above grade level increased from 47% to 70% in less than a year, after introducing strong humanities instruction. Economic studies also demonstrate that culturally and spiritually strong communities are more competitive and innovative.

Indiana is the only state in the Midwest not to provide state funds for state programs in the public humanities and is one of the few states nationally that does not provide program support. Over two-thirds of the funding for the Indiana Humanities Council currently comes from private sources.

Other areas of Indiana's cultural legacy are equally rich and evolutionary in their creation and current structure. For example, Indiana Tourism and Film Development Division and the Main Street Program are in the Department of Commerce because of their economic development impetus. The Indiana State Archives was placed in the Indiana State Library because of its historical content, but it was moved in 1979 to the Commission on Public Records as part of the comprehensive nature of that agency.

In 1997, the Indiana Arts Commission, established by the General Assembly in 1969, created a statewide network of twelve Regional Arts Partners, which serve all ninety-two counties. The Regional Arts Partners conducted regional cultural needs assessments and cultural plans in 1999 to help guide the Regional Arts Partners in the delivery of arts development services: cultural needs assessment and planning, technical assistance, information and referral, and grantmaking.

Funded through regional block grants from the Indiana Arts Commission, and guided by Regional Advisory Councils composed of citizens from all ninety-two counties, the Regional Arts Partners provide grants to over 350 arts providers (arts and other community-based organizations, schools, libraries, and other agencies). In addition, each Regional Arts Partner serves as an information clearing house and provider of technical assistance and organizational development services for arts providers in its region. The consortium of Regional Arts Partners developed a statewide database, IndianaArts.org, of artists, arts organizations, and other art providers with a searchable calendar of events and other services for both the public and other users.

Seen as a national model, Indiana's Regional Arts Partners consortium was included in the Pew Charitable Trusts' recent study on the development of cultural policy, and is serving as a model for regional service delivery for the New York State Council on the Arts, the Massachusetts Cultural Council, and the Tennessee Arts Commission.

The "Overview of Indiana's Heritage and Culture History" in this report provides a brief sampling of the evolution of some public and private heritage and culture entities throughout Indiana's history. (See Appendix E)

The state's current cultural landscape represents hopeful signs for collaboration. The inventory of Indiana cultural resources included in this report (See Appendix F) only begins to tell the story of the impact public and private cultural agencies have on the cultural development of communities across Indiana. Nearly all of these agencies are involved in some aspect of community and economic development.

Three communities in Indiana — Bloomington, Indianapolis, and Lafayette/Tippecanoe County — participated in a nationwide survey of America's nonprofit arts and cultural industry released in June 2002. According to the survey, the nonprofit arts and culture industry generates \$134 billion in economic activity nationally every year, resulting in more than \$24 billion in federal, state and local tax revenues

annually. The study, of ninety-one cities, towns and communities in thirty-three states and the District of Columbia was commissioned by Americans For The Arts (AFTA). The yearlong survey of 3,000 non-profit arts organizations and 40,000 arts event attendees represents the most comprehensive economic impact study of the nonprofit arts and culture industry ever conducted in the United States.

On a national scale, the \$134 billion generated annually by the nonprofit arts and culture industry includes \$53.2 billion in spending by arts organizations and \$80.8 billion in event-related spending by arts audiences:

- The \$53.2 billion represents a 45 percent increase since 1992 (the last national survey)
- The \$80.8 billion reflects an average of \$22.87 per person in spending for hotels, meals, parking souvenirs, and refreshments. (Non-local event attendees spend nearly twice as much as local attendees)

The \$134 billion in total economic activity has a significant national impact, generating the following:

- 4.85 million full-time equivalent jobs
- \$89.4 billion in household income
- \$6.6 billion in local government tax revenues
- \$7.3 billion in state government revenues
- \$105 billion in federal income tax revenues

The three Indiana communities participating in the study commissioned by AFTA reported a combined economic impact of:

- Arts Organization Spending: \$187 million
- Arts Audience Spending: \$167 million
- Total Arts Industry Spending: \$349.5 million
- Full-time Equivalent Jobs: 12,317
- Residential Household Income: \$269 million
- Local Government Taxes: \$12 million
- State Government Taxes: \$24 million

While this study was primarily focused on the arts, statistics published by the Travel Industry of America have tracked the impact of heritage tourism in the local economy. Conner Prairie, in Hamilton County, Indiana, for example, ranks as the sixth largest heritage tourist attraction in the nation, after such top attractions as Williamsburg and Mt. Vernon. Comparable data is not available in all

areas, and comprehensive economic impact research needs to be completed for all heritage /culture in Indiana.

Resources offered by the state's cultural agencies can be leveraged to further the cultural and economic development of communities through enhanced services and financial support, development of partnerships with economic development programs and agencies, and development of "one-stop" service delivery models.

The three circumstances discussed here — organizational evolution, richness of cultural resources, and developmental opportunity — indicate that Indiana's state cultural agencies and divisions could profit from an objective inventory and reassessment of their resources, assets, missions, goals, needs, and relationships with related nonprofit organizations., considering possibilities for a strategic reorganization, if necessary. Such a procedure could provide a renewed and rejuvenated emphasis on preserving and promoting a unified Indiana culture and heritage, based on collaboration and cooperation.

Likewise, Indiana's communities and nonprofit organizations stand in need of additional mechanisms for cultural collaboration and overall strategic direction. Few states have done this comprehensively; and few hold Indiana's wealth of organizations. Thus, Indiana has an opportunity to become the country's foremost practitioner and model of nonprofit cultural collaboration.

Already, substantial local and regional collaboration takes place in Indiana. Statewide efforts to reinforce and expand upon these existing initiatives would find eager local and regional partners.

At the same time, further collaboration will fail to reach its potential for Indiana's citizens, organizations, communities, and visitors, if substantial obstacles are not removed. These include overcoming issues of organizational boundaries and resistance to change. Adequate funding and alignment of funding for cultural development is also an issue. Recent state budget shortfalls have put strains on cultural agencies, along with other state services and divisions.

To be sure, important cultural funding has been invested and is available in Indiana. Examples of this investment include the existing Cultural Trust fund, overseen by the Indiana Arts Commission, the Natural Resources Foundation, Indianapolis' new Cultural Tourism Initiative, major federal funding—for libraries through the Indiana State Library, for the Lyles Station project in Gibson County, for preservation through the Division of Historic Preservation, Department of Natural Resources — and additional state funding through several major grant programs. Private foundations have continued to play an important role in the cultural life of the state. The community foundation initiative spearheaded by

The Lilly Endowment has had a profound effect on culture and heritage at the local level.

No comprehensive organizing structure has yet been developed, however, to draw the public and private constituencies together into a cohesive network. Often each tries to hold its weight independently of the others, with substantial duplication of effort, overlapping areas of responsibility, and little hope for coordinated funding. A state strategic plan for culture would help identify areas of needs and ways to address those needs, often through collaborative methods, and provide for the evaluative tools for performance assessment.

Recommendations of the Council

Based on the national research conducted for this report, and a preliminary review of Indiana's potential and needs, the Indiana Heritage and Cultural Council respectfully recommends the following:

Primary Recommendation

- The Council recommends commissioning a formal, facilitated cultural planning process, including funding for a professional independent facilitator to work with organizations and citizens around Indiana to develop a comprehensive vision, strategic plan, and broad support for culture and heritage collaboration in the state as the next step to this report. This process has begun with the Indiana Heritage and Culture Council and should be broadened to include a wide spectrum of constituencies from across the state.

Planning Recommendations

Recommendations on the planning process for development of a broad, comprehensive collaboration of all the agencies and organizations that promote the culture of the State include a series of forums designed to elicit and establish specific needs, draft detailed recommendations, and glean support from a comprehensive representation of communities, organizations, agencies, and individuals.

States enjoying the most successful collaborative plans have used broad planning and participation.

Often, the planning forums themselves offer the most substantial collaboration participants have ever enjoyed. At their best, they represent a grassroots, “ground up” self-organization of culture and heritage, resulting ultimately in legislation or other action with widespread support. These forums should encourage various fields and disciplines to look for what they hold in common, the better to build toward common goals that embrace all Indiana cultural interests.

- The Council recommends conducting regional forums, using appropriate statewide models, as a way to facilitate broad based-planning and consensus-building in the formal planning process. Forums may be topical — for example, heritage, arts, humanities, tourism — but should be dedicated to reaching a broad geographical constituency and engaging representatives from all ninety-two counties. A mechanism for an ongoing program of forums beyond the collaborative planning stage should also be determined.
- The Council recommends continued exploration of several collaboration models and their relevance to Indiana's conditions based on other states' best practices, including the following:
 - Consolidation of the state's various cultural and heritage agencies and departments into a Culture and Heritage Department, with its

agency head reporting directly to the Governor.

- Establishment and provision of a funding mechanism for a cultural trust fund for the support and development of cultural activities and organizations in the state, including identifying existing funds and foundations that could serve as models or vehicles with expanded purposes.
- Development of a statewide cultural network that includes the nearly 2,000 nonprofit cultural organizations in Indiana. Possible frameworks for such a network could be facilitated by the Indiana Humanities Council through its new on-line encyclopedia, Indiana Online, and through the statewide database, IndianaArts.org, managed by the twelve Regional Arts Partners.
- In addition, the Council recommends continued exploration of the following:
 - Work with an independent consultant to produce an economic impact study of Indiana's heritage and culture organizations.
 - Identify, acknowledge, reinforce, and support existing in-state local and regional cultural collaborative associations by sharing best practices, expertise, communications, and cooperative opportunities.
- To facilitate implementation and oversight, the Council further recommends:
 - Creating an ongoing cultural and heritage consortium comprised of the executive leaders of statewide public and private agencies and cultural organizations convened on a regular cycle by the Indiana Humanities Council to pursue substantive conversation and planning for collaborative activities and methods to advance Indiana's cultural assets, including government mandates, as well as other avenues for collaboration and strategic advancement.
 - Broadening the scope of the Collaborative Plan Committee of the Council after December 31, 2002, to continue to meet on a cycle determined by the Committee in order to implement the planning recommendations submitted to the Governor in this report, reporting to the Council and recommending benchmarks, timelines and other necessary actions for accomplishing the planning recommendations.
 - Requesting creation at an appropriate time a bipartisan Legislative Study Committee on heritage and culture to review the planning that is accomplished in order to help implement recommendations, assure continuity in cultural collaboration and strategy for the state, and serve as a legislative liaison with the previously recommended public and private cultural and heritage Consortium and the Council.

Implementation of This Report

Action Steps — Organizational

- Vest the Indiana Heritage and Culture Council with oversight authority for the planning process and community and consensus-building, to include authority to meet through and beyond December 2003.
- Grant the Collaborative Plan Committee of the Council authority to continue to meet to implement the planning recommendations.
- Designate one or more appropriate level state agency staff person(s) to facilitate and support the planning process.
- Initiate the selection process for an independent consultant/facilitator, with oversight authority granted to the Indiana Heritage and Culture Council
- Approve and secure public and private funding for an estimated planning budget to include:

Consultant	\$135,000
12 regional/topical forums (12 x \$2,500)	\$30,000
Part-time facilitator/program manager at Indiana Humanities Council	\$20,000
Administrative costs	\$15,000
Economic impact study of heritage/culture ...	\$75,000
Total:	\$275,000

Action Steps — Public input

- Schedule regional planning forums with specific, targeted agendas and outcomes, and which may be topical—for example, heritage, arts, humanities, tourism—dedicated to reaching a broad geographical constituency and engaging representatives from all ninety-two counties.
- Initiate a mechanism for an ongoing program of forums beyond the collaborative planning stage.

Action Steps — Planning process

- Initiate a study to assess the practicality, desirability, cost effectiveness, and potential structure(s) of combined state cultural and heritage agencies.
- Initiate a study to assess the practicality, desirability, cost effectiveness, and potential structure(s) of a funded cultural trust.
- Initiate a study to expand existing or to begin establishing a new statewide network of non-profit cultural organizations and assist in identifying funding mechanisms.
- Investigate the process and appropriate timing for creation of a bipartisan legislative study committee.
- Obtain funds to undertake an economic impact study on the heritage and culture programs and services in Indiana.

Deliverables

Through these actions, produce and deliver a comprehensive strategic cultural plan for Indiana, which includes the following:

- Specific, detailed milestones and measurements to strengthen Indiana’s cultural sector;
- Broad support by citizens and public and private cultural leaders and organizations for the plan;
- Complete due diligence, reality-testing, and validation of plans.

These will be accomplished in order to optimize use of public and private cultural assets to provide all Indiana citizens with rich, stimulating cultural resources to support continuous, lifelong learning and innovation.

The National Taxonomy of Exempt Entities: A Partial Listing

A - Arts, Culture, and Humanities

Organizations or activities that promote enjoyment or understanding of the visual, performing, folk, or media arts or the humanities (archaeology, art history, modern and classical languages, philosophy, ethics, and theology, comparative religion); communications organizations (film, video, publishing, journalism, radio, and television); and organizations that promote the appreciation or understanding of historical events, including historical societies and genealogical or heredity-based organizations (e.g., Sons of the Revolution, Daughters of the Confederacy, etc.). Includes museums and halls of fame; historic preservation programs; groups of or services to artists, performers, entertainers, writers, or humanities scholars; programs which promote artistic expression of or within ethnic groups and cultures; and art at performing art schools, centers, and studios.

Does not include services that promote international understanding and friendly relations among nations through cultural programs (see Q: International); libraries and reading programs (see B: Education); botanical gardens or nature centers (see C: Environment); or zoos (see D: Animal Related).

A00 Arts, Culture, and Humanities—Common Code

A20 Arts, Cultural Organizations—Multipurpose. Organizations that promote, produce, or offer access to a variety of arts experiences encompassing the visual, media, and performing arts.

A23 Cultural, Ethnic Awareness: programs that promote artistic expression within particular ethnic or racial communities or that enhance awareness of particular ethnic or racial cultures.

A24 Folk Arts, Traditional Arts: Organizations engaged in promoting, producing, or performing art forms informally learned and transmitted in contexts characteristic of ethnic, religious, linguistic, occupational, and/or regional groups. A25 Arts Education, Schools of Art: Schools and organizations that provide funding, management, and pro-

gramming services for a variety of arts agencies in a specific geographic locale.

A26 Arts Council/Agency: Organizations that provide funding, management, and programming services for a variety of arts agencies in a specific geographic locale.

A30 Media, Communications Organizations. Organizations that produce, disseminate, or provide production facilities in one or more media forms. Christian Broadcasting = A20/A30.

A31 Film, Video: Includes holography.

A32 Television

A33 Printing, Publishing: Includes newspapers, literary journals, and other publishers.

A34 Radio: Includes radio reading services.

A40 Visual Art Organizations, Services, not elsewhere classified

A41 Architecture Centers/Services

A42 Photography

A43 Sculpture

A44 Design Centers/Services

A45 Painting

A46 Drawing

A47 Ceramic Arts

A48 Art Conservation

A50 Museums, Museum Activities: General museums covering arts and sciences—use A50.

A51 Art Museums: Includes museums and galleries in fine, decorative, or textile arts.

A52 Children’s Museums

A53 Folk Arts, Ethnic Museums: Includes African-American museums. A54 History Museums

A55 Marine, Maritime Museums: Includes historic ships.

A56 Natural History, Natural Science Museums: Includes anthropological and Native American museums.

A57 Science and Technology Museums

A58 Sports, Hobby Museums

A59 Specialized Museums, not elsewhere classified

A5A Planetarium

A60 Performing Arts Organizations, Activities

A61 Performing Arts Centers

A62 Dance

A63 Ballet

A64 Choreography

A65 Theater, not elsewhere classified

A66 Playwriting

A67 Musical Theater

A68 Music, not elsewhere classified

A69 Symphony Orchestras

A6A Opera, Light Opera

A6B Singing, Choral

A6C Music Groups, Bands, Ensembles, not elsewhere classified

A6D Music Composition

A6E Performing Arts Schools

A6F Multimedia, Experimental Companies, Performances: Often mixes several of the performing arts, also includes performance art.

A6G Circus, Circus Arts

A70 Humanities Organizations, not elsewhere classified: Groups that promote the study, teaching, or appreciation of the humanities (archeology, art history, modern and classical languages, philosophy, ethics, and theology, comparative religion).

A71 Art History

A72 History and Archeology

A73 Classical Languages

A74 Foreign Language Schools, Services: English as a second language—use B63

A75 Language and Linguistics, not elsewhere classified

A76 Literary Services, Activities: Includes English literature and programs promoting the study of work of individual writers and poets.

A77 Philosophy, Ethics

A78 Theology, Comparative Religion: Theological school, education—use B58

A80 Historical Societies and Related Historical Activities

A82 Historic Preservation, Historical Societies (includes Daughters of the American Revolution, Daughters of American Colonists)

A83 Genealogical Organizations, Services

A84 Commemorative Events (Centennials, etc.): Other fairs and festivals—use N52

A85 Veterans' and War Memorials

A90 Arts Service Organizations and Activities

A91 Artists' Services: Services to individual artists or groups of artists, such as workshops, discounts on group purchases, funds to indigent artists, or tax, legal, or accounting aid.

A99 Arts, Culture, Humanities, not elsewhere classified

Sample Communications Plan

The following communication plan is based on the assumption that the recommendations of the Report on Statewide Cultural Collaboration will be approved by the Governor.

Sample Objectives:

- To inform, obtain buy in and secure future involvement from interested and related audiences regarding the on-going work and recommendations of the Indiana Heritage and Culture Council
- To publicize the approval and implementation of the recommendations
- To generate legislative awareness and support for the recommendations (if needed).
- To secure additional public consensus and support.

Sample Target Audiences:

- Leaders of statewide cultural and heritage organizations and their constituencies
- Key statewide leadership (business, education, government, community, neighborhood, etc.)
- General Public
- Educational institutions — schools, Colleges and Universities
- Libraries

Sample Tactics:**2002**

1. After the Council adopts the final report, inform all cultural organizations of work that has been conducted to date and what will be recommended on December 31 and how they will be updated in the future. This needs to be done via free, informational outlets including but not limited to the following:
 - e-mails to cultural leaders
 - stories in cultural and professional organizations' newsletters and list serves
 - Web links
2. Prior to implementing these communication

tactics, it will be important to develop a Frequently Asked Questions (FAQ) sheet for the Web site and so that each Committee/Council member may respond easily to calls from interested parties. It is recommended that the committee conduct a brainstorming meeting to determine all questions that might be asked and the appropriate answers for each. For example, the FAQ sheet might include answers to the following:

- What does this mean to my organization?
- How does this affect my state funding?
- How can I get involved?

2003-2004

1. In the process of implementing the recommendations of this Report, gain additional input and consensus via public forums, surveys, e-mail/ Web links, etc. from key audiences, including review of proposed plans and recommendations.
2. Develop and implement a lobbying/government relations strategy for legislation (if needed).
3. Announce final plan and recommendations and timeline for implementation. At this point, staff such as the Communications Director or Press Secretary in the Governor's Office will work with the Council or Committee to help develop and implement an appropriate media and public relations strategy.

Key activities might include:

- Implementation of a "Drop In" press conference in 3-5 cities across the state where the Governor conducts a fly-around and makes the important announcement.
- Distribution of a statewide media release from Governor, as well as, the creation of local media releases from local dignitaries in key cities.
- Development of local events, beyond a press conference, to be held in several cities across the state.

APPENDIX C

National Inventory of Statewide Cultural Collaboration Activities

Findings

The nation's first statewide *cultural heritage* strategic plan was developed beginning in 1992 and completed in January, 2000 by Kentucky (hard copy on file), with help from the National Trust for Historic Preservation's Heritage Tourism Program. Among other accomplishments, the plan sets down important distinctions, if only for clarification, between "heritage tourism" and "cultural tourism." One important difference seems to be "that 'heritage' programs are more often found outside metropolitan areas while 'cultural' programs are more often found in urban settings," with "the areas of overlap far exceeding the differences." The key distinction, according to the plan, is "that heritage tourism is 'place' based. Heritage tourism programs create a sense of place rooted in the local landscape, architecture, people, artifacts, traditions and stories that make a particular place unique," with cultural tourism celebrating "the same kinds of experiences, though with less emphasis on place."

Oklahoma's State *Cultural Plan*, begun in 1991 and completed by 1995, takes pride in its status as "the first *bottom up*, statewide *cultural plan* in the nation." As such, the process by which the document was drafted is perhaps its most important legacy, both because it remains largely just that—a document—and because the process included so many elements which have proven key to more recent, successfully funded plans (while also excluding a few crucial elements that more recent plans have found useful).

With these two states' stories, we can thus suggest two fundamental concerns to the planning process: the key definitional issues wherein we decide which people, places, activities and things will be governed by the plan, and the process by which the plan will be drafted. As Professor James Glass of Ball State University has noted, these represent two conflicting dynamics: the interactive and funding elements (even at the outset of planning) and the identity elements (who are we as a group and who are each of us within this group). Ultimately, process becomes plan, and an attempt at

crafting the nation's finest, most comprehensive collaborative cultural plan can benefit by studying other states' responses to these two dynamics.

We asked each state's Humanities Council Executive Director (and, where necessary, other key informants) to describe his state's progress in four key areas: formation of a statewide cultural collaborative plan; unification of state government's cultural agencies into one umbrella agency or division; formation of a comprehensive cultural trust; and formation of a comprehensive statewide organizing structure for cultural nonprofits. These distinctions are noted in the charts at the end of the individual state summaries.

Several key states are noteworthy for having developed several of these elements and for doing so during recent economically challenging times. They are: Connecticut, Iowa, Maine, Massachusetts, and Oregon. Following are some key areas of commonality among these more or less successful statewide cultural collaboration efforts:

I. Rationales for Comprehensive Collaboration:

- A. Issues of vision, coordination, communication, and prominence
 1. Joint advocacy/ greater visibility for cultural initiatives
 2. Enhance communication, cooperation for better performance
 3. Co-ordinate agency needs and activities
 4. Develop larger, strategic inter-agency projects
- B. Economic issues
 1. Eliminate redundancies
 2. Obtain more resources
 3. leverage public and private funds
 4. Use and preserve resources more efficiently
- C. Cultural development issues
 1. Expand access to educational resources
 2. Support cultural tourism
 3. Contribute to community and state economic development
 4. Build social capital

II. Key components of successful plans:

- A. Assure equitable distribution of cultural resources throughout state
 - 1. Iowa's trust distributes funds to all qualified (viable) cultural non-profits
 - 2. Connecticut assures distribution of funds to include every district.
 - 3. Massachusetts' grants serve all 351 cities and towns
 - 4. Oregon offers grants to all cultural organizations, emphasizing communities "throughout the state."
 - 5. Maine awarded 742 grants to 183 wide-spread communities (in every legislative district)
- B. Appoint broad spectrum of representatives to governing board
 - 1. Iowa's board includes nine public voting (gubernatorial and legislative appointees) and four ex-officio non-voting members (agency heads)
 - 2. Connecticut uses a broad "Heritage Coalition" that includes many agency heads, but not arts
 - 3. Massachusetts employs a board of private citizens appointed by the governor
 - 4. Oregon uses a citizen advisory board
 - 5. Maine uses its Cultural Affairs Council, combining seven agencies
- C. Define culture to include strong emphasis on place
 - 1. Connecticut seeks to portray a "sense of place" to visitors, including "heritage experiences."
 - 2. Massachusetts places emphasis on community
 - 3. Oregon: evidenced by emphasis on counties, tribes, communities and structures
 - 4. Kentucky (though only a tourism plan), makes this very strong distinction to include places, artifacts, and activities
 - 5. Maine's grantee's are required to relate their goal's to their specific community's social and economic needs
- D. Community-level granting
 - 1. Iowa's trust designed to "stimulate local investment in local cultural institutions," and "stimulate new relationships with local funders."
 - 2. Connecticut's grantmaking to include local municipalities
 - 3. Oregon's Community Cultural Participation Funds (one-third of trust) are earmarked for counties and tribes, with a goal to "make it possible for every community to invest in its culture."
 - 4. Massachusetts makes grants through 335 local cultural councils; encourages community foundation arts fundraising
 - 5. Maine grantees must "involve local residents and key members of of local community organizations"
- E. Development funds for operating and capital needs
 - 1. Iowa trust specifically geared to support operating budgets
 - 2. Connecticut grants are heavily geared to general operating expenses and capital projects
 - 3. Oregon includes both operating and capital funds for both stabilization and preservation, including structures, financial capitalization, and organizational capacity
 - 4. Massachusetts includes as two of fourteen objectives, providing operating support and capital needs.
 - 5. Maine includes capital funds for preservation
- F. Distribute supplemental funding to partner agencies
 - 1. Connecticut doesn't fund agencies through trust, but combines agency heads in an advisory panel
 - 2. Oregon supports agencies' partnerships, collaboration, and underfunded programs (one-third of trust).
 - 3. Maine's Cultural Affairs Council submits joint funding request both for agency funding and the New Century Community Program (grantmaking)

- G. Establish performance evaluation
 1. Iowa includes assessment of organizational health and viability, statewide cultural participation, and the trust's impact.
 2. Connecticut recommends adopting specific grant review criteria
 3. Oregon measures benefits of culture to Oregonians by measuring: quality of life as linked to cultural development, the financial condition of cultural agencies, and cultural participation and access; calls for qualitative and quantitative benchmarking in economic performance, civic involvement, community development, and sustainable surroundings; scholarly study to be undertaken in partnership with institute of higher education.
 4. Maine included a study by the Pew Charitable Trusts, just completed.
- H. Emphasis on funding nonprofits
 1. Iowa focuses on non-profits
 2. Connecticut includes nonprofit funding
 3. Massachusetts includes emphasis on nonprofits
 4. Oregon called for a public/private structure from the first recommendations; culture development fund (one-third of trust) geared to nonprofits
 5. Maine's CAC is unique in including both state agencies and nonprofits, working together; nonprofits are emphasized as grantees

III. Definition of culture for purpose of plan or trust

- A. See attached national taxonomy of exempt entities (partial)
- B. States:
 1. Connecticut includes funding for "heritage museums, science centers, historical societies and other cultural preservation agencies."
 2. Oregon includes "arts, humanities, history, heritage, and historic preservation" and describes "the distillation of

what identifies us as people: our shared and individual sense of heritage, history, place, creativity and art, traditions and customs."

3. Kentucky defines cultural heritage as "the places, artifacts and activities that authentically represent the stories and people of the past and present."
4. Oklahoma defines "cultural" as "an inclusive term to include all phases of the arts and humanities, for each of which it then catalogs an inclusive list of disciplines.

IV. Lessons Learned

- A. Strong support or even initiation at the Executive level
 1. Oregon began with a summit gathered at the Governor's request
- B. Legislative interaction with cultural planning entity (and how to)
 1. Iowa's legislative leaders appoint four of nine board members
 2. Connecticut enjoyed widespread media and lobby support in favor of legislative action
 3. Oregon added two legislators to Task Force
 4. Massachusetts includes legislative agenda with planning goals
- C. Maintain state agencies' independent governance and status
 1. Oregon's agencies maintain independent governance and status; trust distributes some new funds to them
- D. Set common goals that are not competitive
- E. Engage broad constituency from the beginning
- F. A "key agent" champions the project through from beginning to end
- G. Employ outside consultant
 - 1) Oregon used Artsmarket
- H. Tie advisory panel or working group of agency heads to consultant and citizen board
- I. Employ outside study to determine plan's effects (Pew charitable trusts, institute of higher education)

V. Unique features:

- A. Iowa employs reverse leveraging: local, private donations to individual local institutions triggers deposit of state funds into trust from which interest will later be used for grantmaking.
 - B. Nevada's Department of Cultural Affairs includes an advisory committee on participatory democracy which identifies and proposes solutions to any problem concerning the level of participatory democracy, increasing or facilitating the interaction of citizens with governing bodies, and improving the operation of government.
 - C. Nevada's Cultural Commission uses state funds to establish cultural institutions in out-of-use school buildings and other interesting locations
 - D. Connecticut's plan is strictly culture and heritage—no arts.
 - E. Massachusetts' cultural council oversees arts and culture, but not heritage, history, or humanities.
 - F. Oregon's trust will itself seek grants from major philanthropic sources, including outside the state
- **Iowa's** collaborative plan, called "Imagine Iowa 2010 (<http://www.culturalaffairs.org/>)," is essentially a conceptual document or "cultural vision" outlining broad goals and aspirations to be followed and fulfilled (or not) voluntarily by individual institutions throughout the state. Emerging from efforts of the Iowa Department of Cultural Affairs, a steering committee of thirty-eight agencies and nonprofits was established, which traveled to six regional caucuses with interested constituents, at which each region determined its concept of the plan's content and goals, and selected six delegates. A convention was held at which all thirty-six delegates and two hundred interested individuals gathered to finalize eight goals, with breakouts into focus groups to discuss detailed plans and processes. This plan was then ratified by the steering committee. Enabling legislation has been passed and signed. The plan includes developing a cultural trust, which has passed the legislature without funding and with rules for disbursement yet undeveloped. Build-up of the trust is predicated on leveraging local funds to trigger state investment. No agency or entity has yet been established to administer the funds. The trust, when funded, is to be capped at \$10 million, with grants to be made from interest. The Department of Cultural Affairs unifies many state agencies including the Historical Society, Historic Preservation, Historical Libraries, Archives and Records Center, Historical Museum, and the Iowa Arts Council, but not humanities, education, or the Office of the State Librarian. There is no association of cultural nonprofits. (*Christopher Rossi, Executive Director; Anita Walker, Director, Department of Cultural Affairs*)
 - **Maine** has set up a Cultural Affairs Council to advocate for and administer direct cultural funding from the state. There exists no cultural trust or collaborative long-range plan. Participating agencies include five state agencies (the State Library, State Museum, State Archives, Arts Commission, and Historic Preservation) and two nonprofit organizations (Maine Humanities Council and Maine Historical Society). The

State Summaries

States are divided into three categories:

1. those with some kind of working comprehensive plan, trust, unified state agency or association of nonprofits;
2. those which have attempted or are attempting one of the foregoing;
3. and those with none of the foregoing. States are in alphabetical order within each category. Sources are listed in italics at the end of each entry; all sources are from respective state Humanities Councils unless otherwise noted.

Category 1. States with any kind of working cultural trust, unified state cultural agency, plan, or network of cultural non-profits

New Century Community Program leveraged state funds with some private funds, with the first two-year cycle funded at \$3.2 million. The second two-year cycle received \$1.2 million. An overarching strategic plan was produced essentially as argument for the funding structure itself, and the Pew Charitable Trust has completed a report on cultural policy and funding in the state of Maine which fully describes the strategic argument, advocacy, grassroots activity, structure, and legislative action involved in implementing the program. After initial efforts by a consultant, costs and effort were assumed by the seven agencies involved. The planning process, including approval by all seven boards and commissions, took just over one year, with a second year for hard advocacy and legislative action. In the first two-year round, over 700 grants were made and administered by the seven agencies; the grants reached all legislative districts, which facilitated the second two-year legislative passage. Key lessons learned included visualizing and thinking big, and identifying key players. (*Dorothy Schwartz, Executive Director*) (Pew report, other information on file)

- **Massachusetts** does not have a statewide cultural plan, but developed a Five Year Strategic Plan (<http://www.massculturalcouncil.org/news/plan.html>) under the state arts council two years ago. The Massachusetts Cultural Council's grant-making portfolio includes not only the arts but also the humanities and the interpretive sciences. Other agencies, such as the Humanities Foundation, essentially subcontract various portions of the portfolio, but without a written plan. For instance, the Humanities Foundation has a partnership agreement with the Council, which provides it with just under \$600,000 per year for its grant program. The Massachusetts Cultural Council provides funding to over five hundred nonprofit organizations and over three hundred and fifty communities through local cultural councils. Rather than a trust, funding is through the annual legislative budgeting process. (*David Tebaldi, Executive Director*)

- In 2000, **Michigan** created a cabinet-level cultural agency by executive order of the governor, comprising existing state agencies previously housed in different bureaus of government. The new Department of History, Arts, and Libraries (<http://www.michigan.gov/hal>) includes the Michigan Historical Center (state museum, some historic sites, the State Historic Preservation Office and other functions), Library of Michigan, State Film Office, Mackinac Historical Parks (historic sites and museums), and the Michigan Council for Art and Cultural Affairs (the state arts agency). Secondly, an ad hoc group of cultural executive directors (including the Humanities Council, one of the founding members) called the Michigan Culture Forum works with statewide culture service providers in arts, history, humanities, cultural museums, festival and ethnic associations and others to explore such advocacy and funding issues as prospective statewide cultural trust and endowment creation and research, statewide policy initiatives benefiting communities/ statewide service providers, and cultural planning. This is not an official entity but a planning and think-tank group that works with policy-makers and analysts to explore enhancing a stronger base of cultural support both in and outside state government. (*Rick Knupfer, Executive Director*)
- **Montana** has a cultural trust dating back to the 1970's, a quasi-endowment established out of a coal extraction tax, resulting in a trust administered by the Arts Council as a grant program, with a review panel appointed by the Arts Council, Historical Commission, and including the Executive Director of the Montana Committee for the Humanities. There is no unified state agency, no cultural non-profit collaboration structure, and no collaborative plan. (*Mark Sherouse, Executive Director*)
- **Nebraska's** most broad-based collaboration is a project including state-wide public broadcasting, both radio and television, and the humanities and arts councils, to investigate and consider ramifications of the digital revolution in broadcasting and its potential for the arts and humanities and

all groups associated with arts and humanities. Also, the Nebraska legislature has established a five million dollar endowment for the arts and humanities; recipients must match funds granted from the trust's earnings with additional raised funds. The arts and humanities councils are now working toward raising money for a separate, private, five million dollar endowment. (*Jane Hood, Executive Director*)

- **Nevada** has a Department of Cultural Affairs (<http://dmla.clan.lib.nv.us/>), which includes museums, libraries, and the arts, but not humanities. There are also combined Governor's Awards in arts and humanities. Finally, a Cultural Commission including people from throughout the state was created for ten years, and meets annually to distribute state funds to establish cultural institutions in out-of-use school buildings and other interesting locations.
- **New Hampshire** carries most of its state cultural agencies under the Department of Cultural Resources (<http://webster.state.nh.us/nhculture/>), which includes the State Arts Council, the Division of Historical Resources, the State Library, the Cultural Exchange Commission overseeing exchanges with Quebec, and the Roundtable on Cultural Exchanges and International Trade, but not the Film Commission, Archives, Historical Society or Humanities. Significantly, the State has a Land and Community Heritage Project, which earmarks funds (seven million currently, with aspirations to hit twelve million annually) for broad cultural projects such as those that preserve heritage and build community while setting aside tracts of land for preservation. There is no comprehensive statewide association of nonprofit cultural agencies or collaborative plan. (*Melanie Phelps, Financial Officer; Van McCleod, Commissioner of Cultural Resources*)
- **New Jersey's** department of State (<http://www.state.nj.us/state/>) includes many of the state's cultural agencies, including the Historical Commission, Historic Trust, Council on the Arts, State Museum, Division of Archives and Records Management, Public Broadcasting, and
- others, but not, for instance, libraries or humanities. The state now has two trusts: the New Jersey Historic Trust will provide \$60 million in matching grants for historic preservation through 2009 plus an Emergency Fund, a Revolving Loan Fund, and an easement program; and the new Cultural Trust whose enacting legislation has passed but has not yet been funded. (*Jane Brailove-Rutkoff, Executive Director*)
- **New Mexico** combines, under the State Office of Cultural Affairs (<http://www.nmoca.com/>), all state museums, libraries, preservation, monuments, the Arts Council, and includes funding for the New Mexico Endowment for the Humanities (10% of NMEH total). This is an administrative umbrella through which all funding (thirty-five million dollars annually) is handled, and the directors of each agency report to the director of the Office of Cultural Affairs. (*Craig Newbill, Executive Director*)
- **North Carolina** has a unified state agency called the Department of Cultural Resources (<http://www.ncdcr.gov/>) that includes the Arts Council, Division of Archives and History, libraries, historic sites, museums and folk life, but not humanities, film and Tourism, or Historical Society. Funding is through annual budgeting and there is no cultural trust, collaborative plan, or cultural non-profit network. (*Harlan Gradin, Assistant Director*)
- **Oregon** has both the country's most fully developed and comprehensively funded "Cultural Development Plan" and a separate "Heritage Plan." The Heritage Plan is organized around coordination, advocacy, education and promotion of the state's heritage, defining "broad long-term goals and objectives to foster heritage conservation and development." The Cultural Development plan is centered around a new Cultural Trust Fund (www.culturaltrust.org) with a ten-year endowment goal of \$218 million. Funding includes a tax credit and conversion of existing state assets, as well as a special "culture" license plate. Developed over three years at the behest of the Governor with a nominal cost of \$100,000 (with many in-kind costs borne by

the partner agencies), nine citizen board members were selected to oversee grant-making decisions. The emphasis is on the developmental side, to foster collaboration at the state and local level, and to define and encourage cultural participation. An interdisciplinary approach is emphasized, rather than defining any fundable activity as “arts” or “heritage,” in the view that these are essentially artificial constructs. A minimum allocation goes to each county and nationally recognized tribal government.

- **West Virginia** has a unified state agency, the Division of Culture and History (<http://www.wvculture.org/>), which includes the State Museum, State Archives, State Arts Council, State Theatre, and Historic Preservation, within its Department of Education and the Arts, which includes Libraries and the Arts (not the public schools). There is no trust, no unified statewide association of cultural nonprofits, or cultural collaborative plan. (*Ken Sullivan, Executive Director*)
- **Wyoming** has consolidated five agencies under a unified Division of Cultural Resources (<http://www.wyobest.org/culturalres.html>)—State Archives, State Museum, Archaeology, State Historic Preservation Office, and the Arts Council, along with some historic sites and State Parks. No cultural trust exists, nor any cultural plan or formal statewide association of cultural nonprofits. (*Robert Young, Executive Director; John Coe, Director, Arts Council*)

Category 2. States who have attempted or are attempting a plan, trust, network or agency that has not yet (or did not) reach fruition.

- **California** has no comprehensive statewide cultural collaboration: no unified state agency, no collaborative plan, and no trust, but it does have the California Humanities Network, comprised of individuals, organizations, and associations who provide programs in history, literature, and other cultural areas including museums, libraries, public radio, public television, academic institutions, humanities scholars and

culture bearers, community-based organizations, and film and radio program producers. (*Julie Levak, External Affairs; Nancy Conner, IHC*)

- **Connecticut** has both a Cultural Heritage Development Fund, administered by the Connecticut Humanities Council, from which grants are made statewide, and a new, extensive Heritage Coalition plan (under consideration) drawing together all state cultural agencies (but not arts), including the Humanities Council, Connecticut Historical Commission, Connecticut Trust for Historic Preservation, Connecticut State Library, Connecticut Museum Association, League of Connecticut History Associations, and the Connecticut Tourism Association. The Heritage Coalition plan has broad media and lobby support for passage by the legislature. (*Bruce Fraser, Executive Director*) (CDHF hardcopy on file; Coalition Plan being sent) Connecticut was also frequently mentioned by other states in the area as noteworthy for its “gateway” Web site, administered by the Humanities Council, which (at a cost of \$170,000 per year) carries all cultural activities in the state. (*Gilbert, Vermont*)
- **Missouri**, in 1998, engaged consultants to propose a cultural tourism plan, which they did—made recommendations. Roundtable discussions were then held under a cultural tourism coordinator, who supported consultant Moskin’s recommendation for a revolving grant and loan fund in support of local tourism projects. In three years, the legislation never passed. No efforts are currently under way. (*Michael Bouman, Executive Director*)
- **Oklahoma** once developed a statewide cultural plan under the Oklahoma Cultural Coalition (in the early 1990’s), called the Oklahoma state cultural plan. It grew out of the Governor’s Congress on the Arts and Humanities, and a document was created. The Arts and Humanities councils were charged with funding it, and though they promised to monitor themselves in making steady progress toward implementation, it was soon ignored, as it was mostly a “market basket” collection of small local projects with no universal goals or unifying focus. The process

itself, however, was found to be helpful in creating enthusiasm about collaboration. (*Anita May, Executive Director*) (Hardcopy on file)

- **Virginia** has nothing in the way of a cultural or heritage plan or cultural trust. Virginians For the Arts, a ten-year old lobbying organization, lobbies for arts and humanities funding by the legislature. Since a year ago, an informal, loose cooperative of cultural, arts, and humanities organizations has discussed the state's cultural needs, with one result being creation of a bill for (attempted) legislative passage. A conference of one-hundred-fifty cultural organizations also resulted, leading to suggestions for a mechanism through which the Commission for the Arts and the Foundation for the Humanities would make annual cultural funding recommendations to the Governor (for all cultural funding), and also dispense and provide oversight over those funds. (*Robert Vaughan, Executive Director*)

Category 3. States with no real trust, agency, network, or plan.

- **Alabama's** statewide cultural agencies used to meet regularly and have done some informal planning in the past, but have no formal plan. There exists no cultural trust, no dedicated funds, and no strategic collaboration plan. All of the six major state cultural agencies receive state funding, but this can be problematic since 80-85% of all state funds are earmarked by constitutional stipulation. (*Robert Stewart, Executive Director*)
- **Arizona** has done some planning in the past, but has no formal plan. There is no central state agency or trust fund. In light of recent recognition of a need for non-profit collaboration, the Arizona Nonprofit Capacity Building Association has been created, funded by several large foundations, and is now isolating a mission, possibly by functioning as an "association for associations," but this is not strictly cultural. Various state agencies do collaborate formally, such as on culture and heritage tourism, but no strategic plan exists. (*Dan Shilling, Executive Director*)

- **Arkansas** has no collaborative plan, cultural trust or centralized agency. Energy is dispersed amongst agencies and responsibilities divided in ways that are largely accidents of history. Some long-running collaboration exists between the Department of Arkansas Heritage and the Humanities Council toward history and heritage projects. Most collaboration is defacto and ad hoc, but builds relationships and trust. (*Robert Bailey, Executive Director*)
- **Colorado** does not have any kind of cultural trust or collaborative mechanism, and the state's cultural agencies have never done much joint planning, except on a project-by-project basis. The Colorado Council on the Arts once proposed a cultural trust which did not pass the legislature. The Humanities Council's recent interest in state funds and the Arts Council's reduced budget may act as catalyst for renewed interest in collaborative efforts. (*Margaret Coval, Executive Director*)
- **Delaware** has no cultural trust and collaboration is largely informal, with very fluid, project-oriented planning structures. Substantial repeated collaboration occurs between agencies, but nothing continual or permanent, with the greatest emphasis on collaboration sometimes centered on the tourism arena. (*Stephanie Lonie, Chief of Staff*)
- **Florida** has some collaborative projects, but no real plan. For instance, collaborators are putting together an on-line (state of Florida) encyclopedia, and discussions have been held about a cultural heritage touring plan. State funding for most arts and cultural agencies comes through the Division of Cultural Affairs, housed under the Department of State (<http://www.dos.state.fl.us/>), but these are not a comprehensive list of cultural and heritage agencies such as libraries, historical preservation, etc. Also, humanities, a "stepchild," has worked to define itself against mostly "arts" organizations. The Florida Arts Alliance, an association of cultural non-profits, lobbies for cultural affairs. (*Francine Cary, Executive Director; David Reddy, resources*)

- **Georgia** has a new Governor’s Commission on History and Historical Tourism, barely off the ground, which encompasses an array of efforts and will probably result in greater inter-agency and nonprofit cooperation, but is not a comprehensive collaborative plan or comprehensive collaborative framework. There is no cultural trust. (*Jamil Zainaldin, President*).
- **Idaho** has no collaborative or strategic plan whatsoever, although the Parks department, Historical society, Arts commission, and humanities council have held a preliminary discussion on collaboration. The Idaho Heritage Trust, funded through license plate sales, is strictly endowed for historic preservation. (*Rick Ardinger, Executive Director*)
- **Illinois** considered blending arts and culture by merging them into one state agency, a cultural council, by executive order of the Governor, but decided against this move. (*Kristina Valaitis, Executive Director*)
- **Kansas** has no umbrella agency, though there have been some strictly preliminary discussions about a cultural trust. Not much legislative interest, however. (*Marion Cott, Executive Director*)
- **Kentucky** has no specific strategic plan, but the state does push heritage tourism. Also, several non-profit councils and organizations are invited to attend some government meetings, such as the Education, Arts, and Humanities cabinet meetings. The state has a good dialogue, but no formal strategic plan. (*Steve Price, Assistant to Virginia Smith, Executive Director*) (Kentucky Cultural Heritage Tourism Strategic Plan Hardcopy on File)
- **Louisiana** has no collaborative plan, no cultural trust, and no collaborative structure for cultural non-profits. As for state agencies, there is some unification within an agency called Culture, Recreation and Tourism under the Lieutenant Governor which includes Cultural Development, Tourism, the Division of the Arts, Historic Preservation, Archeology, the State Museum and the State Library. The Secretary of State’s office oversees another group of three or four museums and the State Archives. The Louisiana Endowment for the Humanities is a non-profit which receives a direct state appropriation in the Higher Education budget. The Film Commission is under the Dept of Economic Development and there is also a Music Commission. There is no unified plan. (*Michael Sartisky, Executive Director*)
- **Maryland** has no collaborative plan or trust. Cultural activities are largely housed under two departments, the Department of Housing and Community Development (culture and heritage) and the Department of Business and Economic Development (arts). (*Judy Dobbs, Deputy Director*) (more to come)
- **Minnesota** has no overarching or comprehensive collaborative mechanisms for culture that include both the arts and humanities—no trust, no statewide plan, or umbrella agency. The Minnesota Humanities Commission does have a grant program for cultural non-profits. (*Stanley Romanstein, President*)
- **Mississippi** has no formal structure of any kind for cultural collaboration, and no cultural trust. At one time, an informal cultural alliance met twice annually to discuss important issues. (*Barbara Carpenter, Executive Director*)
- **New York** has little, if any, comprehensive collaboration that includes both the arts and humanities. The New York State Council on the Arts is a state agency that functions like a not-for-profit, but with state funding, and it has formed various limited consortia for specific program areas through which it has formed liaisons with other agencies. There has also been some new emphasis on funding for the arts with commerce in mind, i.e., tourism. (*David Cronin, Executive Director*)
- **North Dakota** has never worked on or considered a formal collaborative plan at all; the Humanities Council enjoys close collaboration with the State Historical Society, and there is also collaboration with and between statewide public radio and television—all informal or “natural” collaboration. (*Everett Albers, Executive Director*)

- **Ohio** has no statewide collaborative plan, unified state agency or cultural trust, though for many years the state had a joint program in arts and humanities that included both the Arts Council and the Humanities Council. (*Gale Peterson, Executive Director*)
- **Pennsylvania** does not have a collaborative plan or cultural trust. Significant collaboration revolves around two areas: a joint grantmaking program (funded at \$300,000 per year) involving both arts and humanities, funded by the Council on the Arts and administered by the Humanities Council; and Partners in History (funded at up to \$100,000 per year), with the Humanities Council and Historical and Museum Commission collaborating. (*Joseph Kelly, Executive Director*)
- **Rhode Island** has no collaborative plan or structure of any kind, although the state's cultural agencies do form ad hoc partnerships at times and also work together on advocacy for funding. (*Drake Patten, Executive Director*)
- **South Carolina** does not have anything resembling a cultural plan or trust. The state arts commission just finished a 10 year plan for their agency but the governor's office and general assembly do not have any cultural liaisons or unified way to plan for the state. Each group does its own planning with little coordination between groups. The state parks, recreation and tourism agency probably comes closest to having a plan involving several agencies. (*Randy Akers, Executive Director*)
- **South Dakota** has no collaborative plan, unified state agency, or association of cultural nonprofits. It has no comprehensive cultural trust, but it does have a preservation trust and a humanities foundation endowment. (*Dr. Donald Simmons, Executive Director*)
- **Tennessee** does not have any kind of collaborative plan, umbrella agency, or cultural trust. Various agencies once talked about combining under one authority (fifteen years ago), but this idea failed. (*Robert Cheatham, Executive Director*)
- **Utah** has not developed any real collaborative mechanism. The Utah Cultural Alliance is an advocacy group, but not a funding mechanism. A state legislative initiative passed which provides one-tenth of one percent sales tax earmarked for cultural funding. To receive these funds, individual counties must pass local funding initiatives. Salt Lake County, for instance, passed a fifteen million dollar program. Five agencies, the Office of Museum Services, State Historical Society, Arts Council, Heritage Foundation (trust for historic preservation), and Humanities Council, expect to work toward development of a cultural trust similar to Nebraska or Missouri. (*Cynthia Buckingham, Executive Director*)
- **Vermont** has no form of statewide cultural collaboration. To date, they have only discussed some kind of strategic tourism effort. (*Peter Gilbert, Executive Director*)
- **Washington** has no form of comprehensive statewide cultural collaboration: no unified state agency, no association of cultural nonprofits, no collaborative plan, and no trust. (*Margaret Ann Bollmeier, Executive Director*)
- **Wisconsin** has no comprehensive plan, unified state agency or association of cultural nonprofits, or cultural trust but has organized seven agencies in to the Wisconsin Cultural Coalition, beginning in the early 1990's. This coalition brings the Humanities Council, Arts Board, Historical Society, Public Television and Radio, The Academy of Arts, Sciences and Letters, and the University of Wisconsin Extension's Continuing Studies section into collaboration on individual projects such as the Sesquicentennial celebration. (*Robert Young, Executive Director*)

APPENDIX D: National Inventory Tabular Results

State/ Organization	Plan Y/N	Unified State Agency	Trust	Nonprof. Network
Alabama	N	N	N	N
Arizona	N	N	N	N
Arkansas	N	N	N	N
California	N	N	N	Y: California Human. Network
Colorado	N	N	N	N
Connecticut	Y: under consideration	Y: Heritage Coalition under consideration	Y	N
Delaware	N	N	N	N
Florida	N	Y: Division of Cultural Affairs	N	Y: Florida Arts Alliance
Georgia	N	N	N	N
Idaho	N	N	Y: Idaho Heritage Trust, strictly Historic Preservation	N
Illinois	N	N	N	N
Iowa*	Y: broad "cultural vision"	N: Dept of Cultural Affairs	Y: Legislated, not yet funded	N
Kansas	N	N	N	N
Kentucky	N: only Cultural Heritage Tourism	N	N	N
Louisiana	N	N	N	N
Maine	Y	Y: CAC	N	N
Maryland	N	N	N	N
Massachusetts	N	Y: Mass. Cultural Council	N	N: but funding coordinated by the MCC
Michigan	N	Y: Dept of History, Arts, and Libraries	N	Y: Michigan Culture Forum
Minnesota	N	N	N	N: but funding through grants by the MHC

Mississippi	N	N	N	N	N	N
Missouri	N	N	N	N	N	N
Montana	N	N	N	Y	N	N
Nebraska	N	N	N	Y	N	N
Nevada	N	Y: Dept of Cultural Affairs/ Cultural Commission	N	N	N	N
New Hampshire	N	Y: Office of Cultural Affairs	Y: Land & Community Heritage Project	N	N	N
New Jersey	N	Y: Department of State	Y: enacted, not yet funded	N	N	N
New Mexico	N	Y: Office of Cultural Affairs	N	N	N	N
New York	N	N	N	N	N	N
North Carolina	N	Y: Dept of Cultural Resources	N	N	N	N
North Dakota	N	N	N	N	N	N
Ohio	N	N	N	N	N	N
Oklahoma	N	N	N	N	N	N
Oregon	Y	N	Y	N	N	N
Pennsylvania	N	N	N	N	N	N
Rhode Island	N	N	N	N	N	N
South Carolina	N	N	N	N	N	N
South Dakota	N	N	N	N	N	N
Tennessee	N	N	N	N	N	N
Texas Council	N					
Utah	N	N	Y?	N	N	N
Vermont	N	N	N	N	N	N
Virginia	N	N	N	N	N	N
Washington	N	N	N	N	N	N
West Virginia	N	Y: Div. of Culture and History	N	N	N	N
Wisconsin	N	N	N	N	N	N
Wyoming	N	Y: Div. of Cultural Resources	N	N	N	N

Appendix E.

Overview of Indiana's Heritage and Culture History

This listing provides some highlights in the development of Indiana state government agencies and three statewide private agencies (all represented on the Indiana Heritage and Culture Council), which contribute to promoting and preserving the heritage and culture of Indiana.

1816 In fact, the **Indiana State Archives** has existed from the beginning of state government in 1816 since there were records of state government that had to be kept. Treasurer of State Samuel Merrill moved the records of the state from Corydon in late 1824 to the new capital in Indianapolis. As a result of a study by Indiana Professor Harlow Lindley, commissioned by the American Historical Association, the General Assembly organized the department of Indiana history and archives in the **Indiana State Library** in 1913 and permitted deposit in the State Library of records and other material by state, county, and other officials for preservation. It became a separate division in 1936. In 1979, the State Archives was made a division of the Indiana Commission on Public Records, where it remains. <www.IN.gov/icpr>

1825 After the removal of the state capital to Indianapolis, the General Assembly created the position of State Librarian to provide library service to the legislature, state officials, and judiciary. This was the beginning of the **Indiana State Library**. Present library public services include the Indiana history collections, genealogy (added in 1934), newspapers, data center, government documents, services for those with visual and physical impairments, services for and oversight of public libraries, administration of federal funds and statewide planning for libraries. <www.IN.gov/library>

1830 The **Indiana Historical Society** was founded on December 11, 1830, the oldest historical society west of the Alleghenies. The Society has collected and published since that time; much of its life in the twentieth century was in the Indiana State Library and Historical Building. In 1976, the Society separated administratively from the Indiana Historical

Bureau. Since 2000, the Society has occupied its own building, the Indiana History Center, near the state complex, enabling it to provide more services statewide. <www.indianahistory.org>

1869 State geologist begins a formal collection of artifacts that was the beginnings of the **Indiana State Museum**. The State Museum was a part of the Department of Conservation, which became the Department of Natural Resources. The Museum moved from relative obscurity in the State House in 1967 when it opened its doors in the former Indianapolis City Hall. In May 2002, the state opened a world-class museum in White River State Park, to provide interpretation of Indiana's natural and cultural heritage for the citizens of the twenty-first century. <www.IN.gov/ism>

1915 The state formed the **Indiana Historical Commission** to carry out the celebration of the centennial of Indiana's statehood in 1916. The Indiana Historical Society and others lobbied for the commission, which was chaired by Governor Samuel Ralston. The commission led the planning for the centennial celebration, coordinated with the committees and events of local communities throughout the state, and documented the events in a book-length publication. The Commission's work continued, providing seminal publications on Indiana's Constitutions, development of local historical organizations throughout the state, and support for the Indiana Historical Society. The commission became the **Indiana Historical Bureau**, with a mandate to edit and publish documentary and other material relating to Indiana, promote the study of Indiana history, and work with others concerned with Indiana history. The Historical Bureau also manages the State Historical Marker Program and the Governors' Portraits Collection. <www.IN.gov/history>

1916 As a lasting legacy of the centennial of statehood, the **state parks** system was begun under the auspices of the Indiana Historical Commission.

1919 The **Department of Conservation** was created by the Indiana General Assembly; it included the office of state geologist; **State Parks** were under a land and waters division. The Department mission was broadened during the 1920s to include preservation and interpretation of landmarks of early state history. The acquisition of the J.F.D. Lanier Mansion in Madison in 1925 was the first historic site. State parks and historic sites have increased to over forty at the present time. <www.IN.gov/dnr/parks>

1920 The General Assembly created a board of trustees to develop the Indiana World War Memorial. In 1957, its functions were given to the **Indiana War Memorials Commission** created by the General Assembly. The Commission mandate was to build the World War Memorial in the War Memorial Plaza, maintain the structures on the Plaza and grounds, oversee the Soldiers' and Sailors' Monument on the Circle, and preserve the Indiana battle flags. The Commission in recent years has made great strides in restoring the Memorial and the Soldiers' and Sailors' Monument, and in creating museum interpretations of Indiana military history in both of those structures. <www.IN.gov/iwm>

1925 The General Assembly merged the Indiana State Library, Indiana Historical Bureau, Public Library Commission, and Legislative and Administrative Reference Bureau into the **Indiana Library and Historical Department**. The State Library and Historical Bureau now constitute that Department. Since 1934, the two agencies have been housed in the Indiana State Library and Historical Building. The building was expanded in 1976; a major restoration and renovation is now in progress to provide a building that can better provide services needed in the twenty-first century.

1960 **Historic Landmarks Foundation of Indiana** was founded as a private nonprofit organization by Eli Lilly and other Indianapolis civic leaders. Since 1991 Historic Landmarks' state office has resided in a restored and expanded historic building moved to the canal in downtown Indianapolis; there are eight regional offices throughout the state to serve better the needs of Indiana citizens. Historic Landmarks' historic sites, tours, publications, meetings and workshops promote preservation and

educate the public about the techniques and benefits of saving and restoring historic places; its annual 10 Most Endangered initiative aims to focus a public spotlight on preeminent Hoosier landmarks in jeopardy. <www.historiclandmarks.org>

1964 The genesis of the **Indiana Arts Commission** was an executive order by Governor Matthew Welsh. In 1965, the General Assembly created the commission in order to be able to receive grants from the National Endowment for the Arts. The agency is a public catalyst, partner, and investor in the arts, and serves the citizens of Indiana by funding, encouraging, promoting and expanding the arts. Its Regional Partnership initiative has received national attention. <www.IN.gov/arts>

1965 The **Department of Natural Resources** was created, consolidating state agencies concerned with protecting natural resources. It consisted of landholding divisions and technical divisions to further that aim. The actual alignments of divisions have varied over the years, but the responsibilities have been maintained and expanded as needs, mandates, and opportunities have changed. <www.IN.gov/dnr>

1965 The **Department of Commerce** was created with the Lieutenant Governor as director and commissioner of agriculture. It was to provide for the orderly economic development and growth of the state, developing and promoting programs to make the best use of state resources. In fulfillment of these goals, **Tourism** Information and Promotion Fund was added first in 1976; **Film Commission** was added in 1982, and **Main Street Program** was added in 1985. As a historical note, in 1933, a Department of Commerce and Industry, administered by the Lieutenant Governor, was created as part of Governor Paul V. McNutt's Executive Reorganization; it ended in 1941. <www.IN.gov/doc>

1969 The Department of Natural Resources moved beyond the limited concept of historic sites and was authorized to participate in the Department of the Interior's National Register of Historic Places program, begun in 1966. In 1971, a state preservation program was added in the Department working with a professional committee. The first archaeologist was added in 1977 after an expansion of federal

authority in the Department of the Interior. In 1981, the General Assembly created a new **Division of Historic Preservation and Archaeology** to administer the National Register of Historic Places in Indiana, preservation grants, Section 106 review of federal projects, preservation tax credits, and the state's archaeology program. <www.IN.gov/dnr/historic>

1972 The **Indiana Humanities Council** was formally founded. It is an independent, not-for-profit organization supported by contributions from Indiana individuals, corporations, and foundations and by the National Endowment for the Humanities. It is dedicated to building stronger communities through targeted initiatives in leadership, education and culture. Current initiatives are IHC Smart Desktop, Indiana Leadership Summit, Humanities Directory, Habits of the Heart, Indiana Online (State Encyclopedia), and Veterans Oral History Project. <www.ihc4u.org>

1992 The **Indiana Rural Development Council** was established as a state, federal, local government and private sector partnership. The Council's purpose is to coordinate the efforts of citizens and governments to meet the social and economic needs

in rural Indiana.

2000 **Indiana 2016 Task Force** was established by executive order on December 11 to continue the work of the Hoosier Millennium initiative and lead into the planning for the bicentennial of statehood in 2016. Chaired by First Lady Judy O'Bannon, Indiana 2016's theme is Communities Building Community. The Task Force initiates and recognizes active involvement of Hoosiers in their communities that helps strengthen the state. Emphases include arts and culture, education, health and human services, community development, the environment, and technology. <www.Indiana2016.org>

2001 The **Indiana Heritage and Culture Council** was established by Governor Frank O'Bannon's executive order to investigate various issues related to heritage and culture in Indiana. The Council was directed to complete an inventory of resources, create a heritage and culture plan for the state, and develop a plan for a permanent appropriate location for the Indiana State Archives. <www.IN.gov/heritage>

APPENDIX F

Technology Committee Interim Report

At its January 29, 2002 meeting, the Council approved the charge for the Technology committee as follows:

The Committee is charged with investigating current and developing technologies and making recommendations to the Council that would achieve the following:

- Promote and provide preservation and conservation of resources;
- Provide access to and promote the use of resources by citizens;
- Optimize the effectiveness and efficiency in, among and between state government, local agencies and private organizations statewide;
- Improve communication and collaboration among state government, local agencies and private organizations statewide;
- Effect maximum educational benefit for all citizens;
- Provide accessibility of the information pertaining to the Indiana Heritage and Culture Council to citizens;
- The Committee will also see that all information disseminating from the IHCC will be accessible to the general public.

Given this charge, the Committee's recommendations can be divided into three groups of statements.

- **A.** The first group, addresses the work of the Council and how technology can benefit the work of the Council and communicate interactively with the public concerning the Council's activities.
- **B.** The second set of statements focuses on those activities which might be achieved quickly and inexpensively to promote effectiveness and efficiency while promoting public use of agencies' and organizations' resources.
- **C.** The last set of recommendations takes a longer view of how agencies and organizations might benefit from collaboration in the procurement, development and use of technology to save effort and dollars and improve the public's use of everyone's resources.

A. The Council and Technology.

The technology committee will work with Access Indiana to design and implement a Web page for the Council.

1. The Web page will include the following elements
 - a. Executive Order creating the Council
 - b. Membership lists
 - c. Agendas and Minutes of all meetings
 - d. Calendar of activities
 - e. Council and committee reports
 - f. Links to agencies' and organizations' and related Web sites
 - g. Hot link to major events of agencies and organizations
2. Agency and organization representatives should meet periodically to review and update the Web site as a whole and monitor the participation of the members in keeping the site up-to-date, interesting and responsive to the public.

B. First Steps in Agency and Organization Collaboration, technologically.

As in almost any cooperative venture there are some activities which can be accomplished relatively quickly, at little cost and produce a substantial benefit.

1. Each agency and organization has a home page. A link to each of the other Agencies should be placed prominently on their Web site. (Perhaps, this could be one link to the Heritage and Culture Council Web site?)
2. Each agency and organization could select appropriate events from other agencies and organizations and include them in their calendar listings.
3. The calendars could be useful in avoiding over-scheduling events at the same time.
4. Agencies and organizations could collaborate in planning by taking into consideration complementary materials and resources so events are more attractive and meaningful for

the public and increasing attendance overall.

5. Agencies and organizations should promote other agency and organization events on their Web sites and publications or communication channels.

C. Long range steps to better utilize technology to deliver services.

Technology is forever changing and with increasing rapidity. Most heritage and culture agencies are unable to hire sufficiently trained staff to keep on the cutting edge to capture the public's interest. The cost of the technology is high and frequently not portable into the future. Therefore, the careful collaboration in the selection and implementation of technology can benefit all agencies and organizations by saving dollars and improving and increasing the public's use of services.

1. There should be periodic meetings of the heads of the technology units of each of the agencies and organizations with the participation of the Division of Information Technology (DOIT) and Access Indiana. These meetings should afford the opportunity to showcase what members are doing and identify problem areas and promote joint solutions.
2. Whenever possible open standards should be followed in the selection of software and systems.

3. In the acquisition of hardware or software, agencies and organizations should consider possible use and interest in acquisition by other agencies and organizations to lower costs.
4. In the development of software or the contracting for it, consideration should be given to whether other agencies and organizations would be able to use it.
5. Through the Council's technology committee there should be representation on the technology and networking efforts in the education arena, such as Intelenet, IHETS, education portal projects, etc.
6. The technology committee should identify new technologies of possible benefit to member agencies and organizations and with DOIT and others should sponsor conferences or workshops for the benefit of small, related agencies throughout the state.
7. Working with DOIT members should identify areas that need assistance and, if necessary, develop joint solutions such as perhaps a help desk or training sessions.
8. Member agencies and organizations should work with each other and larger agencies and organizations in developing a one-stop public access point for users.

**Results of Survey of Indiana Cultural Organizations
(State Agencies and Not-for-profits)**

The Not-for-profit and State Agency Survey Committee Report

The mission of this Committee was to survey the programming functions and needs of the state agencies and a sampling of statewide and regional not-for-profit organizations that provide heritage and cultural services in order to enhance collaboration, communication, and efficiency of services provided to Hoosiers.

The Committee members are John Harris, Indiana Historical Society; Nancy Conner, Indiana Humanities Council; Sally Dickson, Eiteljorg Museum; Jon Smith, DNR-DHPA; Jeannie Regan-Dinius, DNR-DHPA; Suzanne Stanis, Historic Landmarks Foundation of Indiana; Polly Harold, Indiana Arts Commission; and Peter Knopf, Indiana Humanities Council.

The Committee, which designed the not-for-profit survey, discussed what organizations would be surveyed. It was finally decided to divide the organizations into four tiers. The Committee only surveyed tiers one and two.

- **Tier I** - Statewide organizations and state agencies
- **Tier II** - Regional organizations which provide services to other not-for-profits and regional facilities such as archives or libraries
- **Tier III** - Local groups; for this report these groups will only be listed
- **Tier IV** - Listing of the types of groups that exist (e.g., neighborhood organizations, reenactment groups, etc.)

The Committee's recommendations were utilized by staff from the Division of Historic Preservation and Archaeology to contact 48 statewide or regional not-for-profits and 13 state agencies and divisions with cultural and heritage services. All organizations and agencies received the survey either electronically or in hard copy by June 30, 2002.

Staff sent follow-up e-mails to non-responding organizations in September, October, and November. DHPA staff also made telephone calls in November and December as a final push to increase the percentage responding.

Of the 13 state agencies requested to complete a survey, 100% responded. Of those not-for-profits contacted, 27% (13 of 48) responded. DHPA staff will continue to pursue additional responses in 2003 from non-responding organizations.

State agencies contacted and responding:

- Department of Commerce
 - Indiana Main Street
 - Indiana Rural Development Council
 - Tourism and Film Development Division
- Department of Natural Resources
 - Division of Forestry
 - Division of Historic Preservation and Archaeology
 - Division of Nature Preserves
 - Division of State Parks and Reservoirs
 - Indiana State Museum and Historic Sites
- Indiana Arts Commission
- Indiana Historical Bureau
- Indiana State Fair Commission
- Indiana State Library
- Indiana War Memorials Commission

Not-for-profit organizations contacted:

- African-American Landmark Committee
- ARCH
- Arts Council of Indianapolis
- Arts Council of Southern Indiana
- Arts Council of Southwestern Indiana
- Arts Illiana
- Arts Place, Inc.
- Arts United of Greater Fort Wayne
- Asian American Alliance, Inc.
- Association of Indiana Museums
- Ball State University – Preservation Program
- Bloomington Area Arts Council
- Calumet Regional Archives, IUNW Library
- Canal Society of Indiana
- Central Indiana Community Foundation
- Children's Museum of Indianapolis
- Columbus Area Arts Council
- Community Foundation of St. Joseph County
- Conner Prairie

Earlham College Archives
 Eiteljorg Museum
 Fiesta Indianapolis, Inc
 Indiana Donors Alliance
 Historic Landmarks Foundation
 Historic Madison Inc
 Historic Southern Indiana
 Indiana Black Expo
 Indiana Historical Society
 Indiana Humanities Council
 Indiana Jewish Historical Society
 Indiana Orchestra Consortium
 Indiana Theater Association
 Indianapolis Museum of Art
 International Center of Indianapolis
 IU Art Museum
 IU Lilly Library
 Jasper Community Arts Commission
 Mathers Museum
 Miami Tribal Headquarters
 Nationalities Council of Indiana, Inc.
 Northern Indiana Arts Association
 Northern Indiana Historical Society
 Organization of American Historians
 Purdue Extension
 Society of Indiana Archivists
 Tippecanoe Arts Federation
 Tippecanoe County Historical Association
 Wabash Valley Trust

Not-for-profit organizations which responded:

African-American Landmark Committee (see Historic Landmarks Foundation of Indiana)
 Association of Indiana Museums
 Ball State Graduate Program in Historic Preservation
 Calumet Regional Archives, IUNW Library
 Earlham College Archives
 Fiesta Indianapolis, Incorporate
 Historic Landmarks Foundation of Indiana
 Indiana Donors Alliance
 Indiana Historical Society
 Indiana Humanities Council
 Indiana University Museum of Art
 Northern Indiana Historical Society
 Organization of American Historians

Themes

Staff reviewed the surveys received and identified key themes that were prevalent throughout the organization and agency responses. These themes are listed below.

- **State Agencies**
 - There is a growing demand from communities across the state for program funds and services.

- Agencies should bundle services with other state agencies to provide, in partnership, programs and services to constituents.
- Larger staff numbers are needed to meet the established and future goals.
- More office space is needed to house staff and documents.
- Staff positions need to be upgraded to reflect professional expertise; retention of staff suffers because of low salary levels.
- Professional staff need to be paid adequately.
- A cohesive cultural plan is needed.
- There is a need for technology plans for offices.
- Branding of the office and its programs is needed to have greater public identity of services provided.
- Concern that additional laws do not provide additional staff or funding, but increase workload.
- A booklet that describes each historical and cultural agency for constituents.
- Upgrades in technology and standards of technology.
- Funds for restoration of buildings in which agencies are housed.
- More technical assistance needed from other agencies, which are already understaffed.
- There has been deferred maintenance on some historic structures and on the preservation of documents because of budget problems.
- Better communication among state agencies is always necessary.
- **Not-for-profits:**
 - Shrinking budgets have a ripple effect on staffing, programs, and capital expenditures.
 - More staff is needed to complete programs, projects, and goals.
 - More space is needed to house staff and collections, and to carry out programs.
 - More regional offices would better help local groups.

Indiana Heritage and Culture Council
Agency Profile and Services Survey

Agency/Department: **INDIANA MAIN STREET**

Agency/department's Mission Statement: The purpose of the Indiana Main Street Program is to encourage the economic development, redevelopment and improvement of downtown areas in Indiana cities and towns. As the traditional heart and hub of government, commerce, justice and social interaction, the downtown business district plays a crucial role in the overall image of the community. The program is founded on community development that emphasizes the preservation and development of downtown resources. Indiana Main Street serves motivated individuals and institutions that care about the history and future of their downtowns and communities.

Division: Indiana Department of commerce

Division's Mission Statement: We will continue to build economic development capability by securing jobs that pay higher and by building competitive communities.

Governing Authorities and Statutes: IC 4-4-16-1 through 3

Does your office have legislative or executive mandates (state and federal)? If yes, under what statutes.
No

Regulatory responsibility and permitting:
None

Agency Profile

Please provide a brief description of your agency structure and attach an organizational chart.

The Indiana Main Street program is housed within the Division of Tourism in the Indiana Department of Commerce.

Please list committees or Boards on which your staff sits or volunteers. Please note which are required by position and which are solely volunteer.

There are no required boards other than serving as staff for the IMS advisory committee.

What are the professional affiliations of your office?

National Trust for Historic Preservation

National Main Street

Indiana Association of Cites and Towns

Indiana Economic Development Association

Indiana Historic Landmarks Foundation

What support services does your office currently use and their estimated value?

(Accounting and budget, law enforcement, printing, graphic design, public relations, human resources, MIS, etc)

<u>Support Service</u>	<u>Estimated Value</u>	<u>Source</u>
Indirect Cost	\$ 18,835	General Fund

What technologies (hardware/software) does your office use?

Each staff person has a desktop computer with Microsoft Office installed. We also have access to a digital camera, copier, color printer and fax.

List your sources (types) of revenue, and amounts, for the fiscal year (2001).

<u>Source (type) of revenue</u>	<u>Amount</u>
Indiana General Fund	\$ 200,000
Sponsorship funds	\$ 10,000

List your expected revenues for fiscal year 2002.

<u>Source (type) of revenue</u>	<u>Amount</u>
Same as above	

Do you have a companion not-for-profit corporation? If yes, please list name of group and contact information.

No, but it is an option we are exploring

Programs, Services, and Responsibilities

List and describe legislatively or executively mandated services or duties:

- **Permits None**

List and describe technical support offered by your office. (Curatorial, research, educational resource development, architectural/preservation expertise, etc)

Title and Brief Description:

Indiana Main Street provides technical assistance to member communities and communities interested in the Main Street program. There are currently 164 Main Street communities in Indiana. In addition, we facilitate training opportunities for our member communities and host an annual meeting. Additional info can be found in the pertinent sections of this survey.

I've attached next years training calendar. [Available upon request]

List and describe financial assistance programs offered by your office. (Grants, tax credits, or loans, etc)

Program Description: IMS does not provide any direct financial assistance. We do offer a competitive design assistance program in conjunction with Ball State University where our funds are used to provide an internship at Ball State. In return, the intern will work with up to three IMS communities on design assistance. There is no cost to the community for this service.

We are looking into expanding this program to offer additional services.

_____# Distributed 3 annually__# communities served NA\$ granted

List and describe technical support offered by your office. (Curatorial, research, educational resource development, architectural/preservation expertise, etc)

Type of support:

IMS provides technical support to communities covering the Main Street four point approach which is: Organization, Design, Promotion and Economic Restructuring.

_____# Of consultations in 2000 _____# of communities served

IMS visited 41 communities in 2000 and completed many more phone consultations

List and describe educational programs offered by your office.

Program title and brief description:

IMS facilitates workshops around the state that focus on the four points mentioned above. In addition we also work on Board Development, fundraising and other downtown related issues

_____# Of public served

_____# of communities served

List and describe publications and materials produced by your office.

IMS has one brochure that generally describes the IMS program. In addition, we use many publications produced by the National Main Street Center and other affiliated organizations.

List and describe conferences, activities and events sponsored by your office.

Conference, activity or event description:

Annual Indiana Main Street Conference

The IMS conference is typically a two day event held in a different Main Street community each year. The conference is an educational and networking opportunity for our main street managers, board members, elected officials and volunteers. The conference includes national as well as local speakers and emphasizes the four point approach. In addition, we also have an awards luncheon were communities are recognized for main street achievement is twelve categories.

__150__Attendance

IMS also holds four community exchanges around the state each year where managers can get together to discuss issues, concerns and innovative ideas. We typically try to focus on one of the four points at each exchange. Attendance is typically 20-30.

This coming year we have invited National Main Street to facilitate four workshops.

Who are your current partners in collaborative programs, events, publications, or services?

Event or Program

Partners

Design assistance program

Ball State

How are public relations, media relations, marketing, and advertising handled by your office?

We work with the Marketing division of the Indiana Department of Commerce.

What are your main promotional venues?

Quarterly newsletters and direct mailing. We also have a brochure that describes the program.

Do you have a website? How is it maintained? To what other sites are you linked?

Yes, it is maintained through the marketing division.

- National Main Street Center
- Indiana Association of Cities and Towns
- Indiana Dept. of Natural Resources
- Historic Landmarks Foundation of Indiana
- Governor Frank O'Bannon
- Lt. Governor Joe Kernan
- Indiana Dept. of Commerce
- IN Tourism
- IN Business Development
- SBDC
- IN State Building Commissioner
- In Assoc. for Community and Economic Development

- IHFA
- IN Dept. of Transportation
- Ball State University
- IU Center for Philanthropy
- Small Business Advisor
- Visual Merchandising/Store Display
- Plannersweb
- Downtown Research and Development Center
- IN Economic Development Academy

What opportunities exist to improve collaborative partnering with other heritage and cultural organizations?

There are many opportunities to be explored over the next year. I am especially interested in working more closely with Heritage Road organizations and organizations pertaining to the industrial and cultural development of America especially as it relates to the development of towns and the central business district.

Constituencies and Audiences

What communities do you serve? What are your audiences?

IMS currently serves 164 member communities ranging in size from a few hundred to close to a million (Indianapolis). Most of our communities are under 10,000. Our primary audience is downtown business owners, local elected officials and non-profits that support downtown redevelopment and preservation.

If tracked, please list your annual attendance.

The IMS annual conference typically draws 150 people. Other events draw anywhere from 25 to 50 participants.

Do you have a volunteer base? If yes, how many volunteers assist in your work?

IMS does not recruit volunteers but most of our membership does.

What audiences do you think your agency/organization should reach? What are your goals for future outreach?

IMS priorities over the next few years will be to develop better relationships with our existing members. Outreach will be geared towards that object through direct mail, phone calls and visits. Member communities will be encouraged to more fully participate in IMS programs.

List and describe any Boards, Councils, or Commissions your office administers or oversees. Designate whether they are advisory or statutory.

IMS is staff to the IMS Advisory Board.

Curatorial Responsibilities

List and describe the properties, collections, databases, and records your office maintains.

We maintain a database of Indiana members. We also maintain an extensive library of printed materials, slides and videos that provide technical and educational materials about the Main Street program. These materials are available to any member community at no charge. We also maintain records of each member community. The record typically includes the initial application, and additional applications for advancement through the tier system and other information that might be pertinent.

Trends for the future and emerging issues

List and describe future concerns you see your office facing in the next five – ten years.

The IMS has reached a crossroads in how it serves its constituency as well as how communities participate and interact within the IMS program. We will be working over the next year to develop and implement a new membership hierarchy and to develop meaningful training and development opportunities for our members. In addition, we will continue to work with Main Street managers across the state with regards to training and alleviation of “burn out” among the managers.

List and describe space requirements, curatorial, technological, funding and staff needs your office will encounter in the next five – ten years.

Obviously, three staff cannot adequately serve 164 plus communities. Assuming no dramatic increase in budget over the next few years we must develop partnerships and alliances with like minded agencies and organizations.

List and describe any duplication of work you see within heritage and cultural organizations or agencies.

While no other agency specifically preaches the Main Street program, there are collaboration opportunities and while I wouldn't go so far as to say there is duplication of efforts or programs, I would say that there needs to be a more unified or coordinated effort.

Indiana Heritage and Culture Council
Agency Profile and Services Survey

Agency/Department: **INDIANA RURAL DEVELOPMENT COUNCIL**

Agency/department's Mission Statement:

The Indiana Rural Development Council (IRDC) is a partnership of local, state, federal, profit and not-for-profit stakeholders that support Indiana communities. IRDC's purpose is to coordinate efforts of citizens and governments to meet the economic and social needs of rural Indiana.

Division:

The IRDC is not a state agency. We are funded by five federal agencies; the State of Indiana provides an in-kind contribution (office space, phone lines, computers, etc.) through the Office of the Commissioner of Agriculture.

Division's Mission Statement

The Mission of the Office of the Commissioner of Agriculture is to promote Indiana agriculture, rural development and sustainable communities through partnership building.

Governing Authorities and Statutes:

The IRDC is not established by state or federal statute. We are established under the US Department of Agriculture's authority to develop rural development policy, and funded through discretionary funds from five (5) federal agencies.

Does your office have legislative or executive mandates (state and federal)? If yes, under what statutes.

In 2001, the Indiana General Assembly passed legislation charging the IRDC with creating a rural economic development strategy (I.C. 4-4-9.5).

Regulatory responsibility and permitting:

None.

Agency Profile

Please provide a brief description of your agency structure and attach an organizational chart.

A volunteer governing board determines the actions of the IRDC. Staff consists of one full-time executive director and part-time administrative assistance from the Office of the Commissioner of Agriculture.

Please list committees or Boards on which your staff sits or volunteers. Please note which are required by position and which are solely volunteer.

Wendy Dant Chesser, IRDC Executive Director:

Federal/MOU	Director	Indiana Rural Development Council
Appointed	Member	Indiana Heritage and Culture Council
By-Laws	Director	Indiana Rural Development Council, Inc.
By-Laws	Board Member	Southern Indiana Rural Development Program (SIRDP)
Ancillary	Chairperson	SIRDP's Agriculture Enterprise Development Task Force
Ancillary	Board Assignment	Environmental Infrastructure Working Group
Ancillary	Board Member	Indiana Economic Development Academy Advisory Board
Ancillary	Board Member	Indiana Community Development Society
Ancillary	Representative	National Rural Development Partnership's 50 States Committee
Ancillary	Chairperson	National Rural Development Partnership's 2002 Conference Planning Committee

Ancillary	Member	Indiana Land Use Consortium
Ancillary	Member	IN Association of Cities and Towns Awards Committee
Ancillary	Member	Indiana Association of Cities and Towns Foundation's Environmental Circuit Rider Board
Ancillary	Member	Indiana Economic Development Association, Telecommunications Committee
Ancillary	Member	BARN Again Exhibit Committee, Indiana Humanities Council
Ancillary	Board Member	Indiana Brownfields Association

What are the professional affiliations of your office?

National Rural Development Partnership
Partners for Rural America, Inc.
Indiana Economic Development Association
American Water Works Association

What support services does your office currently use and their estimated value?

(Accounting and budget, law enforcement, printing, graphic design, public relations, human resources, MIS, etc)

<u>Support Service</u>	<u>Estimated Value</u>	<u>Source</u>
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What technologies (hardware/software) does your office use?

Microsoft Office software

List your sources (types) of revenue, and amounts, for the fiscal year (2001).

<u>Source (type) of revenue</u>	<u>Amount</u>
Federal Grant	\$116,600

List your expected revenues for fiscal year 2002.

<u>Source (type) of revenue</u>	<u>Amount</u>
Federal Grant	\$43,000

Do you have a companion not-for-profit corporation? If yes, please list name of group and contact information.

The Indiana Rural Development Council, Inc. was incorporated in 2000 and received 501-c-3 status from the IRS in 2001.

Programs, Services, and Responsibilities

List and describe legislatively or executively mandated services or duties:

See attached IRDC 2002 Work Plan
[This document is available upon request.]

List and describe financial assistance programs offered by your office. (Grants, tax credits, or loans, etc)

None

List and describe technical support offered by your office. (Curatorial, research, educational resource development, architectural/preservation expertise, etc)

See attached IRDC 2002 Work Plan [This document is available upon request.]

List and describe educational programs offered by your office.

See attached IRDC 2002 Work Plan [This document is available upon request.]

List and describe publications and materials produced by your office.

See attached IRDC 2002 Work Plan [This document is available upon request.]

List and describe conferences, activities and events sponsored by your office.

See attached IRDC 2002 Work Plan [This document is available upon request.]

Who are your current partners in collaborative programs, events, publications, or services?

Too many to name! Attached is a list of IRDC Governing Board. [This document is available upon request.] Other members represent state, federal or local government, or the for-profit or not-for-profit sectors that has an interest in rural development.

How are public relations, media relations, marketing, and advertising handled by your office?

Through our Marketing and Education Committee (see attached IRDC 2002 Work Plan. [This document is available upon request.]

What are your main promotional venues?

Other associations and conventions; past and current membership lists.

Do you have a website? How is it maintained? To what other sites are you linked?

Website: www.in.gov/irdc

Maintained by Access Indiana

See site for links

What opportunities exist to improve collaborative partnering with other heritage and cultural organizations?

Constituencies and Audiences

What communities do you serve? What are your audiences?

Rural communities and residents, as they define themselves as rural.

If tracked, please list your annual attendance.

Annual membership averages 300 paid members. We estimate that about 200 others participate per year.

Do you have a volunteer base? If yes, how many volunteers assist in your work?

Yes. All members and participants qualify.

What audiences do you think your agency/organization should reach? What are your goals for future outreach?

Rural leaders, elected officials, businesses and residents.

List and describe any Boards, Councils, or Commissions your office administers or oversees. Designate whether they are advisory or statutory.

Curatorial Responsibilities

List and describe the properties, collections, databases, and records your office maintains.

Trends for the future and emerging issues

List and describe future concerns you see your office facing in the next five – ten years.

Each year the IRDC Governing Board determines its' plan of work for the next year. Most of the components of this year's work plan will likely be continued, with new issues identified and included (i.e. telecommunications).

List and describe space requirements, curatorial, technological, funding and staff needs your office will encounter in the next five – ten years.

Without secured funding from the state or federal level, we will not need additional space.

List and describe any duplication of work you see within heritage and cultural organizations or agencies.

Indiana Heritage and Culture Council
Agency Profile and Services Survey

Agency/Department:

Department of Commerce

Agency/Department's Mission Statement:

Department of Commerce Mission Statement: We will continue to build economic development capability by securing jobs that pay higher and by building competitive communities.

Division:

TOURISM AND FILM DEVELOPMENT DIVISION

Division's Mission Statement:

Governing Authorities and Statutes:

Department of Commerce: 4-4-3-8 (7)

Tourism Information and Promotion Fund: 4-4-3.5-1 et seq.

Tourism Marketing Fund: 4-4-3.6-1 et seq.

Indiana Film Commission: IC 4-4-13-1 et seq.

Indiana Tourism Council: IC 4-4-29-1 et seq.

Does your office have legislative or executive mandates (state and federal)? If yes, under what statutes?

Yes. See all of the above.

Regulatory responsibility and permitting:

None

Agency Profile

Please provide a brief description of your agency structure and attach an organizational chart.

[Available upon request]

Please list committees or Boards on which your staff sits or volunteers. Please note which are required by position and which are solely volunteer.

R = required

V = volunteer

Indiana Tourism Council [R]

Indiana State Fair Commission

Indiana Department of Natural Resources

Indianapolis Downtown, Inc. [V]

Great Lakes of North America [R]

U.S. Grand Prix Hospitality Committee [V]

Indianapolis 500 Festival [V]

Indiana 2016 Task Force [V]

Indiana Lewis & Clark Commission [R]

Wabash River Heritage Corridor Commission [R]

Indiana National Road Association [V]

Ohio River Scenic Byway [V]

TE-21 Enhancement Committee [V]

What are the professional affiliations of your office?

Travel Industry Association of America
Tour Indiana Motorcoach Council
National Council of State Travel Directors
Association of Film Commissioners International

What support services does your office currently use and their estimated value?

(Accounting and budget, law enforcement, printing, graphic design, public relations, human resources, MIS, etc)

<u>Support Service</u>	<u>Estimated Value</u>	<u>Source</u>
Marketing/Communications	\$3.5 million	Hirons & Co.
Public Relations	\$75,000	Hetrick Communications
Human Resources		Dept. of Commerce
Accounting		Dept. of Commerce
Legal		Dept. of Commerce
Printing		Dept. of Commerce
Technological support		Dept. of Commerce

What technologies (hardware/software) does your office use?

Microsoft Office

List your sources (types) of revenue, and amounts, for the fiscal year (2001).

<u>Source (type) of revenue</u>	<u>Amount</u>
General Fund Allocation	\$4.5 million
Advertiser/Partner Revenue	\$1.5 million

List your expected revenues for fiscal year 2002.

<u>Source (type) of revenue</u>	<u>Amount</u>
Same as above.	

Do you have a companion not-for-profit corporation? If yes, please list name of group and contact information.

Programs, Services, and Responsibilities

List and describe legislatively or executively mandated services or duties:

Permits – NONE

Programs

Title and Brief Description:

Legislative Mandate ___ Executive Mandate _____# of participants

State and Federal Regulations - NONE

List and describe financial assistance programs offered by your office. (Grants, tax credits, or loans, etc)

Program Description: Tourism Information Promotion Fund (TIPF)

Marketing and Research dollars awarded in a competitive, merit based grant program. Two cycles a year. 1:1 cash match required. \$300,000 allocated per year. (FUND SUSPENDED UNTIL NEXT BIENNIUM BUDGET, 2003)

58# Distributed _60_# COUNTIES served \$478,819.00 \$ granted

(Figures are for last two cycles, Nov., 2000 and June, 2001)

List and describe technical support offered by your office. (Curatorial, research, educational resource development, architectural/preservation expertise, etc)

Type of support:

of consultations in 2000

of communities served

Film location/resource research

500+ consultations in 2000; dozens of communities served

List and describe educational programs offered by your office.

Industry Development Education

– • “Arts Tourism, Making it Happen in Indiana” workshop: 100 participants; state impact

– • “The Business of Tourism” workshop: 200 participants; northern, southeastern IN impact

List and describe publications and materials produced by your office.

Indiana Travel Guide

Indiana Festival Guide

Play Money

Indiana Get Out & Go Map

Indiana Film and Television Production Sourcebook

Indiana Location Sourcebook

Indiana Heritage Map

Indiana Golf and Travel Guide

List and describe conferences, activities and events sponsored by your office.

Hoosier Hospitality Conference

Tourism Week Activities

Screenwriting Workshops

Conference, activity or event description:

Hoosier Hospitality Conference , 600 registrants, state impact

Who are your current partners in collaborative programs, events, publications, or services?

Event or Program: Hoosier Hospitality Conference

Partners: Association of Indiana Convention and Visitors Bureaus, Hotel/Motel Association of Indiana, Restaurant Association of Indiana

Publications: Travel Guide, Get Out and Go Map, Heritage Map, Golf Guide, Festival Guide, etc.

Partners: Tourism destinations, convention and visitor bureaus, Hiron, Hetrick Communications, Eldon Brown Maps,

Advertising Cooperatives: Advertising coops in major travel publications.

Partners: Tourism industry destinations, cvbs

How are public relations, media relations, marketing, and advertising handled by your office?

There is a full-time staff member (Public Relations Manager) who works in-house, along with a volunteer Public Relations Committee and contract work provided by an outside consultant.

What are your main promotional venues?

Consumer advertising (print, radio, TV)
Welcome Centers (situated on in-state Interstate roads)
Familiarization tours
Industry trade shows

Do you have a website? How is it maintained? To what other sites are you linked?

www.enjoyindiana.com is a consumer Web site, maintained by a full-time staff member (New Media Manager) working in conjunction with a contracted advertising agency. The site is linked to several others.

www.in.gov/tourism is also maintained by the Division's New Media Manager. It is a site designed for members of Indiana's tourism industry.

www.in.gov/film is maintained part-time by the Indiana Film Commission's Project Manager. The site is linked to several others, including Indiana Tourism, Indiana Main Street Program, Indiana Department of Transportation, Indiana Arts Commission, Indiana Historical Society, and Historic Landmarks Foundation of Indiana.

What opportunities exist to improve collaborative partnering with other heritage and cultural organizations?

Indiana Heritage and Culture Council
Agency Profile and Services Survey

Agency/Department: Department of Natural Resources

Division: **DNR –DIVISION OF FORESTRY**

Division's Mission Statement

The Indiana Division of Forestry promotes and practices good stewardship of natural, recreational and cultural resources on Indiana's public and private forest lands. This stewardship produces continuing benefits, both tangible and intangible, for present and future generations.

Governing Authorities and Statutes: IC-14

Does your office have legislative or executive mandates (state and federal)? If yes, under what statutes.

In reference to heritage and cultural resources: Only as they pertain to the management of state forest lands.

Regulatory responsibility and permitting: NA

Agency Profile

Please provide a brief description of your agency structure and attach an organizational chart.

We are a division of the Department of Natural Resources. Oversight of the heritage and cultural resource activities of the division are part of the duties of one staff person.

Please list committees or Boards on which your staff sits or volunteers. Please note which are required by position and which are solely volunteer.

Historic Southern Indiana, Board of Directors (voluntary)

Ohio River National Scenic Byway, Board of Directors (voluntary)

Historic Pathways State Scenic Byway, steering committee (voluntary)

What are the professional affiliations of your office? NA

What support services does your office currently use and their estimated value?

(Accounting and budget, law enforcement, printing, graphic design, public relations, human resources, MIS, etc)

<u>Support Service</u>	<u>Estimated Value</u>	<u>Source</u>
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NA since heritage and cultural management represent a very small portion of the Division of Forestry's total activities and is not identified separately in our budget process.

What technologies (hardware/software) does your office use?

IBM compatible PC, Microsoft Office, Adobe, Arc-View, PageMaker

List your sources (types) of revenue, and amounts, for the fiscal year (2001).

<u>Source (type) of revenue</u>	<u>Amount</u>
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None that are directly related or specific targeted to heritage or cultural resources.

List your expected revenues for fiscal year 2002.

<u>Source (type) of revenue</u>	<u>Amount</u>
Federal Highway Administration Enhancement Grant (TEA-21) for Hay Press Barn Project	\$980,000

Do you have a companion not-for-profit corporation? If yes, please list name of group and contact information.

NO

Programs, Services, and Responsibilities

List and describe legislatively or executively mandated services or duties:

The only specifically heritage related program within the Division of Forestry involves the management of Indiana's thirteen state forest properties.

Legislative Mandate ___ Executive Mandate ___NA___# of participants

List and describe financial assistance programs offered by your office. (Grants, tax credits, or loans, etc)

None related to heritage or cultural resources.

List and describe technical support offered by your office. (Curatorial, research, educational resource development, architectural/preservation expertise, etc)

None related to heritage or cultural resource programs.

List and describe educational programs offered by your office.

Program title and brief description:

We provide on-site and off-site educational programs from each of our state forests. These educational programs are primarily natural resource based, but do also involve the interpretation of cultural and heritage resources.

Several thousand # Of public served 13 # of communities served

List and describe publications and materials produced by your office.

Very few specifically related to heritage resources.

List and describe conferences, activities and events sponsored by your office.

Conference, activity or event description: NA

Who are your current partners in collaborative programs, events, publications, or services?

<u>Event or Program</u>	<u>Partners</u>
Archaeology Week	Div of Historic Preservation and Arch.
Hay Press Barn Project	DHPA, Historic Landmarks Foundation of Indiana, Div. Of Engineering, Indiana State Museum and Historic Sites, Federal Highway Administration/INDOT, Cook Group
Ohio River Scenic Byway	Historic Southern Indiana Project, Ohio River Scenic Byway of Southern Indiana, Inc.
Historical Markers on state forests	Indiana Historical Bureau

How are public relations, media relations, marketing, and advertising handled by your office?

The Division of Forestry has one information specialist and also uses the DNR Division of Public Information and Education.

What are your main promotional venues?

Brochures and website

Do you have a website? How is it maintained? To what other sites are you linked?

Yes. Maintained by Division of Forestry system analyst. Linked to DNR website and Access Indiana

What opportunities exist to improve collaborative partnering with other heritage and cultural organizations?

The Division of Forestry manages properties that contain many cultural resource sites and we do not have any in-house staff that are technically trained in cultural resource management. We are therefore dependent on other divisions and agencies and organizations to assist us with the technical aspects of our cultural resource management. Having additional flexibility (reduced red tape) and budget to work with both public and NGO groups would make that much easier. Streamlining the regulatory structure would also be helpful.

Constituencies and Audiences

What communities do you serve? What are your audiences?

We serve primarily recreational visitors to state forests and to a lesser degree cultural resource professionals who are interested in public history and the sites existing on state forests

If tracked, please list your annual attendance. Annual attendance is estimated at about two million visitors

Do you have a volunteer base? If yes, how many volunteers assist in your work?

We do not have a well-developed or structured volunteer base.

What audiences do you think your agency/organization should reach? What are your goals for future outreach?

Primarily state forest visitors.

List and describe any Boards, Councils, or Commissions your office administers or oversees. Designate whether they are advisory or statutory.

NA

Curatorial Responsibilities

List and describe the properties, collections, databases, and records your office maintains.

The Division of Forestry maintains thirteen state forest properties containing about 150,000 acres and hundreds of historic and pre-historic sites and structures and cemeteries. We maintain a database of projects that require historic or archaeological clearance from the DHPA. The database contains information on the type of management activity, location and any cultural resource information gathered about the project area. The Division maintains a very limited collection of artifacts discovered on our properties. The Division also maintains a very limited archive of historic documents and materials pertaining to the history of the Division of Forestry.

Trends for the future and emerging issues

List and describe future concerns you see your office facing in the next five – ten years.

A key component of the mission of the Division of Forestry is an active resource management program on state forests. Maintaining this program requires an archaeological field review of about 3000 acres of state property every year and more intensive action on a limited area every year. To conduct these reviews adequately will require a full time archaeologist devoted to working only on Division of Forestry projects.

List and describe space requirements, curatorial, technological, funding and staff needs your office will encounter in the next five – ten years.

The Division of Forestry will require a minimum of about 300 sq ft. of climate controlled storage space for archiving historic and archaeological materials and artifacts. We will need curatorial and technical assistance from historians, archaeologists and historic architects in the Division of Historic Preservation and Archaeology. We need one full time archaeologist position housed within the Division of Forestry and the funding to support the position (about \$60,000 annually).

List and describe any duplication of work you see within heritage and cultural organizations or agencies.

Indiana Heritage and Culture Council
Agency Profile and Services Survey

Agency/Department: Indiana Department of Natural Resources

Agency/department's Mission Statement:

The mission of the Indiana Department of Natural Resources is to protect, enhance, preserve, and wisely use natural, cultural and recreational resource for the benefit of Indiana's citizens through professional leadership, management and education.

Division: **DIVISION OF HISTORIC PRESERVATION AND ARCHAEOLOGY**

Division's Mission Statement:

The Division of Historic Preservation and Archaeology promotes the conservation of Indiana's cultural resources through public education efforts, financial incentives including several grant and tax credit programs, and the administration of state and federally mandated legislation.

Governing Authorities and Statutes:

Section 106 of the National Historic Preservation Act of 1968

Sections 16 and 18 of IC 14-21-1

IC 14-34-3-10

310 I.A.C. 12-3

14-21-1-1 through 14-21-1-31

Does your office have legislative or executive mandates (state and federal)? If yes, under what statutes.

Section 106 of the National Historic Preservation Act of 1968

Sections 16 and 18 of IC 14-21-1

IC 14-34-3-10

310 I.A.C. 12-3

14-21-1-1 through 14-21-1-31

Native American Council Administration

Indiana Heritage and Culture Council Administration

Regulatory responsibility and permitting:

Section 106 of the National Historic Preservation Act of 1968

Sections 16 and 18 of IC 14-21-1

IC 14-34-3-10

310 I.A.C. 12-3

Agency Profile

Please provide a brief description of your agency structure and attach an organizational chart.

[Available upon request]

Please list committees or Boards on which your staff sits or volunteers. Please note which are required by position and which are solely volunteer.

Native American Council – Secretary (mandated)

Historic Review Board (mandated)

Indiana Main Street Council (volunteer)

National Council of State Historic Preservation Officers (volunteer)

Wabash River Heritage Corridor Commission (mandated)

TEA-21 (INDOT) Committee (mandated)
 Women's History Association (volunteer)
 Indiana National Road Association Board (volunteer)
 Indiana Association for Museum Program Committee (volunteer)
 African-American Landmarks Committee (volunteer)

What are the professional affiliations of your office?

American Association of State and Local History
 Association of Indiana Museums
 National Trust for Historic Preservation
 Association for Gravestone Studies
 National Conference of State Historic Preservation Officers
 Society for American Archaeology
 Council for the Conservation of Indiana Archaeology
 The Archaeological Conservancy
 Society for Historical Archaeology
 Society of Architectural Historians
 Society for Commercial Archaeology
 Indiana Historical Society
 American Association of Museums
 Midwest Museums Association
 National Association of State Archaeologists

What support services does your office currently use and their estimated value?

(Accounting and budget, law enforcement, printing, graphic design, public relations, human resources, MIS, etc)

<u>Support Service</u>	<u>Estimated Value</u>	<u>Source</u>
The Division draws upon the full compliment of invaluable support services from the Department of Natural Resources including: Accounting/Budget, Human Resources, Law Enforcement; Legal; MIS; Printing; Public Relations		

What technologies (hardware/software) does your office use?

21 Computers – various configurations - All Gateways
 Canon Scanner
 Microsoft Office Suite
 FileMaker Pro
 Adobe PageMaker

List your sources (types) of revenue, and amounts, for the fiscal year (2001).

<u>Source (type) of revenue</u>	<u>Amount</u>
State Budget	795,759
Historic Preservation Fund from Federal Government	917,029

List your expected revenues for fiscal year 2002.

<u>Source (type) of revenue</u>	<u>Amount</u>
State Budget	795,759
Historic Preservation Fund from Federal Government	763,571

Do you have a companion not-for-profit corporation? If yes, please list name of group and contact information.

NO

Programs, Services, and Responsibilities

List and describe legislatively or executively mandated services or duties:

- *Permits*

Title and Brief Description:

Section 106 Reviews

Section 18 Reviews

Archaeological Permits

Tax Credit Certifications

X Legislative Mandate Executive Mandate _____# reviewed in 2000

- *Programs*

Title and Brief Description:

Archaeology Week

Cemetery Registry Database (legislative mandate)

National and State Register (legislative mandate)

Grants

Tax Credits (legislative mandate)

Underground Railroad Initiative

Historic Structures Review (legislative mandate)

Archaeological Review (legislative mandate)

Diversity Initiative

Legislative Mandate Executive Mandate _____# of participants

- *State and Federal Regulations*

Title and Brief Description:

Title and Brief Description:

Section 106 Reviews

Section 18 Reviews

Archaeological Permits

Tax Credits

X Legislative Mandate Executive Mandate

List and describe financial assistance programs offered by your office. (Grants, tax credits, or loans, etc)

Program Description: Grants and cooperative agreements

94 # Distributed All 92 counties # communities served 1,726,817 \$ granted

Program Description: Tax Credits

50 # Distributed 8 counties # communities served 26,800,000 \$ granted

List and describe technical support offered by your office. (Curatorial, research, educational resource development, architectural/preservation expertise, etc)

Type of support:

Archaeology

250 # of consultations in 2000 All 92 counties # of communities served

Historic Rehabilitation

All 92 counties # of communities served

National Register Writing

300 # Of consultations in 2000 63 Counties # of communities served

Cemetery Preservation

109 # Of consultations in 2000 All 92 counties # of communities served

List and describe educational programs offered by your office.

Program title and brief description:

Indiana Archaeology Week

500 individuals and organization All 92 counties

Cemetery Registry all 92 counties

Cornelius O'Brien Conference on Historic Preservation all 92 counties

Underground Railroad research and public outreach all 92 counties

Underground Railroad Summit 75 individuals; 15 counties

List and describe publications and materials produced by your office.

Historic Indiana

Archaeology Week Materials

Preserving Indiana

Bridge Calendar

Office Brochures

Cultural Resources Management Plan

Archaeology Journal

List and describe conferences, activities and events sponsored by your office.

Conference, activity or event description:

Cornelius O'Brien Conference on Historic Preservation and Archaeology

250 attendees

Underground Railroad Summit

75 attendees

Grass Roots Roundup

60 attendees

Bridge Restoration Conference

150 attendees

Indiana Main Street Annual Conference and National Town Meeting (sponsor)

150 attendees (Main Street)

1800 (National Town Meeting)

Who are your current partners in collaborative programs, events, publications, or services?

Event or Program

Partners

Archaeology Publications

Indiana Historical Bureau

Archaeology Week Programs

State Universities

Cemetery Preservation Workshops

Indiana Historical Society

Cornelius O'Brien Conference on Historic Pres

Indiana University; HLF

Cornelius O'Brien Internship

IUPUI

Cemetery Registry

County Historians, County

Historical Society, County Genealogy Societies,

INPCR, Indiana Genealogical Society; HLF

Underground Railroad Initiative

County Historians, County Historical Societies,

Indiana Historical Society, Conner Prairie, and

local preservation groups; HLF

Grass Roots Preservation Round Up

Local Preservation Groups; HLF

National Road Projects

National Road Organization; HLF

Indiana Black Expo Booth

Indiana Freedom Trails

Indiana Main Street Preservation

Indiana Main Street

Indiana History Day (sponsor/judges)

Indiana Historical Bureau

How does your office handle public relations, media relations, marketing, and advertising?

We work with the Department of Natural Resource's Public Information and Education Division

What are your main promotional venues?

Indiana Black Expo, Indiana State Fair, 2016 Projects, Indiana Archaeology Week events, Cornelius O'Brien Conference on Historic Preservation, Grassroots Round Up, Underground Railroad Summit, Main Street conferences

Do you have a website? How is it maintained? To what other sites are you linked?

Currently it is under construction. When it is online, PI&E maintains it. Working towards in-house maintenance.

What opportunities exist to improve collaborative partnering with other heritage and cultural organizations?

More work with the historic sites on Underground Railroad, preservation, archaeology, and cemetery issues

Work with Indiana Historical Bureau to create more of *The Indiana Historian* on preservation, archaeology and cemeteries

Growing interest in cultural resources affiliated with ethnic and cultural groups

Constituencies and Audiences

What communities do you serve? What are your audiences?

Preservation organizations, cities, counties, historians, archaeologists, genealogists, teachers, librarians, universities, other federal and state agencies, and not-for-profits

Do you have a volunteer base? If yes, how many volunteers assist in your work?

Yes, through the Cemetery Registry Project. Approximately 100 volunteers

What audiences do you think your agency/organization should reach? What are your goals for future outreach?

[Preservation plan available upon request])

List and describe any Boards, Councils, or Commissions your office administers or oversees. Designate whether they are advisory or statutory.

Native American Council

Historic Preservation Review Board

Indiana Heritage and Culture Council

Underground Railroad Initiative (Indiana Freedom Trails)

Curatorial Responsibilities

List and describe the properties, collections, databases, and records your office maintains.

Archaeology Database

Cemetery Registry Database

National and State Register

Grants Database

Tax Credit information

Historic Structures reviews and database

Trends for the future and emerging issues

List and describe future concerns you see your office facing in the next five – ten years.

*Space

*Staffing

*Need for technology plan to move website, databases, GIS, and computer technology to best possible use

*Branding for office

*More laws that will require more staff time and work

List and describe space requirements, curatorial, technological, and funding and staff needs your office will encounter in the next five – ten years.

Additional space for records and staff because we are the mandate repositories for archaeological and historic structures surveys and National Register data

List and describe any duplication of work you see within heritage and cultural organizations or agencies.

A booklet that can be distributed explaining what each historical and cultural group does, where this information is located, and contact information.

Indiana Heritage and Culture Council
Agency Profile and Services Survey

Agency/Department: DIVISION OF NATURE PRESERVES, DNR

Agency/department's Mission Statement: The mission of the Division of Nature Preserves is to identify, protect, and manage an array of nature preserves and natural areas in sufficient numbers and sufficient sizes to maintain viable examples of all of Indiana's natural communities. The Division will also manage and maintain viable populations of endangered, threatened, and rare species. These activities will be conducted for the benefit of the natural communities, for their component species, and for the benefit of future generations of mankind.

Division:

Division's Mission Statement see above

Governing Authorities and Statutes:

- IC 14-31-1 Nature Preserves
- IC 14-31-2 Indiana Natural Heritage Protection Campaign
- IC 14-31-3 Ginseng
- IC 14-12-2 Indiana Heritage Trust Program

Does your office have legislative or executive mandates (state and federal)? If yes, under what statutes.

- IC 14-31-1-9 Administration of Indiana's Nature Preserve Act and the nature preserve system
- IC 14-31-1-8 Establishment and maintenance of a registry of natural areas of unusual significance in Indiana
- IC 14-31-1-14(8) Promote and assist in natural areas work for areas not in nature preserve system
- IC 14-31-2-15 & 16 Administer Indiana Natural Heritage Protection Campaign trust funds
- IC 14-12-2-14 Indiana Heritage Trust, member of project committee

Regulatory responsibility and permitting:

DNP administers Indiana's ginseng licensing program. DNP participates in the DNR's environmental review process especially regarding endangered, threatened and rare species and significant natural areas.

Agency Profile

Please provide a brief description of your agency structure and attach an organizational chart.

The Division is comprised of 10 staff members in Central Office, and 5 Regional Ecologists. Central Office staff handle the ginseng program, manage the protection and dedication of natural areas, and provide information from the Natural Heritage Data Center. The regional ecologists care for nature preserves within their respective regions, represent the Division at meetings, and meet with landowners.

[Organization Chart available upon request]

Please list committees or Boards on which your staff sits or volunteers. Please note which are required by position and which are solely volunteer.

- Air Pollution Control Board, as proxy for Department Director
- Indiana Heritage Trust Project Committee, per IC 14-12-2-14
- Board of the Indiana Chapter of The Nature Conservancy, ex officio
- Central Indiana Land Trust Board, voluntary position on board.
- Amos Butler Audubon Society, voluntary board position

Indiana Native Plant and Wildflower Society, voluntary board position
 Indiana Academy of Science committee chairs, voluntary position

What are the professional affiliations of your office?

Natural Areas Management; Ecological Society of America; Indiana Academy of Science

What support services does your office currently use and their estimated value?

(Accounting and budget, law enforcement, printing, graphic design, public relations, human resources, MIS, etc)

<u>Support Service</u>	<u>Estimated Value</u>	<u>Source</u>
Printing	?	DNR Printing now DOA
MIS	?	DNR MIS
Human Resources	?	DNR Human Resources
Law Enforcement	?	DNR Law Enforcement
Accounting & Budgeting	?	DNR Accounting
Public Relations	?	DNR Public Information

What technologies (hardware/software) does your office use?

Standard desktop PCs, standard office productivity software (MS Office); Arcview GIS software; Biological Conservation Data System – custom database program for databasing of Heritage endangered, threatened, and rare species information

List your sources (types) of revenue, and amounts, for the fiscal year (2001).

<u>Source (type) of revenue</u>	<u>Amount</u>
Indiana Natural Heritage Protection Campaign	\$25,000

List your expected revenues for fiscal year 2002.

<u>Source (type) of revenue</u>	<u>Amount</u>
Indiana Natural Heritage Protection Campaign	\$25,000

Do you have a companion not-for-profit corporation? If yes, please list name of group and contact information.

No. However, Land Trusts, such as the Nature Conservancy, have closely aligned missions.

Programs, Services, and Responsibilities

List and describe legislatively or executively mandated services or duties:

- *Permits*
Title and Brief Description:
 DNR Environmental Reviews
 ___ Legislative Mandate x Executive Mandate 2200# reviewed in 2000
- *Programs*
Title and Brief Description:
 Nature Preserve System
 x Legislative Mandate ___ Executive Mandate 187 # of participants
 There are currently 187 nature preserves in Indiana's nature preserve system.
- *Programs*
Title and Brief Description:
 Indiana Natural Areas Registry Program
 x Legislative Mandate ___ Executive Mandate 150 # of participants
 There are about 150 natural areas registered under this program.

- *Programs*
Title and Brief Description:
Indiana Natural Heritage Protection Campaign
x *Legislative Mandate* ___ *Executive Mandate* 78 # of participants
78 natural areas were acquired and protected under this program.
- *Programs*
Title and Brief Description:
Indiana Heritage Trust
___ *Legislative Mandate* ___ *Executive Mandate* 50 # of participants
About 50 natural areas have been acquired and protected under this program with DNP support.
- *Programs*
Title and Brief Description:
Indiana Natural Heritage Data Center
___ *Legislative Mandate* x *Executive Mandate* _____ # of participants
There are numerous participants ranging from scientific researchers contributing data; environmental consultants requesting data; federal, state, and local governments requesting data; DNP and other non profit conservation organizations use data to focus protection efforts.
- *State and Federal Regulations*
Title and Brief Description:
Nature Preserve use regulations
x *Legislative Mandate* ___ *Executive Mandate*
- Title and Brief Description:*
Ginseng dealer licensing regulations
x *Legislative Mandate* ___ *Executive Mandate*

List and describe financial assistance programs offered by your office. (Grants, tax credits, or loans, etc)

Program Description: IHT Stewardship Funds distributed to date
17 # Distributed 5 # communities served 126,000 \$ granted

List and describe technical support offered by your office. (Curatorial, research, educational resource development, architectural/preservation expertise, etc)

Type of support: Information requests for endangered species; natural area landowner contact; nature preserve management consultation for nature preserves owned by other organizations; plant identification workshops; invasive plant management.

1200 # Of consultations in 2000 ? # of communities served

List and describe educational programs offered by your office.

Program title and brief description: None
_____ # Of public served _____ # of communities served

List and describe publications and materials produced by your office.

Nature Preserve Directory; Nature Preserve newsletter; Registry newsletter; brochures

List and describe conferences, activities and events sponsored by your office.

Conference, activity or event description:

Public Nature Preserve Dedications – 2

Hikes - 5

Talks - 24

750 Attendance

Who are your current partners in collaborative programs, events, publications, or services?

Event or Program

Invasives brochures

Field days

Partners

Indiana Native Plant and
Wildflower Society; and

The Nature Conservancy

The Nature Conservancy
and non profit land trusts

How are public relations, media relations, marketing, and advertising handled by your office?

DNP has a strategic plan with public relation goals strategies. Included in the plan are measurable objectives. Public relations work is handled by all staff members as assigned or volunteered.

What are your main promotional venues?

The Nature Preserve Directory; Outdoor Indiana articles; Indiana Academy of Science proceedings; nature preserve trail brochures

Do you have a website? How is it maintained? To what other sites are you linked?

Yes; we decide on the content and provide information; DNR MIS provides technical services to place on website. DNP's site is linked to a University of Southern Indiana website on Twin Swamps Nature Preserve site; Indiana Native Plant and Wildflower Society website; and NatureServe website

What opportunities exist to improve collaborative partnering with other heritage and cultural organizations?

Several nature preserves have historical buildings and/or architectural significance.

Constituencies and Audiences

What communities do you serve? What are your audiences?

Nature Preserves provide the only public land in many counties. Our primary audience are citizens interested in natural history, plant life, wildlife. These citizens would include high school and college science classes.

If tracked, please list your annual attendance.

DNP tracks visitor usage at 16 nature preserves by using visitor sign-in sheets. 5163 people signed in. In past experience, we found that a factor of 4 indicates a more accurate total of visitor usage. Therefore we estimate that over 20,000 people visited these 16 nature preserves in 2001. Visitors represented 22 states other than Indiana, and 7 countries other than USA.

Do you have a volunteer base? If yes, how many volunteers assist in your work?

Yes, several hundred people have done volunteer work on nature preserves or other natural areas.

What audiences do you think your agency/organization should reach? What are your goals for future outreach?

Local community governments; environmental organizations; land trusts; other state and federal agencies; colleges/universities and high schools. Our future goals are an improved website; an updated nature preserve directory; and to continue with our newsletter.

List and describe any Boards, Councils, or Commissions your office administers or oversees. Designate whether they are advisory or statutory.

None

Curatorial Responsibilities

List and describe the properties, collections, databases, and records your office maintains.

Indiana Natural Heritage Data Base of federal and state endangered, threatened and rare species, high quality natural communities and significant natural areas.

Ginseng Dealer's List and ginseng harvest information

Indiana Registry Program

Collecting and research reports on nature preserves

Nature Preserve system files

Trends for the future and emerging issues

List and describe future concerns you see your office facing in the next five – ten years.

Caring for newly acquired nature preserves with static resource base; threats to nature preserves we own including invasive species; development; inappropriate uses (ORVs)

List and describe space requirements, curatorial, technological, funding and staff needs your office will encounter in the next five – ten years.

Increased staff with associated other operating fund increase is needed to care for additional lands being acquired through IHT. Indiana Natural Heritage Data Center will need updated computer and specialized databasing programs including Oracle and upgraded GIS capabilities to migrate to updated Heritage computer databasing systems being developed by NatureServe. NatureServe is an international non profit organization coordinating the Heritage system throughout the country, Canada, and Latin America.

List and describe any duplication of work you see within heritage and cultural organizations or agencies.

None known

Indiana Heritage and Culture Council
Agency Profile and Services Survey

Agency/Department:

Agency/department's Mission Statement:

The mission of the Indiana Department of Natural Resources is to protect, enhance, preserve, and wisely use natural, cultural, and recreational resources for the benefit of Indiana's citizens through professional leadership, management, and education.

Division: **DIVISION OF STATE PARKS AND RESERVOIRS, DNR**

Division's Mission Statement

The mission of Indiana's Division of State Parks and Reservoirs is to manage and interpret our properties' unique natural, wildlife and cultural resources utilizing the principles of multiple use and preservation, while sustaining the integrity of these resources for current and future generations.

Governing Authorities and Statutes:

State laws regarding the establishment and purpose of SP&R are found in Title 14 of the Indiana Code (hereafter, "IC"). The other divisions of the agency are also in this title.

IC 14-9-1 et seq: establishes the Department of Natural Resources, the various bureaus and divisions, and provides other general information.

IC 14-10 et seq: establishes the Natural Resources Commission, which is the ultimate authority for the department.

IC 14-11 et seq: provides for the general powers and duties of the Department of Natural Resources, rulemaking, and hearings.

IC 14-19-1: further states powers and duties of the department that includes specific authority for the purchase of land "for parks and preserves and scenic and historic places".

IC 14-20 et seq: applies to the Division of State Museums and Historic Sites.

IC 14-21 et seq: applies to the Division of Historic Preservation and Archeology.

The promulgated rules of the agency are found in the Indiana Administrative Code (hereafter, "IAC").

312 IAC 8: these are the regulations pertaining to the Public Use of Natural and Recreational Areas.

312 IAC 23: this refers to the State Historic Rehabilitation Tax Credit administered by DHPA.

310 IAC 19: refers to Archeological Review and Recovery.

Does your office have legislative or executive mandates (state and federal)? If yes, under what statutes.

In general, SP&R does not have direct enforcement authority. SP&R does have responsibility for compliance with various laws that are administered by other agencies or divisions. For example, SP&R would have to follow the same laws as other entities regarding alteration to a historic structure, disturbance of a burial ground, or discovery of an archeological site. Furthermore, the federal National Historic Preservation Act under has requirements applicable to the State as well as other governmental entities or persons.

Regulatory responsibility and permitting:

The Division of State Parks and Reservoirs is not a regulatory division as may normally be viewed. The Division, however, does provide authorization for certain activities to occur on the properties such as special event permits or scientific collection permits. However, the Division does not have permitting authority that relates specifically to cultural or historical mandates as would be provided by the agency's Division of Historic Preservation and Archeology (DHPA).

DHPA and the Historic Preservation Review Board in addition to SHPO decide on certificates of approval for work performed on state owned or operated historic properties; we submit requests as needed for their review.

Agency Profile

Please provide a brief description of your agency structure and attach an organizational chart.

The Department of Natural Resources has 22 Divisions that provide a wide range of services, including everything from regulation of water resources to soil conservation guidance to administration of state/federal grants/funding to a wide range of recreation and education opportunities related to both consumptive (hunting, trapping, fishing, mushroom hunting) and nonconsumptive (birding, camping, hiking, history) uses.

The Division of State Parks and Reservoirs manages 23 state parks and 9 reservoirs. Both offer a wide variety of recreational opportunities. Both offer interpretive services related to natural/cultural history of the sites. Parks focus primarily on nonconsumptive uses; reservoirs allow managed hunting, fishing and trapping in season. Each property has a property manager and assistant manager. Sixteen properties have a full time interpretive naturalist; five have full time wildlife management specialists as well. The interpretive naturalists are trained, primarily in biology, resource management the natural sciences and interpretation. They have all gained practical experience in the cultural history of their property and interpret that as well.

We have a number of historic structures (CCC, Lusk Home at Turkey Run, Bronnenberg Home at Mounds, Camp Glen at Fort Harrison, etc.) that we maintain and interpret. Several of our full time interpretive centers maintain small collections of accessioned artifacts specifically related to the sites and educational collections to be used in programming/exhibits.

The Division is administered by a Director, an Assistant Director for Administration and an Assistant Director for Operations. We have a system of seven inns, managed by an Assistant Director of Inns and Concessions as a separate entity. Two regional supervisors oversee operations in the field. Program area staff, who provide support, training and guidance include a Wildlife Specialist, a Chief Interpreter (person primarily responsible for overseeing interpretation of both natural and cultural resources), a Legal Analyst, a Facilities/Rehab Specialist (who is primarily responsible for overseeing care of our historic buildings/structures), Technology Staff (computers, internet, phones) and a Marketing Specialist. An organizational chart is attached.

Please list committees or Boards on which your staff sits or volunteers. Please note which are required by position and which are solely volunteer.

There are a wide variety of these, both at the property level and at the division level.

Required

Clarksville Riverfront Foundation

Museums at Prophetstown, Inc. Board

The Recreational Development Commission (hereafter, "RDC"), is a separate body established by the legislature under IC 14-14 et seq. Agency staff serve as staff to the RDC and the RDC elected/appointed an employee in SP&R to serve as Secretary of the RDC.)

Property Regulations Committee

Volunteer

Tourism Boards around the state (near properties)

Natural/Cultural History boards (Lewis and Clark, Nature Preserves, ACRES, Land Conservancy District Boards)

Service Club boards

College and University committees, alumni boards such as the Natural Resources Alumni Board/Ball State University

Professional Organization Boards (National Association for Interpretation, etc.)

Historic Southern Indiana, affiliated with University of Southern Indiana, Evansville, IN. Invasive Plant Species Assessment Working Group

Managed Areas Database Committee

Historical Societies such as Fort Benjamin Harrison Historical Society

What are the professional affiliations of your office?

Again, there are a wide variety of these, both at the property and division level.

National Association of State Park Directors, Midwest State Park Executives Association, National Association for Interpretation, Indiana Academy of Sciences, The Wildlife Society, Environmental Education Association of Indiana, Indiana Resource Managers Association, Indiana Native Plant and Wildflower Society, Hoosier Herp Society, Paleontological Society, American Association of Museums, Association of Indiana Museums, Kentucky Association of Museums, American Camping Association, Hoosier Science Teacher's Association, Hunter Education Academy, Kentucky Association for Environmental Education, Natural Areas Association, Indiana Parks and Recreation Association, National Recreation and Parks Association.

What support services does your office currently use and their estimated value?

(Accounting and budget, law enforcement, printing, graphic design, public relations, human resources, MIS, etc)

<u>Support Service</u>	<u>Estimated Value</u>	<u>Source</u>
Accounting/Budget	\$15,000/yr	DNR/State
Human Resources/Personnel	\$25,000/yr	DNR/State
Graphic Design	NA	Internal
Marketing	NA	Internal
Technology	\$75,000/yr	DNR/State
Law Enforcement	\$380,000/yr	DNR
Budget/Audit	\$150,000/yr	DNR

What technologies (hardware/software) does your office use?

We currently use both PC's and MacIntosh computers, but are in the process of shifting to a completely PC based system.

Software includes Microsoft Office (Word, Powerpoint, Excel, Outlook), Filemaker Pro, Pagemaker, Photoshop, Adobe Illustrator)

List your sources (types) of revenue, and amounts, for the fiscal year (2001).

<u>Source (type) of revenue</u>	<u>Amount</u>
Park user fees and concessions	\$9.9 million
Reservoir user fees and concessions	\$4.3 million

List your expected revenues for fiscal year 2002.

<u>Source (type) of revenue</u>	<u>Amount</u>
Park user fees and concessions	\$15.5 million
Reservoir user fees and concessions	\$6 million

Do you have a companion not-for-profit corporation? If yes, please list name of group and contact information.

The Natural Resources Foundation is affiliated with the Department of Natural Resources. It is currently focused primarily on the acquisition of land through the Heritage Trust Program, funded by the sale of environmental license plates, but will soon be serving as a source of support for generating funds for exhibit projects. Two projects we are getting ready to work on in conjunction with the Foundation are the Gus Grissom Memorial at Spring Mill (exhibits related to Gus' life and career as an astronaut; we have his suit and space capsule there, on loan from the Smithsonian) and McCormick's Creek Interpretive Center (Indiana's first state park, lots of CCC history, first interpreter, etc.)

Several of our individual properties have Friends groups (Spring Mill, Brown County, Indiana Dunes, and one is in formation at Hardy Lake). Falls of the Ohio State Park is supported by the Clarksville Riverfront Foundation. Addresses/contacts for these are listed below.

- Spring Mill

You can contact the Friends of the Mill at:

Diana Young <hoyoung@indiana.edu>

You can contact the StoneBelt StarGazers at:

Angie Timan <ajtiman@insightbb.com>

- Brown County

Friends of Brown County State Park (FBCSP) current president is Gloria Johnson; she can be reached at (812) 988-0393. Her email is: goldenex@iquest.net

- Falls of the Ohio

Ms. Dani Cummins, Executive Director

Clarksville Riverfront Foundation

P.O. Box 741

Jeffersonville, IN 47131-0741

- Friends of Indiana Dunes

P.O. Box 166

Beverly Shores, IN 46301

(219)926-7561 ext. 230

Don Mohar, Chairperson

1100-1 N. 475 E.

Chesterton, IN 46304

phone (219)926-5378

Angel Gochee, Vice Chairperson

160 E. Oak Hill Road

Porter, IN 46304

phone (219)926-5366

Programs, Services, and Responsibilities

List and describe legislatively or executively mandated services or duties:

- *Permits*

Title and Brief Description:

Not for Profit Permit: legislatively established by statute approximately 12 per year.

Golden Hoosier Passport mandated in statute: approximately

Special Event Permit: established by promulgated rule.

Scientific Collecting Permit: established by promulgated rule.

__ *Legislative Mandate* __ *Executive Mandate* ____ *# reviewed in 2000*

- *Programs*

None mandated

- *State and Federal Regulations*

Title and Brief Description:

__ *Legislative Mandate* __ *Executive Mandate*

List and describe financial assistance programs offered by your office. (Grants, tax credits, or loans, etc)

Program Description:

None

List and describe technical support offered by your office. (Curatorial, research, educational resource development, architectural/preservation expertise, etc)

Type of support:

We provide training in interpretive techniques to our staff, and we invite participation by other parks departments (Indy Parks) and other Divisions (Museums and Historic Sites, Forestry).

We provide support and advice in marketing and graphic design as needed for other Divisions/the Department of Natural Resources

_____# Of consultations in 2000 _____# of communities served

Evaluations of properties in advance of rehab being performed that results in listing of the structure on state or national registers benefits the state and may benefit local communities in preserving their heritage and making the possibility of grants to continue that preservation more likely.

List and describe educational programs offered by your office.

Program title and brief description:

Summer interpretive programs at all properties, presented by full time and seasonal interpreters. Programs revolve around themes specific to each site, which may include both natural history and cultural history.

School/group programs. Offered primarily in the fall, winter and spring and presented by full time and seasonal interpreters. Programs revolve around themes specific to sites and curriculum requirements of teachers. Often, sites are visited by schools specifically because of their natural or cultural features (ie Fort Harrison for military history; Spring Mill for mid-1800's cultural history; Turkey Run for geology; Mounds for archaeology/prehistoric Native Americans)

Special Events. Include a wide range of natural history, cultural history and recreational programs that may last for a few hours up through an entire themed weekend. Presented by full time and seasonal interpreters and guests with specific skills. Open to the general public.

Interpretive Centers. Year-round interpretive centers at 13 properties, 8 interpretive centers at summer-only sites. Cultural facilities in 4 locations (Spring Mill's Pioneer Village and Gus Grissom Memorial, Mansfield Mill managed by Raccoon SRA, Adena/Hopewell Mounds and Bronnenberg Home at Mounds, Lusk Home, Covered Bridge and Lieber Cabin at Turkey Run.

Of public served (2001)

393,917 in programs

551,096 in interpretive centers

232,120 at cultural sites

of communities served: no way to

know this; visitors come from all over

the country to summer events; total number of programs was 18,800.

Programs offered for schools and groups,

often from different communities: 4228

(school/group attendance of 127,348)

List and describe publications and materials produced by your office.

*Recreation guide – we develop and print; provides an overview of entire Department

*Property maps – one for each site; contains a map of facilities and trails and a brief history/descriptive features of the site

*Interpretive brochures (Common Birds, Common Mammals, Common Snakes, 22 Trees, Common Mushrooms, Spring Wildflowers, Summer and Fall Wildflowers, Deer Management)

*Volunteer Brochure – describes how to get involved in our volunteer program

- *Recruitment of Seasonal Interpreters Brochure – encourages students to apply for positions
- *Individual property natural/cultural history brochures (number and quantity vary – these are focused primarily on specific subjects relevant only to that property – for example, we have a brochure on the archaeology of the Adena/Hopewell mounds at Mounds State Park.)

List and describe conferences, activities and events sponsored by your office.

Conference, activity or event description:

Midwest State Park Executives Meeting (every 7 or 8 years)

Prophetstown Conference (one time)

State Fair exhibit (annual)

Boat, Sport and Travel Show participation (annual)

Special Events Calendar, listing 50-80 events of a natural/cultural history nature (annual)

Indiana Horse Fair (annual)

Great Lakes Park Training Institute (annual)

National Association for Interpretation conferences (periodically)

Attendance: (not available; see above for public event attendance)

Who are your current partners in collaborative programs, events, publications, or services?

Event or Program

Partners

This is not, by any means a complete list. Individual properties work with local contributors and property users on a wide variety of projects.

Spring Mill Pioneer Village

Volunteers from Friends Group help to host a number of special events in the village throughout the year
Ducks Unlimited, Wild Turkey Federation Quail Unlimited, US Fish & Wildlife Service, Waterfowl USA, IPALCO Grants, NIPSCO Grants

Habitat improvement

Division of Nature Preserves
Mississinewa 1812, Inc.
Friends Groups, local individuals with expertise in various subjects (i.e. historic crafts and trades, gardening, etc.)

Nature Preserves

Mississinewa 1812

Property programs

Bloomington Bicycle Club/J.B.

Touring Ride In Rural Indiana (TRIRI)

Event Management

Annual Plant Sale

Friends of the Dunes, Friends of

Brown County State Park

Fourth of July Fireworks - Potato Creek

Lakeville Lions Club.

Fourth of July fireworks – Pokagon

Lake James Cottage Owners Ass.

Saint Joe Valley Fishing Youth Tournament

Saint Joe Valley Bass Masters

Volksmarchs and Volksskiis

Indiana Volkssport Association

White-tailed Deer Research

Purdue University

E.coli Study – Dunes Creek

United States Geological Survey

Host Camporees and Klondike

Boy Scouts of America

Tourism Events

Visitors and Convention Bureaus

Prophetstown State Park

Museums at Prophetstown Foundation

Falls of the Ohio Fossil Fest, Lewis & Clark Events

Clarksville Riverfront Foundation

Horse Adopt a Trail Program

Indiana Trail Riders Association

Fort Harrison Conference

Fort Harrison Historical Society,

Benjamin Harrison Home and WIBC

How are public relations, media relations, marketing, and advertising handled by your office?

Property staff write media releases for events. These releases are approved through the Chief Interpreter. Public relations and media issues are handled by the Marketing Specialist, the Graphic Artist and the Chief Interpreter in coordination with the Division Director. On sensitive issues, we work closely with the Director of the Division of Public Information and Education. Advertising is handled by the Marketing Specialist, who supports both the Division's activities and all marketing/advertising for State Park Inns.

What are your main promotional venues?

Local newspapers and media outlets, our Recreation Guide, our website, tourism brochures/information. We periodically have articles in Outdoor Indiana, Midwest Living and other regional publications as well.

Do you have a website? How is it maintained? To what other sites are you linked?

Yes; minor changes made by our staff internally; the majority of changes are made by Access Indiana.

What opportunities exist to improve collaborative partnering with other heritage and cultural organizations?

Partnering for grants to expand our ability to match funds through in kind services, etc.

These outside organizations might actually assist in managing programs, portions of properties, or facilities during difficult budget times or when special knowledge is required. Example, we might be able to utilize membership from such organizations to interpret and/or maintain the Bronnberg Home at Mounds State Park.

Groups might provide support for programs, promote said programs or provide political support for agency regarding cultural resources management within the Department/Division.

Partnering in training of our staff in collections management would be helpful; this is something we have discussed with the Division of State Museums and Historic Sites to implement in the future.

Provide a means for interested parties to register their interest so they can be informed via email or other means when issues they've expressed interest in are being discussed. Attempt to invite all known historic societies, stewards of historic properties, registered historic architects, archaeologists and professors and other educators in these fields to be so registered. We could, where near local governments or communities that could be, work with their professional staff so all nearby are aware of all local cultural resource concerns.

A working group could then be coordinated to work the national and federal network of funding opportunities or groups interested in assisting in other ways to preserve our cultural resources or tell those compelling stories of history to inspire our youth to take up this challenge.

Constituencies and Audiences

What communities do you serve? What are your audiences?

We serve communities all around the state. Those that benefit the most directly are those located within a few miles of our properties. Our audiences for interpretive services and other property uses are campers, inn guests and local residents.

If tracked, please list your annual attendance.

Reservoirs in 2000 – 7,044,578 visitors

Parks in 2001 – 10,543,500

It should be noted that these estimates are determined using two different methodologies (one by the Corps of Engineers and the other by our Division).

Do you have a volunteer base? If yes, how many volunteers assist in your work?

Yes. In 2001, we had 3,400 volunteers who contributed over 44,000 hours of service. Volunteers serve as campground hosts, nature center greeters, heritage gardeners, resource management project coordinators/workers, etc.

What audiences do you think your agency/organization should reach? What are your goals for future outreach?

Our audience is primarily the visitors to our properties and school children who are learning about the environment and what we have to offer at our properties. Historically, we have not had as much visitation from minority populations as we feel we should. We need to do more to reach out to these people and make them feel welcome.

Not just the interested parties registering their interest; but also those involved with the rehab or repair of cultural resources, legislators, congressmen and women so federal sources of funding and grant opportunities are fully explored. For example, the NPS provides training centers that could be utilized in assisting others in the care of their cultural resources and history. Other organizations also provide services we could make better use of. Even if funding were available to make additional use of the NPS in projects like this, there is a challenge in the mechanism of payment difficult to overcome. It would be useful for federal funds to be channeled to the NPS or other Non profits to assist in moving forward on this front and overcome the technicalities standing in the way of success.

List and describe any Boards, Councils, or Commissions your office administers or oversees. Designate whether they are advisory or statutory.

Our Division does not administer or oversee any boards, councils or commissions. We provide information as needed/requested to the Bureau Advisory Council and to the Natural Resources Commission.

SP&R has staff that may serve on boards. There is more direct involvement with the Recreational Development Commission (hereafter, "RDC"). The RDC was statutorily created and is found at IC 14-14 et seq. The purpose of the RDC is to "facilitate, support, and promote the development and use of the parks of the state". Agency staff serve as staff to the RDC; a staff member in SP&R was appointed by the RDC to serve as its Secretary. Therefore, that person has administrative responsibility for the RDC, is custodian of their records, and acts as the liaison with other persons and entities, both public and private.

Curatorial Responsibilities

List and describe the properties, collections, databases, and records your office maintains.

Several of our properties with full time interpreters and interpretive centers do maintain small collections associated with the themes of the site. We have a standard accessioning procedure for these items that is very similar to the system used by the State Museum.

Several of our properties have newsletters; they maintain databases of newsletter recipients.

In the Facility Management Specialist's office is kept the property assessments of the rehab and funding needed to keep all their assets (buildings and structures primarily), not just the cultural resources properly maintained. Except for the properties and their own specific records, this CO database is the only consolidated method of attempting to plan an effective rehab program for our cultural resources. Our office has only in the past five years attempted to identify and inventory cultural resources and potentially listed properties and structures. More effort in this area is needed.

The list below is not complete as there are other listed properties; but there are no doubt many additional structures and buildings that have not been officially identified yet. The asset inventory lists well over 300 such structures that could be old enough if their historic character has not yet been compromised. The asset inventory is known to be quite flawed however, and is the reason a better inventory is needed.

A partial listing follows:

BROWN COUNTY STATE PARK (BROWN COUNTY)

Lower Shelterhouse-determined eligible for the Indiana Register on May 19, 1999
North Gatehouse-determined eligible for the Indiana Register on March 3, 1999
Ramp Creek Covered Bridge-determined eligible for the Indiana Register on September 18, 1996
West Lookout Tower- determined eligible for the Indiana Register on May 19, 1999

CHAIN O'LAKES STATE PARK (NOBLE COUNTY)

Stanley School-determined eligible for Indiana Register on June 22, 1989

CLIFTY FALLS STATE PARK (JEFFERSON COUNTY)

Beech Grove Shelterhouse-determined eligible for the Indiana Register on October 18, 1994
Bridge #000-39-6876B-determined eligible for the Indiana Register on January 6, 1998

FORT HARRISON STATE PARK (MARION COUNTY)

Fort Benjamin Harrison Historic District-listed in the National Register on June 9, 1995, boundary increase December 1, 1995

Camp Edwin F. Glenn Historic District- listed in the National Register on December 1, 1995.
Note; both of these districts list several buildings and structures all nationally listed. Camp Glenn could be better utilized to the benefit of all our cultural resources.

INDIANA DUNES STATE PARK (PORTER COUNTY)

City West Shelterhouse-determined eligible for the Indiana Register on September 17, 1999
Gatehouses- determined eligible for the Indiana Register on September 17, 1999
Indiana Dunes Pavilion and Beach House- determined eligible for the Indiana Register on October 3, 2000
Wilson Shelterhouse-determined eligible for the Indiana Register on September 17, 1999

LINCOLN STATE PARK (SPENCER COUNTY)

CCC Ranger Cabin (Boat Rental)- determined eligible for the Indiana Register on April 15, 1992

MCCORMICK'S CREEK STATE PARK (OWEN COUNTY)

Amphitheater- determined eligible for the Indiana Register on March 8, 1999
Bathroom-Recreation Center- determined eligible for the Indiana Register on February 25, 1999
Beech Grove Shelterhouse- determined eligible for the Indiana Register on March 29, 1995
CCC Recreation Building/Nature Center- listed in the National Register on March 18, 1993
Echo Restroom- determined eligible for the Indiana Register on March 8, 1999
Family Cabins- determined eligible for the Indiana Register on March 8, 1999
Firetower- determined eligible for the Indiana Register on March 8, 1999
McCormick's Creek State Park Entrance and Gatehouse- listed in the National Register on March 18, 1993
Redbud Shelter- determined eligible for the Indiana Register on March 8, 1999
Service Building- determined eligible for the Indiana Register on May 24, 1989
Stone Arch Bridge- listed in the National Register on March 18, 1993
Stoney Restroom- determined eligible for the Indiana Register on March 8, 1999
Water Fountain (across from the Inn)- determined eligible for the Indiana Register on May 30, 1990

MOUNDS STATE PARK (MADISON COUNTY)

Mounds State Park- listed in the National Register on January 18, 1973

OUABACHE STATE PARK (WELLS COUNTY)

Rustic Oak Shelterhouse- determined eligible for the Indiana Register on September 16, 1999

Trails End Shelterhouse- determined eligible for the Indiana Register on September 16, 1999

POKAGON STATE PARK (STEBEN COUNTY)

Combination Shelter- listed in the National Register on September 4, 1992

Pokagon State Park- listed in the National Register on January 11, 1996

POTATO CREEK STATE PARK (ST. JOSEPH COUNTY)

Archaeological Site 12-Sj-1- determined eligible for the Indiana Register

PROPHETSTOWN STATE PARK (TIPPECANOE COUNTY)

Garrott Property (house and barn)- determined eligible for the Indiana Register on September 6, 2000

SHADES STATE PARK (FOUNTAIN/PARKE/MONTGOMERY COS)

Deer's Mill Covered Bridge- determined eligible for the Indiana Register on September 29, 1986

SHAKAMAK STATE PARK (CLAY/GREENE/SULLIVAN COS)

Shakamak State Park Historic District- listed in the National Register on March 15, 2000.

SPRING MILL STATE PARK (LAWRENCE COUNTY)

Butternut Grove Shelterhouse- determined eligible for the Indiana Register on December 2, 1999

Gatehouse- determined eligible for the Indiana Register on March 19, 1990

Spring Mill Historic District (the village)- determined eligible for the Indiana Register on May 21, 1999

Spring Mill Inn- determined eligible for the Indiana Register on July 7, 1998

TIPPECANOE RIVER STATE PARK (PULASKI COUNTY)

Potawatomi Group Camp- determined eligible for the Indiana Register on September 18, 1996

Tepicon Hall- listed in the National Register on April 3, 1992

TURKEY RUN STATE PARK (PARKE COUNTY)

Big Log Shelterhouse- determined eligible for the Indiana Register on January 19, 2000

Gatehouse with Stone Wall- determined eligible for the Indiana Register on September 13, 1990

Richard Lieber Log Cabin- listed in the National Register on May 4, 2001

Lusk Home and Mill Site- listed in the National Register on October 29, 1974

Middle Shelter- determined eligible for the Indiana Register on January 19, 2000

Narrows Covered Bridge- listed in the National Register on October 29, 1974 (as part of the Lusk Home and Mill Site), listed December 22, 1978 (as part of the Covered Bridges of Parke County)

Newby Gulch Shelter- determined eligible for the Indiana Register on January 19, 2000

Saddle Barn- determined eligible for the Indiana Register on January 19, 2000

Service Building- determined eligible for the Indiana Register on September 13, 1990

Juliet Straus Statue- determined eligible for the Indiana Register

Sunset Point- determined eligible for the Indiana Register on January 19, 2000

Tennis Court Shelterhouse- determined eligible for the Indiana Register on January 19, 2000

Turkey Run Inn- determined eligible for the Indiana Register on December 7, 1988

VERSAILLES STATE PARK (RIPLEY COUNTY)

Oak Grove Shelter- determined eligible for the Indiana Register on August 9, 2000

Trends for the future and emerging issues

List and describe future concerns you see your office facing in the next five – ten years.

Continued difficulty with budgetary issues

Meeting the needs of an aging society, accessibility

Facility maintenance

Employee training

Employee Safety and Security

Replacement of aging and experienced workers due to retirement

Remaining abreast of technological advances

Remaining competitive in the market by meeting the changing demands of our customers

Funding to maintain interpretive and educational programs

Balancing the need to preserve and protect fragile resources with demand for recreation

Balancing political pressure with protecting fragile resources

Over regulation by agencies justifying their existence.

Budget cutbacks, reduction of staffing,

Increased public demand for more services,

Movement from “traditional” outdoor activities to more urban types of activities, allocation of resources to provide opportunities for a more diverse user base.

Increased pressure to open properties to special interest groups promoting specific types of recreation , such as: mountain biking, more horse trails, ATV use, orienteering, car rallies, large company picnic outings.

Funding to maintain, restore, and interpret historically significant features and structures

The National Park Service long ago realized that their properties needed a funding stream that was specifically for the care and rehabilitation of cultural resources and the rehab of historic structures. When lesser-used cultural resources are left on their own to compete with other projects on non-historic structures and more highly used modern areas, the cultural resources tend to suffer from a lower priority and less funding. This is true on our properties as well.

In five years, at the present dire level of funding due to an economic downturn and having never caught up with deferred maintenance, it is possible that some national registered and certainly state registered properties will not be repaired and even more will not be identified that might otherwise have been listed. Historic fabric will suffer further degradation. Some may be removed from listing altogether or even fail to be identified and restored before non-historic elements are added removing it from consideration, or worse, the building or structure will fail completely as some already have and therefore cease to exist.

The same may be true of artifacts stored in less than desired environmental conditions. Not only have some HVAC systems been designed incorrectly for this purpose, standards have changed regarding temperatures and humidity control. Some artifacts such as found at the nationally listed Lusk Home in Turkey Run State Park are subjected to wide swings in temperature and humidity even though conditioned and others elsewhere have no controls at all. These artifacts will suffer. There is a need for properly designed storage made available at the properties to keep the most valuable artifacts stored in and funding to provide or acquire copies to display where abuse or environmental degradation is more likely.

In ten years, if this trend is not halted, there will be very little left of the original artifacts, or many historic structures will have met their demise before we can celebrate their survival during our 100-year celebration in 2016. A time that will see the 200-year celebration of our statehood and the 100-year celebration nationally of the National Park Service to which our heritage is linked through our founder. What will be our story of how we cared for Indiana’s heritage?

To arrest this trend, there should be training in the Secretary of Interiors Standards for Rehabilitation and training in historic preservation maintenance and repair. There should be training in the four treatment alternatives of Preservation, Rehabilitation, Restoration, and Reconstruction. More importantly, under Preservation; how to stabilize a structure so it might survive until Rehabilitation saves it and provides its

sense of “place” in our history. There should be more funding using public-private partnerships. There should be higher pay for higher-level maintenance technicians that can perform these highly technical rehab and maintenance tasks so they will not train at our expense and leave soon after. Currently that happens at many levels in our maintenance trades and other career fields.

List and describe space requirements, curatorial, technological, funding and staff needs your office will encounter in the next five – ten years.

To begin the discussion; if we had set aside only \$500,000 for cultural resource rehab in the 99-01 biennium we would have found out that we couldn't save all of our four covered bridges without major program adjustment. It is only because of the unique grant opportunities found in the federal sector that we may have avoided this and will now hopefully save the Ramp Creek Bridge at Brown County and the covered bridge at Cataract Falls (Lieber SRA). We have two more covered bridges and other historic bridges still threatened that are known to be eligible but not yet listed. Few are aware that the covered bridge at Brown County is the oldest in the state still being used and one of only three of it's kind left in the world. Indiana is rich in cultural resources worthy of saving. Richer still in those compelling stories about the history they represent and the history no longer visible. One problem with establishing a funding level in an area like this is to do so without a reduction of another important priority. Or, will it be a new level of funding perhaps funded with the Build Indiana Fund or other means so additional burdens will not have to be faced by an already depleted budget.

The founder and icon of our department and division, Richard Lieber, reconstructed a cabin in 1918. Now known as the Lieber Cabin, it has only recently been nationally listed. Previously there had been no effort to list it. There is not yet a historic district established to protect the area. With continued effort in this direction, more areas like this, and structures within will be protected.

List and describe space requirements, curatorial, technological, funding and staff needs your office will encounter in the next five – ten years.

Code/regulation employees to investigate and do the paperwork needed to accomplish work.

Centralized Reservations, when implemented, will require an increase in staff at field sites to implement the program. Also, new staff positions will be needed in the Central Office to manage this new, complex program

As we place a stronger focus on our history, we will need appropriate storage cabinets and appropriate HVAC systems to properly care for artifacts that directly pertain to our sites.

List and describe any duplication of work you see within heritage and cultural organizations or agencies.

Duplication may not be the right term in all cases. Not all historic properties are managed the same way or by the same division, or have the same skills or funding levels to adequately provide for the long-term survival or even the interpretation of these resources. In a recent legislative initiative, a summary was provided by DHPA staff suggesting it would take several million dollars to simply inventory, condition assess, and list those state owned structures and buildings found worthy of listing on state and / or national registers. Imagine how much it will take to properly maintain or simply save them?

State Parks and Reservoirs may have more historic structures and buildings than any other single entity in the state. Until it's inventoried, we won't know what history may be lost. It is highly recommended to assess how other states are organized to accomplish the goal of preserving our history. There are many wonderful examples. Wisconsin has a wonderful booklet explaining the history and reasons local governments should consider becoming certified under the National Historic Preservation Act. Washington State has an interesting organization for SHPO responsibilities.

The Advisory Council On Historic Preservation is always a wonderful resource and recognizes that all too often well meaning SHPO representatives and other preservationists are viewed as impediments to progress. All resources are better served when communication between all interested parties would alleviate much of this misunderstanding. We are all much better served when we all work together.

Indiana Heritage and Culture Council
Agency Profile and Services Survey

Agency/Department Department. Indiana Department of Natural Resources

Agency/department's Mission Statement:

The mission of the Indiana Department of Natural Resources is to protect, enhance, preserve, and wisely use natural, cultural and recreational resources for the benefit of Indiana's citizens through professional leadership, management and education.

Division: **STATE MUSEUMS AND HISTORIC SITES**

Division's Mission Statement:

The mission of the Division of State Museums and Historic Sites is to install an appreciation for the culture and heritage of Indiana and to identify, interpret, collect and preserve our natural and cultural history for all Indiana citizens.

Governing Authorities and Statutes: IC 14-20-1 - State Museums and Historic Sites

Does your office have legislative or executive mandates (state and federal)? If yes, under what statutes.

By law (IC 14-20-1-10) the museum shall "(1) Collect, preserve, and interpret artifacts and materials reflecting the cultural and natural history of Indiana. (2) Prepare and maintain a statewide inventory of these artifacts and materials. (3) Assist other museums within Indiana to meet the criteria of museum accreditation." IC 14-20-1 -11 states that the historic sites shall do the following: "(1) Establish standards and criteria for the acquisition of historic properties and for the preservation, restoration, administration, and operation of the sites and structures acquired. (2) Acquire by purchase, lease, or gift appropriate historic sites and historic structures. (3) Operate and administer those historic sites and historic structures owned or acquired by the state in accordance with this chapter."

Regulatory responsibility and permitting:

Not applicable

Agency Profile

Please provide a brief description of your agency structure and attach an organizational chart.

The Division of State Museum and Historic Sites is one of divisions within the Department of Natural Resources. The division is comprised of two sections: 1) the State Museum and 2) sixteen state historic sites.

Please list committees or Boards on which your staff sits or volunteers. Please note which are required by position and which are solely volunteer.

Required: Division Board of Trustees - Director serves as Secretary Indiana State Museum Foundation - Director Indiana 2016 Task Force - Executive Order Indiana Heritage and Cultural Council - Executive Order Indiana Heritage Trust Project Committee - Statute Voluntary: Association of Indiana Museums

What are the professional affiliations of your office?

Association of Indiana Museums
American Association of Museums
American Association for State and Local History

What support services does your office currently use and their estimated value?

(Accounting and budget, law enforcement, printing, graphic design, public relations, human resources, MIS, etc)

Support Service Estimated Value Source

The division draws upon the full compliment of support services provided by the Department of Natural Resources: accounting and budget, law enforcement, engineering, printing, public relations, human resources, legal and MIS.

What technologies (hardware/software) does your office use?

The division is primarily a Windows platform; there is one Macintosh PC in our exhibits graphics department. Recent software purchases have reflected the new state standard: Microsoft Office, although some older machines are running Corel WordPerfect Suite. Adobe PageMaker

Filmmaker Pro

Adobe Photoshop

Macromedia Freehand

Various virus protection programs

Various email programs - generally Outlook or Outlook Express

Adobe Acrobat

Multi-MIMSY - museum automation system: collection database

Volunteers Works - volunteer management database

Gateway - ticketing, concession and point-of-sale program

Efficient Frontiers Reserve - facility/event management software

The exhibit galleries will utilize custom designed, state-of-the-art computer interactives.

List your sources (types) of revenue, and amounts, for the fiscal year (2001).

<u>Source (type) of revenue</u>	<u>Amount</u>
State Museum	
1000/103050 General Operating Fund	9,265,483
6000/130300 Donations	93,606
1000/212000 Artifact Acquisition	6,000
TOTAL	9,365,089

Historic Sites

1000/121720 General Operating Fund	2,815,385
6000/130300 Donations	105,589
TOTAL	2,920,974

List your expected revenues for fiscal year 2002.

<u>Source (type) of revenue</u>	<u>Amount</u>
State Museum	
1000/103050 General Operating Fund	9,249,191
6000/130300 Donations	95,000
1000/212000 Artifact Acquisition	6,000
TOTAL	9,350,191

Historic Sites		
1000/121720	General Operating Fund	2,815,385
6000/130300	Donations	120,000
TOTAL		2,935,385

Do you have a companion not-for-profit corporation? If yes, please list name of group and contact information.

Indiana State Museum Foundation Contact: J. Ronald Newlin, Executive Director 202 N. Alabama Street Indianapolis, IN 46204 Ph) 317-632-5010

Friends Groups have been established for most of the state historic sites.

Programs, Services, and Responsibilities

List and describe legislatively or executively mandated services or duties:

- *Programs*

Title and Brief Description:

Collect, preserve and interpret artifacts and materials Indiana history
 x Legislative Mandate __ Executive Mandate _____# of participants
 YR 2000 400,000+ artifacts in collection

- *Programs*

Title and Brief Description:

Operate and administer historic sites

x Legislative Mandate __ Executive Mandate _____# of participants
 570,703 # of participants at state historic sites YR 2000

List and describe financial assistance programs offered by your office. (Grants, tax credits, or loans, etc)

Not Applicable.

List and describe technical support offered by your office. (Curatorial, research, educational resource development, architectural/preservation expertise, etc)

Type of support: The Division of State Museums and Historic Sites provides advice and technical assistance on a frequent basis to historical societies, local museums, preservation groups, teachers and individuals throughout the state. Comprehensive records have not been kept, so no tabulation can be provided.

List and describe educational programs offered by your office.

Program title and brief description: The museum offers a full selection of educational services ranging from lesson plans, museum tours, traveling trunk exhibits, special programs and distance learning programs.

List and describe publications and materials produced by your office.

The division does not generally publish materials other than marketing and promotional materials.

List and describe conferences, activities and events sponsored by your office.

Conference, activity or event description: The division sponsors hundreds of receptions, programs and special events at the museum and throughout the sixteen historic sites. Attendance figures for these are included in the numbers listed for legislatively mandated programs described above.

Who are your current partners in collaborative programs, events, publications, or services?

Event or Program

Partners

Museum programming Indiana State Museum Foundation
(Enables staff to accomplish programming not possible within the state system)
Other Indiana historical organizations and museums
State Historical Sites Local support groups
(Enables staff to accomplish programming not possible within the state system)
Local service organizations - volunteer support

How are public relations, media relations, marketing, and advertising handled by your office?

Marketing and media messages originate within the division and are refined and distributed through the Division of Public Information and Education within the Department of Natural Resources. The museum staff includes two media relations positions and one recently created marketing director. This staff works with appropriate consultants to develop public relations and marketing messages for the museum and historic sites. The division works proactively to create media interest in division activities and programs. Paid marketing will grow in importance as the new museum prepares for opening.

What are your main promotional venues?

Soliciting free media is essential with limited promotional budgets. The museum publishes a calendar of events and programs that is mailed to members and past program attendees.

Do you have a website? How is it maintained? To what other sites are you linked?

The museum's current website is maintained by Access Indiana. A complete overhaul of the website is scheduled for this spring to better incorporate the Indiana State Museum Foundation messages within the museum's site and to integrate several new exhibit interactives into the online experience. The museum currently establishes links with any member of the Association of Indiana Museums, which requests such a link.

What opportunities exist to improve collaborative partnering with other heritage and cultural organizations?

An exhibit interactive is being developed for the new museum which will serve as a gateway to natural areas, historic sites and museums which offer visitors additional learning experiences within subject areas covered in the permanent exhibit. Additionally, the museum's temporary exhibit schedule is viewed as a unique opportunity to collaboratively develop exhibits which highlight the important cultural resources housed within many of the state's heritage and cultural institutions.

Constituencies and Audiences

What communities do you serve? What are your audiences?

Four target audiences have been identified for the new Indiana State Museum: 1) Indianapolis metropolitan area adults and families, 2) cultural tourists from other areas of the state and their families, 3) Indiana school children and 4) national and international visitors to Indianapolis. Similar audience profiles would exist for the state historic sites, although the geographic center would, of course, shift to focus on the specific historic site.

If tracked, please list your annual attendance.

Museum: 156,000 YR 2000
Sites: 570,703 YR 2000

Do you have a volunteer base? If yes, how many volunteers assist in your work?

Yes. The museum currently has approximately 500 volunteer who assist in all areas of museum work. Each historic site also receives support from volunteers. In fact, the Levi Coffin State Historic Site is entirely operated by a group of volunteers under an agreement with the division.

What audiences do you think your agency/organization should reach? What are your goals for future outreach?

Please see description of target audiences above. Attendance goal for first year of museum operation is 550,000. Historic sites attendance is likely to grow to approximately 680,000.

List and describe any Boards, Councils, or Commissions your office administers or oversees. Designate whether they are advisory or statutory.

The division administers a board of trustees established in statute with primarily advisory oversight roles and responsibilities. Additionally the museum and most historic sites work with an affiliated 501 c) 3 organization and its board.

Curatorial Responsibilities

List and describe the properties, collections, databases, and records your office maintains.

State Historic Sites: Angels Mounds SHS, Colonel William Jones SHS, Corydon Capitol SHS, Culbertson Mansion SHS, Ernie Pyle SHS, Gene Stratton-Porter SHS, Grissom Air Museum, Lanier Mansion SHS, Pigeon Roost SHS, Limberlost SHS, Mansfield Roller Mill SHS, New Harmony SHS, T.C. Steele SHS, Vincennes SHS and Whitewater Canal SHS.

The Indiana State Museum is responsible for the curation and care of a 400,000+ object collection of natural and cultural artifacts in the following categories: textiles, clothing, political, documents, photography, radio/TV, sports, fine arts, furniture/decorative arts, natural history, archeology, dolls, misc. This collection is exhibited at the museum and throughout the sixteen historic sites. A collection database and associated donor and loan records are maintained by the museum's Chief Collections Manager.

Trends for the future and emerging issues

List and describe future concerns you see your office facing in the next five – ten years.

Changes in technology and the impact on service delivery. Changes in effective education program delivery. Changes in audience expectations.

List and describe space requirements, curatorial, technological, and funding and staff needs your office will encounter in the next five - ten years.

With the dedication of the new Indiana State museum in May 2002, the division will have state-of-the art collection storage, conservation and interpretation facilities. Keeping the facility current with advances in all areas will be a challenge. Addressing the maintenance and renovation needs for the sixteen historic sites will continue to be a challenge. Upgrading their technology capabilities and connection to the museum; improving their interpretive presentation to meet current audience expectations; and providing adequate staffing will require additional funds.

List and describe any duplication of work you see within heritage and cultural organizations or agencies. Collaborative efforts would be increased through greater interaction and communication amongst organizations. Facilitated discussions about services and audiences would better define organizational strengths and encourage specialization. To some extent this already occurs. The Indiana Heritage and Cultural Council offer great promise for increasing these understandings and advancing program collaboration or specialization where appropriate.

Indiana Heritage and Culture Council
Agency Profile and Services Survey

Agency/Department: **INDIANA ARTS COMMISSION (IAC)**

Agency/department's Mission Statement: The IAC mission is to be a public catalyst, partner, and investor in the arts, and serve the citizens of Indiana by funding, encouraging, promoting and expanding the arts.

Division: n/a

Governing Authorities and Statutes:

ARTICLE 23. Chapter 2. INDIANA ARTS COMMISSION

Section 4-23-2-1: Creation; membership; contracts; meetings; quorum. History: (Formerly Acts 1965, c. 248, s.1; Acts 1967, c.274, s.1) As amended by P.L. 5-1984, SEC. 180. Section 4-23-2-2: Purposes and duties. History: (Formerly Acts 1965, c.248, s.2; Acts 1967, c.274, s.2.)

Does your office have legislative or executive mandates (state and federal)? If yes, under what statutes. No

Regulatory responsibility and permitting: None

Agency Profile

Please provide a brief description of your agency structure and attach an organizational chart.

The Indiana Arts Commission is governed by a commission of 15 gubernatorial appointees in whom is vested all grantsmaking authority. The Commission hires the executive director who in turn hires and manages a staff of 12 (1 current vacancy) based in Indianapolis to implement the strategic plan developed by the Commission. The IAC provides financial, technical, informational support to arts providers (public agencies, nonprofit agencies, and individual artists) across the state. The IAC provides direct grants to individual artists and to arts providers serving the entire state. Through the Regional Partnership Initiative, the IAC has decentralized 75% of its grant funds to 12 Regional Arts Partners, which also provide assessment and planning, informational and referral, and technical assistance to all 92 counties. The IAC also partners with Indiana University Dept. of Folklore and Ethnomusicology to create Traditional Arts Indiana, a statewide service program dedicated to preserving Indiana's folk arts.

Please list committees or Boards on which your staff sits or volunteers. Please note which are required by position and which are solely volunteer.

Indiana Heritage And Cultural Council (executive order)

Indiana 2016 Committee (executive order)

What are the professional affiliations of your office?

National Assembly of State Arts Agencies (national service association)

Grantsmakers in the Arts (national service assn.)

Americans for the Arts (national service assn.)

Arts Midwest, a nine state public-private partnership

What support services does your office currently use and their estimated value?

(Accounting and budget, law enforcement, printing, graphic design, public relations, human resources, MIS, etc)

<u>Support Service</u>	<u>Estimated Value</u>	<u>Source</u>
Accounting and budget	\$97,000	staff
Human resources	\$45,000	staff
Public relations/marketing	\$83,000	staff/Herron School of Arts
Information technology	\$25,000	staff
Training	\$28,000	staff
Program design/developm't	\$23,000	staff
Constituent services	\$43,000	staff
Grantsmaking	\$35,000	staff
Contract administration	\$25,000	staff

What technologies (hardware/software) does your office use?

Microsoft Office Pro Suite
Adobe Pagemaker, etc.
13 PCs
1 Macintosh and printer
2 b& w printers
1 color printer
1 networked copier
2 laptops
Networked to DoIT file server

List your sources (types) of revenue, and amounts, for the fiscal year (2001).

<u>Source (type) of revenue</u>	<u>Amount</u>
Legislative Appropriation	\$3.8 million
National Endowment for the Arts Partnership Agreement	\$ 723,652
National Endowment for the Arts Folk Arts Infrastructure	\$ 39,750

List your expected revenues for fiscal year 2002.

<u>Source (type) of revenue</u>	<u>Amount</u>
Legislative Appropriation – General Revenue	\$3.8 million
Legislative Appropriation – Build Indiana Funds	\$ 107,233
National Endowment for the Arts Partnership Agreement	\$ 730,000
National Endowment for the Arts Folk Arts Infrastructure	\$ 32,000

Do you have a companion not-for-profit corporation? If yes, please list name of group and contact information.

501 c 3 - In progress
Indiana Arts Commission Cultural Trust Fund (public fund)

Programs, Services, and Responsibilities

List and describe legislatively or executively mandated services or duties: None

List and describe financial assistance programs offered by your office. (Grants, tax credits, or loans, etc)

Program Description: Direct Grants

106 grants Distributed 92 counties served \$3.1 million granted

Program Description: Regional Partnership Initiative

370 grants awarded 56 counties served \$1.9 million granted

List and describe technical support offered by your office. (Curatorial, research, educational resource development, architectural/preservation expertise, etc)

Type of support:

Capacity Building Program – 7 organizations received a total of \$104,631 for Phase I and Phase II

Technical Assistance Program - 9 organizations received a total of \$25,800 (max \$3,000 per organization)

100 # Of consultations in 2000 46 # of communities served

List and describe educational programs offered by your office.

Program title and brief description:

Craft Development and Marketing Initiative - statewide program to assist craft artisans with their professional and business development, including development of a statewide marketing campaign to promote crafts and craft artisans to residents of and visitors to Indiana.

Est. 1800 craft artisans in over 100 communities

State Fair Masters Program and Traditional Arts Day at the State Fair – a collaborative project with Traditional Arts Indiana and the State Fair Commission that includes featuring an occupational folk art (in 2001, sheep breeding), recognizing 4 State Fair Masters, and providing public education (narrative stage, performances, video, informational booklet, etc) to nearly 750,000 State Fair attendees.

Est. 750,000 attendees and 4 recipients

List and describe publications and materials produced by your office.

Arts Eye, biweekly e-newsletter to 13,000 e-mail addresses

Monthly Commission Notes (1-pg to Commissioners and former Commissioners)

ArtsINform, quarterly newsletter (currently on hold due to budget constraints)

General agency information brochure

Regional Partnership Initiative brochure

Arts Trust License Plate brochure

Grant guidelines for 5 grant categories (some annual, some biennial)

Press releases (10-20 per year)

Annual report brochure

National Arts & Humanities Month packets

Various reports

List and describe conferences, activities and events sponsored by your office.

Conference, activity or event description:

National Arts & Humanities Month – web-based and direct mail packet of information on local activities celebrating this month

Governor's Arts Awards — a biennial public recognition program jointly sponsored by the Governor's Office and by the IAC, which culminates in a presentation ceremony in the State House Rotunda. (The IAC will be re-designing this program for 2003.)

300 attendees # Of public served 6 recipients # of communities served

Who are your current partners in collaborative programs, events, publications, or services?

Service, Event or Program

Regional Partnership Initiative
Traditional Arts Indiana
State Fair Masters
Governor's Arts Awards
Craft Development and Marketing Initiative

Partners

12 Regional Arts Partners
IU Folklore Institute (IUPI)
IUPI, IN State Fair Comm.
Governor's Office
Gov. Ofc., State Museum, Tourism, Main Steet

How are public relations, media relations, marketing, and advertising handled by your office?

The IAC has two professional staff who provide these services: Director of Pr and Marketing, and Information Services Director.

What are your main promotional venues?

Website, e-mail, press, direct mail, advertising in *Arts Indiana*, State Fair

Do you have a website? How is it maintained? To what other sites are you linked?

www.state.in.us/iac/

Developed and maintained by staff

Links: artists, arts organizations, national and regional arts services, plus topical links.

(Currently undergoing redesign)

PLUS: indianaarts.org is the web-based database, searchable calendar of events, etc., created by the Regional Arts Partners

Traditional Arts Indiana also is developing a web site.

What opportunities exist to improve collaborative partnering with other heritage and cultural organizations?

Better linkages through web site; integrated, one-stop shopping for community cultural workers, joint planning and program development, focused attention on cultural agencies as a group by the Governor's Office and legislators, opportunity to develop IAC Cultural Trust into multi-agency trust fund fully funded by the legislature over 5-10 years for long-term cultural development in Indiana.

Constituencies and Audiences

What communities do you serve? What are your audiences?

We serve all 92 counties (don't have individual community #'s).

Constituents: arts providers (artists, arts organizations, community organizations, schools, churches, colleges and universities, students from cradle to grave, youth organizations, businesses, elected officials, other funders, other state agencies, state fair commission and its constituent groups, arts patrons and arts consumers, chambers of commerce, CVBs, etc.)

If tracked, please list your annual attendance.

Total attendance at IAC-funded arts events in 2000 was 19 million people, including 4 million children

Do you have a volunteer base? If yes, how many volunteers assist in your work?

50-60 panelists plus 15 Commissioners

What audiences do you think your agency/organization should reach? What are your goals for future outreach?

Expanded focus on teachers and other educators, arts specialists, school boards, school administrators, and parents.

List and describe any Boards, Councils, or Commissions your office administers or oversees. Designate whether they are advisory or statutory.

Indiana Arts Commission – statutory

IAC Cultural Trust Fund Board - statutory

Arts Education Advisory Committee - advisory

Craft Development and Marketing Committee — advisory

Curatorial Responsibilities

List and describe the properties, collections, databases, and records your office maintains.

Grants management system (federal mandate)

Grants records

Small arts collection

Trends for the future and emerging issues

List and describe future concerns you see your office facing in the next five – ten years.

Creating an effective role for the IAC in arts education

Technical Assistance to artists and organizations

Growing need for program funds and services from communities across Indiana

Need for bundled services provided in partnership with the IAC's current partners and with other state agencies

Increased use of technology to develop and deliver services

Endowment building among arts organizations will be critical to long-term stability

Funding that matches the community and citizen interest and support for the arts, historic preservations, etc.

Capitalizing on Indiana's unique characteristics to develop cultural resources worthy of this state to encourage business investment and development in Indiana's economy

List and describe space requirements, curatorial, technological, funding and staff needs your office will encounter in the next five – ten years.

\$6 + million annual legislative appropriation

fully funded Cultural Trust fund for long-term stabilization of cultural agencies

Tech upgrades

More office space

Upgrade of staff positions to reflect higher level work being provided

List and describe any duplication of work you see within heritage and cultural organizations or agencies.

Potential database overlap or more specifically, lack of cohesion in databases.

I don't see duplication as an issue but the need to develop a cohesive cultural plan that will include all agencies and create value-added services and programs that enhance the quality of life, public and private investment in communities, and engages appropriate partners in critical issues, resource development, and program and service delivery.

Indiana Heritage and Culture Council
Agency Profile and Services Survey

Agency/Department: **INDIANA HISTORICAL BUREAU**

Agency/department's Mission Statement:

The Indiana Historical Bureau provides publications, programs, and other opportunities for Indiana citizens of all ages to learn and teach about the history of their communities, the state of Indiana, and their relationships to the nation and the world.

Division:

Not applicable

Division's Mission Statement

Governing Authorities and Statutes:

IC 4-23-7 – Indiana Library and Historical Department

IC 4-23-7.2 – Indiana Historical Bureau

Does your office have legislative or executive mandates (state and federal)? If yes, under what statutes.

By law (IC 4-23-7.2-2) “(a) It is the duty of the historical bureau to edit and publish documentary and other material relating to the history of the state of Indiana and to promote the study of Indiana history. (b) As appropriate, the historical bureau shall work with the Indiana historical society, the county historical societies, and any other person, agency, or organization concerned with Indiana history.”

Additional legislated responsibilities are,

- distribution of publications free to libraries, etc. (IC 4-23-7.2-6);
- oversight and care of the Governors' Portraits Collection (IC 4-23-7.2-8);
- the marking of historical sites (IC 4-23-7.2-11);
- the celebration of George Rogers Clark Day (IC 4-23-7.2-12);
- the celebration of Northwest Ordinance Day (IC 1-1-1-4);
- receipt of County Cemetery Commission reports (IC 23-14-67-3.5).

Regulatory responsibility and permitting:

Not applicable

Agency Profile

Please provide a brief description of your agency structure and attach an organizational chart.

The agency's 10 employees are organized into two main working groups based on primary responsibilities: 1) programs and publications 2) administration. There is crossover since most people carry out functions in both groups.

Please list committees or Boards on which your staff sits or volunteers. Please note which are required by position and which are solely volunteer.

Required:

Oversight Committee on Public Records – director required by law

Indiana Heritage and Culture Council – Executive Order

Indiana 2016 Task Force – Executive Order

Indiana State Library and Historical Bureau Foundation Board – director

Voluntary:

Indiana Center for the Book Board -
 Indiana Council for History Education Steering Committee
 Editorial Committee, Access Indiana Web site
 Indiana Historical Society collaborative education event committee
 Preservation Education Grant Program Review Committee
 IndianaOnline Committee

What are the professional affiliations of your office?

American Association for State and Local History
 National History Day

The director maintains other memberships for the benefit of the agency.

What support services does your office currently use and their estimated value?

(Accounting and budget, law enforcement, printing, graphic design, public relations, human resources, MIS, etc)

<u>Support Service</u>	<u>Estimated Value</u>	<u>Source</u>
• The agency uses the MIS services of the Indiana State Library and its server.		
• Aside from the normal Department of Administration functions for any agency, the Facilities Management Division provides extraordinary help with the Governors' Portrait Collection paintings when needed.		

What technologies (hardware/software) does your office use?

The Bureau is primarily Macintosh platform because of its desktop publishing operations; there is one Windows machine for the accounting and personnel operations.

Various Macintosh operating systems
 Microsoft Office
 Adobe Pagemaker
 Filemaker Pro
 Adobe Photoshop
 Macromedia Freehand
 Claris Homepage
 Norton Utilities
 Adobe Acrobat
 Netscape
 Scanner software
 Various printer software

List your sources (types) of revenue, and amounts, for the fiscal year (2001).

<u>Source (type) of revenue</u>	<u>Amount</u>
1000/107350 - General operating fund	417,533
1000/410130 – Historical Markers appropriated funds	16,900
6000/113200 – Publications/Education	27,285
6000/129300 – Historical Markers	22,225
6000/136900 – Indiana Close Up	2,770
6000/173700 – Indiana History Day	5,887
6000/186000 – Governors' Portraits Fund	3,922
TOTAL	496,522

List your expected revenues for fiscal year 2002.

<u>Source (type) of revenue</u>	<u>Amount</u>
1000/107350 - General operating fund	410,239
1000/410130 – Historical Markers appropriated funds	17,500
6000/113200 – Publications/Education	30,000
6000/129300 – Historical Markers	15,000
6000/136900 – Indiana Close Up	0
6000/173700 – Indiana History Day	6,000
6000/186000 – Governors’ Portraits Fund	15,000
TOTAL	493,739

Do you have a companion not-for-profit corporation? If yes, please list name of group and contact information.

Indiana State Library and Historical Bureau Foundation, incorporated 2000
Contact: C. Ray Ewick,
Indiana State Library
140 N. Senate Ave
Indianapolis, IN 46204

Programs, Services, and Responsibilities

List and describe legislatively or executively mandated services or duties

- *Programs*

Title and Brief Description:

Distribution of publications – IC 4-23-7.2-6

x Legislative Mandate ___ Executive Mandate

approximately 4,000 entities and 18,020 items distributed in FY2001; in addition, 7,818 items were provided to teachers and students belonging to the Indiana Junior Historical Society.

- *Programs*

Title and Brief Description:

Marking of historical sites with state format markers – IC 4-23-7.2-11

x Legislative Mandate ___ Executive Mandate 1,572 participants

- *Programs*

Title and Brief Description:

Receive and make available County Cemetery Commission reports – IC 23-14-67-3.5

x Legislative Mandate ___ Executive Mandate 3 counties_# of participants

List and describe financial assistance programs offered by your office. (Grants, tax credits, or loans, etc)

Program Description:

The Indiana Historical Marker Program provides appropriated funds to help support installation of approved markers proposed by individual applicants.

(FY 2001) 10 markers awarded with state support 21 communities served \$16,900 granted (Five additional markers were approved and installed with no state funding.)

List and describe technical support offered by your office. (Curatorial, research, educational resource development, architectural/preservation expertise, etc)

Type of support: The Historical Bureau provides advice and assistance on a daily basis through its programs, personal contact, and the Web site to educators, marker applicants, other agencies and organizations, the governor's office, the State Information Center, and the general public. Complete statistics have not been kept, but e-mail inquiries through the Web site totaled 1,097 in FY2001; Web hits totaled 85,628.

_____ # Of consultations in 2000 _____ # of communities served

List and describe educational programs offered by your office.

Program title and brief description:

- Indiana History Day – competition grades 4-12; part of National History Day – 6,093 public, 44 schools (2000-2001) [Transferred to Indiana Historical Society 2002]
- Indiana Close Up – statewide program for high school on the Indiana Constitution– 351 public, 17 schools (2000-2001); suspended FY2002
- Support I-REACH with the Indiana State Museum– ? public, ? schools (2000-2001); support suspended FY2002
- Support Indiana Junior Historical Society with Indiana Historical Society– 3,708 public, 200 schools (2000-2001)
- Present teacher workshops (7 Workshops) – 463 public, 53 schools (2000-2001)

List and describe publications and materials produced by your office.

- *Indiana History Bulletin* – newsletter often with insert; suspended FY2002
- *The Indiana Historian* –magazine exploring topics in Indiana history for schools and general audiences
- Various materials for programs and for our Web site
- Occasional volumes added to the *Indiana Historical Collections* - with cosponsors
- Reprints as possible of prior Bureau publications that have continuing research and educational value

List and describe conferences, activities and events sponsored by your office.

Conference, activity or event description:

- Several events are connected with our programs.
- Indiana Statehood Day event, December 11, 2000 - 300 attendees
- Presenting the Past teacher workshop, February 2001 – 133 attendees
- Building for the Future celebration to initiate our building project and Foundation, October 6, 2000 – 350 attendees
- *USS Constitution* Museum, “Old Ironsides” educational visit, including workshop, school visits, and public demonstration, February 2001 – 5,000 attendees

Who are your current partners in collaborative programs, events, publications, or services?

Event or Program

Partners

- History Day – National History Day; Indiana Historical Society; DHPA- DNR; ATA; Center for the Study of Global Change, IUB; Eiteljorg Museum; Eli Lilly and Company; Indiana Society Colonial Dames; INTEConsulting, Inc; Indiana Humanities Council; National Council of Negro Women, Indianapolis Section; Circle City Sirens; Patria Press, Inc.; Indiana Department of Education; Indiana Department of Administration; The Children's Museum of Indianapolis
- Close Up – Close Up Foundation
- Publications, previous – DHPA-DNR; Historic Landmarks Foundation of Indiana; Indiana Port Commission; Indiana Historical Society; Indiana Humanities Council

- Publications, current – Department of History, Ball State University; Indiana Humanities Council; Indiana American Indian Theatre Company; WFYI; Indiana State Library; Indiana State Archives; Indiana Women’s History Association; Fish & Wildlife, DNR plus several interest groups—partners still being added; Indiana Historical Society; Indiana Department of Education; Indiana National Guard
- County Historian Program – Indiana Historical Society; county organizations throughout the state
- Historical Marker Program – HLF; DHPA-DNR; Division of Tourism, Dept. of Commerce; Indiana Historical Society; INDOT; various organizations throughout the state which help support marker installations, purchase markers without state help, and help support marker repairs and surveys
- Governors’ Portraits Collection – Indiana State Museum; Indiana Arts Commission; Indianapolis Museum of Art; Evansville Museum of Arts and Science; Indianapolis Art Center; Herron School of Art; Indiana State University; Facilities Management, Department of Administration
- American Indian Initiative - Department of History, Ball State University; Indiana American Indian Theatre Company; WFYI; Indiana Department of Education; Indiana State Library; IUPUI, School of Journalism; Indiana University Press; DHPA-DNR; Delaware Tribe of Indians; Indiana Native American Council; Spirit & Place Festival; other partners are still being added to this long-term endeavor
- Workshops – Various Educational Service Centers and historical organizations/museums around the state; Kentucky Historical Society; Indiana Historical Society; Indiana Council for History Education; Historic Landmarks Foundation of Indiana; Indiana Association of Historians; Indiana Humanities Council; Indiana Junior Historical Society; National Council for History Education

How are public relations, media relations, marketing, and advertising handled by your office?

In house with existing staff

What are your main promotional venues?

- Web site – 85,628 hits in FY2001
- Provide complimentary and free materials for use by other agencies and organizations at workshops, meetings, and events – 10,172 items at 19 events in FY2001
- Retail operation on site which will expand to a shop at the new Ohio Street entrance of the building in approximately June 2002 – sales of 16,274 items in FY2001, including mail order purchases
- Occasional events such as ones related to the renovation of our building

Do you have a website? How is it maintained? To what other sites are you linked?

Yes: www.IN.gov/history. One employee is in charge of preparing materials, making corrections, checking links, etc. working with the MIS staff of the Indiana State Library whose server we are on. We link to many appropriate and relevant organizational and subject sites; although we have not counted, many other sites link to us.

What opportunities exist to improve collaborative partnering with other heritage and cultural organizations?

Opportunities exist with every idea, event, program, etc. The ability and desire to communicate easily and to collaborate when appropriate, needs to be a part of how we all do business. For the Bureau, the American Indian Initiative is an expanding opportunity for collaboration with new partners. The ability to publish books is dependent upon collaborations. Our issues of *The Indiana Historian* are frequently collaborative efforts, and we seek out partners whenever possible. Educational workshops also are generally collaborative efforts and will continue to be.

Constituencies and Audiences

What communities do you serve? What are your audiences?

- Students, teachers, local historical, cultural, and tourism organizations, libraries, academic audiences, and the general population
- Citizens throughout the state interested in preserving and promoting their local history through the marker program will continue to be a major and increasing audience. We are working with the Indiana Freedom Trails organization and DHPA-DNR to install Underground Railroad historical markers. We are creating a program to mark historic cemeteries in conjunction with DHPA-DNR Cemetery Registry. We are creating a collaboration with American Indians and related groups to mark more American Indian sites.
- We are working with American Indians and related organizations to provide materials about the American Indian experience in Indiana past and present.
- Our audience has been expanded to world wide through use of our Web site and inquiries through that site.

If tracked, please list your annual attendance.

Not applicable

Do you have a volunteer base? If yes, how many volunteers assist in your work?

We use volunteers in our educational programs (100-150 approximately) and several individuals volunteer for our marker program advisory committee and to help with field work as possible for marker repairs.

What audiences do you think your agency/organization should reach? What are your goals for future outreach?

- Enhance our current initiatives with teachers in order to provide materials to use in fulfilling the 2001 social studies standards.
- Continue efforts with students, teachers, and other interested citizens (such as marker applicants) to enhance research and interpretation skills.
- Continue efforts with the marker program to serve those interested in preserving their local history with a marker, including the initiatives with cemeteries, Underground Railroad, and American Indians.
- Continue to enhance the content and appearance of our Web site to provide reference materials and information that will assist a variety of audiences.

List and describe any Boards, Councils, or Commissions your office administers or oversees. Designate whether they are advisory or statutory.

- Indiana Library and Historical Board – 5 members – IC 4-23-7 – governing board of Historical Bureau and Indiana State Library
- Historical Marker Advisory Committee – 9 members – IC 4-23-7.2-11 – appointed by the Indiana Library and Historical Board to make recommendations about the marker program and markers to be installed

Curatorial Responsibilities

List and describe the properties, collections, databases, and records your office maintains.

- The Governors' Portraits Collection – IC 4-23-7.2-8 – 52 oil paintings displayed throughout the State House
- The General Anthony Wayne Flag – artifact from the Treaty of Greenville
- The state banner submitted by Paul Hadley for the 1916 competition by which our current flag was selected.
- The Fall of Fort Sackville – oil painting by F. C. Yohn
- Records of the historical marker program plus a Web database
- County Cemetery Commission reports filed – IC 23-14-67-3.5

- Various Web databases of historical information, such as historical markers, members of the 1850 constitutional convention, Indiana Heritage Research Grants, Indiana governors and their portraits, Word Hoosier, etc.

Trends for the future and emerging issues

List and describe future concerns you see your office facing in the next five – ten years.

- Changes in technology and the impact on service and information acquisition and delivery
- Changes in education for young people and adults and the best delivery of services to encourage the learning and appreciation of history/heritage
- Changes in research expectations of our audiences
- Changes within state government regarding the support and delivery of history/heritage education services

List and describe space requirements, curatorial, technological, funding and staff needs your office will encounter in the next five – ten years.

- Anticipated staff changes because of retirements will be a challenge; recruitment and retention of new employees will be problematic because of salary levels.
- Space requirements should be adequate with new quarters.
- Upgrades of technological capacity with the State Library in conjunction with state government should serve our needs.
- Changes in technology and agency needs, combined with staff changes, will probably necessitate new, collaborative arrangements beyond the current situation for day-to-day MIS support.

List and describe any duplication of work you see within heritage and cultural organizations or agencies.

Although the potential exists, I see little duplication in state services because missions seem, in fact, fairly specific and directed. Rather, various agencies may have the same audiences but provide targeted services that fall under their missions and/or collaborate with other agencies and organizations to lend their particular expertise and resources to a shared goal, program, publication, etc.

This is true also with private organizations to an extent. There is, however, more potential for duplication since private organizations have often pursued their own goals and plans without looking outward—often fearing the loss of the primary credit, visibility, or funding opportunity.

Unfortunately, the collaborative network has not been institutionalized sufficiently to guarantee that communication does take place on a regular and continuing basis. Often, collaboration is the result of personal relationships between and among the personnel of agencies/organizations, and personnel changes result in communication gaps.

There needs to be more institutionalized communication among all entities engaged in heritage and cultural work to enhance collaboration and reduce competition that leads to a less than optimal use of available resources.

Indiana Heritage and Culture Council Agency
Profile and Services Survey

Agency/Department: **INDIANA STATE FAIR COMMISSION**

Agency/Department's Mission Statement: To be a good community neighbor & corporate citizen; support family-oriented activities & youth programs; provide accessible, cost-effective, secure & modern facilities; serve the largest customer - the Indiana State Fair.

Division: There is no "division" within the Commission's structure. There is, however, an Indiana State Fair Board created by statute, and it does have a mission statement as follows:

Division's Mission Statement: To hold the annual State Fair; showcase agriculture & youth; maintain and promote agricultural heritage, current production methods & future developments; entertain the public.

Governing Authorities and Statutes: IC 15-1.5-1-1 through IC 15-1.5-1-10

Does your office have legislative or executive mandates (state and federal)? If yes, under what statutes?
Yes, statutes identified above.

Regulatory responsibility and permitting: None

Agency Profile

Please provide a brief description of your agency structure and attach an organizational chart.

The 7-member Indiana State Fair Commission was created by statute in 1990, and given the responsibility to govern the Indiana State Fairgrounds and all property owned by the State Fair Commission. The Governor appoints 5 of the members; the other 2 are ex officio as the President of the Indiana State Fair Board and the Lt. Governor (or his designee). Additionally, the statute requires the Commission to provide for the holding of an annual State Fair. The 17-member Indiana State Fair Board conducts the annual State Fair within the policies, guidelines and budget established by the Commission. The Governor appoints 7 members to the board, 7 members are elected at the local level through specific agricultural organizations, and the Governor, Lt. Governor and Director of the Indiana Cooperative Extension Services or their designees are ex officio members.

In addition the Indiana State Fair, roughly 300 events occur at the Fairgrounds throughout the year. The Commission rents its facilities to show producers who offer public and consumer shows to the public, such as the Indianapolis Boat, Sport and Travel Show, the Flower and Patio Show, Christmas Gift and Hobby Show, Hoosier Beef Congress and Hoosier Horse Fair and Expo. Additionally, the Commission's Pepsi Coliseum is home to the professional hockey team, the Indianapolis Ice, and is open to public skating/youth & adult hockey leagues from early October through the first of April each year.

Please list committees or Boards on which your staff sits or volunteers. Please note which are required by position and which are solely volunteer.

The Indiana State Fair Commission staff sits on no Boards or Committees of State Government. The Executive Director sits, voluntarily, as an appointed member of the Indianapolis Parks and Recreation Board, the Indianapolis Jazz Festival Board, Indianapolis Convention and Visitors Association Board and the Greater Indianapolis Progress Committee. The Marketing Director sits, voluntarily, on the FFA Foundation Board, and is chair of the International Association of Fairs and Expositions Committee for Non-Fair or Off-Season Events.

What are the professional affiliations of your office? The Commission is a member of the International Association of Fairs and Expositions, the Indiana Association of County and District Fairs, Indianapolis Convention and Visitors Association, International Association of Assembly Management, International

Entertainment Buyers Association, Country Music Association and National Independent Concessionaires Association.

What support services does your office currently use and their estimated value?

(Accounting and budget, law enforcement, printing, graphic design, public relations, human resources, MIS etc)

<i>Support Service</i>	<i>Estimated Value</i>	<i>Source</i>
Year round staff	\$4 million/Fair Labor \$1 million	Dedicated funds
Printing, graphic, sign shop	\$59,000	Dedicated funds

What technologies (hardware/software) does your office use?

Most PC work stations are Pentium 433 and above, using Windows 95 and 98 operating systems with Windows NT on the file server. We use Microsoft Office 2000 for word processing, Excel spreadsheets, etc., and we use Microsoft Great Plains Dynamics for all accounting. Macintosh is used for graphic design.

List your sources (types) of revenue, and amounts, for the fiscal year (2001).

<i>Source (type) of revenue</i>	<i>Amount</i>
Fairgrounds:	in \$000s
Tax related	\$8,601
Earned	\$4,022
Fair	\$5,763
Facility Charge	\$ 736
Total	\$19,122

List your expected revenues for fiscal year 2002.

<i>Source (type) of revenue</i>	<i>Amount</i>
Fairgrounds:	
Tax related	\$6,100
Earned	\$3,900
Fair	\$5,932
Facility Charge	\$ 720
Total:	\$16,652

Do you have a companion not-for-profit corporation? If yes, please list name of group and contact information. Yes. The Indiana State Fairgrounds Foundation, Inc. Contact: Executive Director, Indiana State Fair Commission.

Programs, Services, and Responsibilities

List and describe legislatively or executively mandated services or duties:

- *Programs*
Title and Brief Description:
 Indiana State Fair - annual agricultural fair
 XX Legislative Mandate Executive Mandate 2001 - 731,592 attendees in 2001

List and describe financial assistance programs offered by our office. (Grants, tax credits, or loans, etc)

Program Description: None

List and describe technical support offered by your office. (Curatorial, research, educational resource development. architectural/preservation expertise. etc)

Type of support: None

List and describe educational programs offered by your office.

Program title and brief description:

Indiana State Fair - annual agricultural fair.

731,592 attendees in 2001 # Qf public served all of Indiana # of Communities served

List and describe publications and materials produced by your office.

Indiana State Fair Programs - daily events during fair

4-H/FFA and Open Class Premium Books - contest terms and conditions for entering exhibits at the State Fair

Hundreds of State Fair contest brochures, promotional flyers, coupons, registration forms, accounting, forms etc.

Annual Report - written documentation of annual activities, revenue and expense of the Indiana State Fair Commission and Indiana State Fair

Fairgrounds marketing materials - descriptions of buildings, grounds, events and rate structures, monthly schedule of events, annual events schedule, public skating schedules, capital improvements plans, economic impact study results, etc.

List and describe conferences, activities and events sponsored by your office.

Conference, activity or event description:

The Commission recently hosted and sponsored the International Association of Fairs and Expositions Zone III meeting. The Commission rarely sponsors events other than the State Fair; the Commission rents Fairgrounds facilities to others for a wide variety of shows, events, meetings, banquets and other activities.

100 Attendance

Who are your current partners in collaborative programs, events, publications, or services?

Event or Program Partners

Indiana State Fair Corporate sponsors, 4-H,

FFA, county fairs, volunteer organizations, community groups, private sector grantors (such as Lilly Endowment, Indianapolis Foundation, Nina Mason Pulliam Charitable Trust), Indiana Arts Council, Dept. of Commerce Tourism Division, Indiana Transportation Museum (operator of the Fair train each State Fair) and print/broadcast media.

Additionally, the Indiana State Fair Commission has a wide variety of corporate sponsorships and partnerships - over 50 in number - that provide support to both State Fair and year round business at the Fairgrounds.

How are public relations, media relations, marketing, and advertising handled by your office?

In-house by a staff of approximately six professionals. The Commission also retains an advertising agency for creative development and media buys for the Indiana State Fair and certain year-round programs.

What are your main promotional venues?

For the State Fair, advertisements on television, radio, print media and billboards. For promotion of our rental facilities, we use print media and our website.

Do you have a website? How is it maintained? To what other sites are you linked?

Yes. Access Indiana maintains it with input given by Commission staff. We are linked with Purdue University Agricultural Home Page, Commissioner of Agriculture, Indiana 4-H Foundation, all commodity groups, Indianapolis Chamber of Commerce, all of our Sponsors and miscellaneous others.

What opportunities exist to improve collaborative partnering with other heritage and cultural organizations?

The Indiana State Fair offers a wide variety of opportunities for cultural/heritage organizations to become involved - as sponsors of particular Fair events or activities, as participants in Fair programs, and as advisors in improving existing or creating new entertainment and/or educational programs to offer the public. We continue to network, share ideas, coop-marketing initiatives, develop joint discount promotions, etc.

Constituencies and Audiences

What communities do you serve? What are your audiences?

The Indiana State Fairgrounds is a public venue serving primarily the citizens of Indiana. As previously stated, the Indiana State Fair's audience is the general public, 4-H exhibitors, etc. Year round constituencies/audiences include all visitors to the roughly 300 shows and events held at the State Fairgrounds, as well as youth and adult hockey league participants and spectators, Indianapolis Ice management/players/spectators, etc.

If tracked, please list your annual attendance: 2001 State Fair attendance: 731,592. The five-year average State Fair attendance is 721,105. Annual attendance at the Indiana State Fairground is approximately 2.5 million people.

Do you have a volunteer base? If yes, how many volunteers assist in your work?

Yes. During the State Fair, major volunteer efforts are required to implement youth program. As an example, for our Little Hands on the Farm activity, 30 volunteer-shifts are needed for each day of the 12-day State Fair.

What audiences do you think your agency/organization should reach? What are your goals for future outreach?

The general public statewide and regionally, show producers statewide, regionally and nationally. The Commission has a strong marketing plan to attract show and event producers to the State Fairgrounds, which is key to maintaining and/or expanding rental of State Fairgrounds facilities on a year round basis. The goal is to keep this marketing plan in place while identifying new leads to contact regarding utilization of the Fairgrounds for events and shows. Specifically regarding the Indiana State Fair, the general public of Indiana should be and is the audience reached, as are Indiana's 4-H exhibitors, open class exhibitors, concessionaires and retail vendors (some of whom come to the Fair from across the country).

List and describe any Boards, Councils, or Commissions your office administers or oversees. Designate whether they are advisory or statutory. Indiana State Fair Commission and Indiana State Fair Board, both of which are statutory.

Curatorial Responsibilities

List and describe the properties, collections, databases, and records your office maintains.

1) Indiana State Fairgrounds, which is 280 acres with various buildings 2) Typical business records, such as contracts, accounting records, correspondence.

Trends for the future and emerging issues

List and describe future concerns you see your office facing in the next five - ten years.

* Stability and/or growth in statutorily created revenue streams of tax revenues * Stability in operating revenues * Ability to meet bond debt payment requirements * Ability to continue capital improvements to the State Fairgrounds facilities/buildings and to maintain existing facilities in good condition

List and describe space requirements, curatorial, technological, funding and staff needs your office will encounter in the next five - ten years. No new space is planned nor expected to be required at the Indiana State Fairgrounds. The Commission has had a fairly stable number of staff over the last seven to nine years and foresees no notable change in its staffing level over the next ten years.

List and describe any duplication of work you see within heritage and cultural organizations or agencies. The Commission sees no duplication of effort or work within other organizations it is aware of with regard to the heritage and cultural aspects of the Indiana State Fair.

*Indiana Heritage and Culture Council
Agency Profile and Services Survey*

Agency/Department:

INDIANA STATE LIBRARY

Mission Statement

The Indiana State Library is responsible for

- 1. developing and providing library services to state government, its branches, its departments and its officials and employees;*
- 2. providing for the individual citizens of the state those specialized library services not generally appropriate, economical or available in other libraries of the state;*
- 3. encouraging and supporting the development of the library profession; and*
- 4. to strengthening services of all types of publicly and privately supported special, school, academic, and public libraries.*

Division:

NOT APPLICABLE

Governing Authorities and Statutes:

Indiana Library and Historical Department IC 4-23-7
Indiana State Library IC 4-23-7.1

Does your office have legislative or executive mandates (state or federal)? If yes, under what statutes.

1. IC 4-23-7.1-3 Maintain collection of library materials to:
 - a. Serve needs of State Government
 - b. Preserve history of state
 - c. Meet specialized library needs, and
 - d. Supplement resources of libraries in the state.
2. IC 4-23-7.1-5.1 The state library shall develop and implement a statewide library card program to enable individuals who hold a valid statewide library card
3. IC 4-23-7.1-6 The state library shall prepare, collect, edit, publish, and distribute such information bulletins, periodicals, statistical compilations, catalogs, or other publications concerning:
 - (1) The Indiana state library or its collections, materials, or services;
 - (2) The organization, administration, and maintenance of libraries; or
 - (3) Libraries and librarianship; as may be considered proper.
4. IC 4-23-7.1-8 Shall conduct research
 - a. Collect statistics
 - b. Assess condition and capacity of libraries
 - c. Define society needs libraries should meet
 - d. Evaluate performance in relation to the needs
 - e. Prepare recommendations and plans to strengthen services.
6. IC 4-23-7.1-9 shall encourage the development of the library profession.
7. IC 4-23-7.1-10 shall provide advice and assistance as to the organization and administration of libraries to any person responsible for a library.
8. IC 4-23-7.1-11 shall establish operating standards and rules for libraries to receive either state or federal funds.
9. IC 4-23-7.1-13 shall enter into agreements with other State or the Federal government for the resolution

of problems or provision of services.

10. IC 4-23-7.1-29,30 shall distribute funds to public libraries and the Indiana Cooperative Library Services Authority.
11. IC 4-23-7.1-40 Is the Agency responsible for implementing the talking book program.
12. Administer the Library Services and Technology Act program and funding in Indiana under Federal Law – PL 104-208 CFDA 45.310

Regulatory responsibility and permitting:

1. Certification of Public librarians

IC 20-14-12-3

Sec. 3. The board shall do the following:

- (1) Prescribe and define grades of public library service and prescribe the qualifications that persons must possess who Are employed in each of the grades of public library service, giving due consideration to the population served, the income, and The salary schedule of each library.
- (2) Make available the requirements for certification of all grades upon request and without charge to all prospective Applicants.
- (3) Issue certificates to candidates who apply for them, and who, by reason of their academic or technical training and Experience is found to be suitable persons to certify.
- (4) Prescribe and define what constitutes a library director, a head of a department or branch, or a professional assistant of a public library.
- (5) Adopt under IC 4-22-2 rules that the board determines are necessary to administer this chapter.

2. Set Standards for public libraries and library services authorities.

IC 4-23-7.1-11

- Sec. 11. (a) The board, with the advice of the advisory council, shall establish operating standards and rules for libraries and Library services authorities eligible to receive funds, either federal or state, under the provisions of any program for which the Indiana state library is the administrator. The Indiana state library shall monitor libraries and library services authorities eligible To receive funds or receiving funds to ascertain whether or not the standards and rules are being met.
- (b) The board, with the advice of the council on library automation established under IC 4-23-7-30, shall establish library Automation standards for libraries and library service authorities. The Indiana state library shall monitor compliance with the Standards.

Agency Profile

Please provide a brief description of your agency structure and attach an organizational chart.

The State Library is organized into functional divisions of Reference and Government services, Indiana (current and historical), Genealogy, Library Development, and Special Services. These are supported by three divisions, Administration, Management Information Services and Catalog Division. (See attached organizational Chart [Available upon request]).

Please list staff positions (do not list individual names).

The library has 72 authorized Full Time positions and 5 Part Time, thirteen of which are supported by federal project funds. (See manning table attached [Available upon request]).

Please list committees or Boards on which your staff sits or volunteers. Please note which are required by position and which are solely volunteer.

Director: Intelenet Commission, required by position
Enhanced Data Access Review Committee, required by position
Access Indiana Steering Committee

Indiana Library Federation, Executive Board, ex-officio
 Chief Officers of State Library Agencies, Executive Board, immediate Past President.
 Indiana Higher Education Telecommunications Services, Executive Board and management committee, by Invitation.
 Center for Interactive Learning and Collaboration, by invitation
 Indiana State Library and Historical Bureau Foundation, Treasurer, required by position
 Multimedia Instructional Network Delivery Systems (non-profit corp.) by invitation
 Tech Corps-Indiana, (non-profit corp.) by invitation
 21st Century Learners Conference steering committee, by invitation of the director of the Institute of Museums and Library Services (Federal Agency)

Other staff serve on various Boards and Committee of Library Professional organizations as representatives of the Indiana State Library or from personal commitments.

What are the professional affiliations of your office?

The director of the State Library is one of the fifty members of the Chief Officers of State Library Agencies.

The Director serves ex-officio on the Executive Board of the Indiana Library Federation.

What support services does your office currently use and their estimated value?

<i>Support Service</i>	<i>Estimated value</i>	<i>Source</i>
Building maintenance and services	\$???	IDOA
Procurement, personnel etc.	\$???	Personnel Administration
Legal (seldom used)	\$???	Atty. General

What technologies does your office use?

Hardware

- Vax mini-computer (integrated library system)
- 6 servers, list-serv, web server, video server, etc.
- 120 approx PCs for both staff and public
- 50 approx printers staff and public
- 2 scanners
- 4 CD towers
- 1 Vtel Galaxy Video Conferencing unit
- 3 Vcon Videoconferencing units
- 1 digital video camcorder
- 2 video recorders
- 4 TV/ video cassette players
- 1 Satellite Dish with receiver
- Various network hubs and devices for network and Internet
- Misc. peripheral equipment

Software

- Data Research Associates Integrated Library System
- Microsoft Office Suite
- File Maker Pro
- Adobe Photoshop
- GIS (Ersy)
- Quicken

Adobe Acrobat
 Quickbooks
 Real
 Netscape
 Scanner software
 FinalCut Pro digital editing
 Media Cleaner – encoding
 Redhat Linux

Various MAC and Windows operating systems.

List your sources (types) of revenue, and amounts, for the current fiscal year (2001).

<i>Source of Revenue</i>	<i>Amount</i>
100-056 Public Library Distribution	\$607,936
100-725 Indiana Academy of Science	\$ 8,811
100-730 Library’s General Operating acct.	\$3,175,416
100-741 Ind. Cooperative Lib Serv Auth	\$2,408,848
339-296 Certification fund	\$ 520
379-730 Federal Lib Serv & Tech Act	\$2,800,000
470-100 Bld Ind Fund – Technology	\$3,000,000
Total	\$12,001,531

List your expected revenue for fiscal year 2002.

<i>Source of revenue</i>	<i>Amount</i>
100-056 Public Library Distribution	\$607,936
100-725 Indiana Academy of Science	\$ 8,811
100-730 Library’s General Operating acct.	\$3,499,811
100-741 Ind. Cooperative Lib Serv Auth	\$2,408,848
339-296 Certification fund	\$ 520
379-730 Federal Lib Serv & Tech Act	\$3,124,662
470-100 Bld Ind Fund – Technology	\$3,000,000
Total	\$12,650,588

Programs, Services, and Responsibilities

List and describe legislatively or executively mandated services or duties:

- *Permits*
Title and Brief Description:
 The Library Development Office manages a small certification program that validates the educational and experience requirements of candidates for director of public libraries in Indiana.
X Legislative Mandate ___ Executive Mandate _112_# issued in 2000

- *Programs*
Title and Brief Description:
X Legislative Mandate ___ Executive Mandate _____# of participants

- *State and Federal Regulations*
Title and Brief Description:
 1. The library promulgates rules for the certification of Directors of Public libraries.
 2. The library promulgates rules regarding standards and requirements for libraries to receive state or federal funds administered through the State Library.

X *Legislative Mandate* ___ *Executive Mandate*

List and describe financial assistance programs offered by your office. (Grants, etc.)

Program Description:

1. Public Library Distribution is made to every public library that meets minimum standards and the amount is based upon their ratio of population to the State's population.

229# Distributed 229_# of communities served _\$607,936_ \$ Granted

2. The Indiana Cooperative Library Services Authority is State Agency with almost 800 member libraries. They serve members with technology training, brokering hardware and software purchases, and electronic databases. INCOLSA also administers programs like INSPIRE which provides electronic access to commercial journals to anyone in the state.

1# Distributed all members_# of communities served _\$2,408,848_ \$ Granted

3. Federal grants are made to Statewide programs in which many individuals from all communities participate such supporting talking book services for the blind, and the INSPIRE program with electronic access to every Hoosier. 24 million pages were downloaded last year.

15 Distributed all_ communities served _\$2,407,246_ \$ Granted

4. Also individual grants were made to communities on application basis.

146 Distributed 146_# of communities served _\$827,178_ \$ Granted

List and describe technical support offered by your office (Research, Development etc.)

Type of support:

Advise and assist trustees and librarians in the administration of public libraries.

5811# of consultations in 2000 ?_# of communities served

List and describe educational programs offered by your office.

The State Library offers a number of workshops, provides speakers for meetings, distributes quarterly mailings of helpful information, and uses both Satellite and Video Conferencing to train librarians and trustees. We also do special programs on Genealogy and Indiana History with speakers. Staff were speakers for 78 programs.

__?_# of public served __?_# of communities served

List and describe publications and materials produced by your office.

We publish and distribute a trustee handbook and a New Directors Manual and with the Library Federation operate a job line service. We issue quarterly packets of information. Staff mailed 3,913 items last year and contributed 45 articles for publication in professional journals and newsletters.

List and describe conferences, activities and events sponsored by your office.

Conference, activity, or event description:

The State Library exhibits at the Annual Library Federation Conference at the Convention Center and during Black Expo as well as some smaller special conferences on aging, literacy etc.

3500 Attendance

Who are your current partners in collaborative programs, events publications or services?

Event or program

Partners

Annual Conference

Indiana Library Federation and INCOLSA

History conference

Indiana Historical Society

How are Public relations, media relations, marketing, and advertising handled by your Office?

Unfortunately not much effort has gone into public relations. A couple of brochures were developed in house by staff for use at conferences and as handouts. A grant was made to the Indiana Library Federation for a professionally prepared media campaign for the INSPIRE program. A staff person was assigned to attend the Governor's PIO meetings and articles were written for newsletters and publications.

What are your promotional venues?

Not sure I understand this question, but I think that it would be the library community for educational purposes, State Government and researcher and historians and genealogists for use of Library collections and services. The blind and handicapped community for use of special services. The public in general as backup research and reference library.

Do you have a website? How is it maintained? To what other sites are you linked?

The State Library web site was established several years ago and is constantly growing in content, links to useful sites, and is ease of use. The State library website is not only a source of access to the holdings and services of the State Library but is also the electronic gateway to resources around the world.

The website is maintained by our 3 member MIS division.

We link to as many resources as we can find that will be useful to patrons who come into the State Library to do research or those who come to our page across the Internet. We link to Access Indiana, Department of Education, First Gov. all State Libraries , the Library of Congress, all Indiana libraries, etc.

What opportunities exist to improve collaborative partnering with other heritage and cultural organizations?

I think there are many opportunities for collaborative partnering.

1. The library works with local libraries in almost every community and could with help distribute materials, promote events, and collaborate in offering programs.
2. The library is developing two way interactive video conferencing systems in 16 public libraries initially with the ability to deliver training or programming.
3. The Library has access to 9 regional computer training facilities which might be used to help train local museum or historical personnel.
4. When construction is complete the library will have a small digitization lab and video studio which could be shared in the preservation of documents or production of program. We may not have trained personnel at the beginning.
5. Cooperating with Department of Education, we have a video streaming server and could help get programs into digital format and stream across the internet, on a small scale.

Constituencies and Audiences

What communities do you serve? What are your audiences?

The Library serves

1. State Government employees
2. Librarians and trustees
3. Historians and genealogists
4. Blind and physically handicapped readers
5. The general public

If tracked, please list your annual attendance.

The library does not track attendance or the number of visitors. Our measures include the traditional

numbers of uses which totaled 579,682 in 2001. This included mail, phone and walk in reference as well as the circulation of library materials. We then add the huge number of electronic access in house and via the internet to our electronic resources which last year numbered 6,005,859. The expenditures per use is only 50 cents and the uses per employee is 106,218. The electronic access has greatly impacted both our effectiveness and efficiency.

Do you have a volunteer base? If yes, how many volunteers assist in your work?

The library does not have a volunteer base, although four individuals do volunteer many hours per year and are recognized for their work. We could learn much from other agencies in this area.

What audiences do you think your agency/organization should reach? What are your goals for future outreach?

The library feels that we need to do a better job reaching our current audiences. We currently reach a small number of our primary audiences except for our work with libraries. We need to digitize more of our collections for remote access and have more exhibits and supporting programs in the newly remodeled State Library when it opens.

List and describe any Boards, Councils, or Commissions your office administers or oversees.

The State Library works with the Indiana Library and Historical Board (5 members).

The Library also works with its State Library Advisory Council (about 30 members). This council advises on federal grants in particular but with all the library's plans and programs.

The Library also works with a Library Automation Council established by the legislature to develop standards for library automation systems.

Curatorial Responsibilities

List and describe the properties, collections, databases, and records your office maintains.

The library collections total 2,132,801 items at the end of 2001

Indiana Division holdings were:

Volumes	71,947
Pamphlets	50,920
Maps	11,099
Plus misc. formats, etc	3,500

Genealogy

Volumes	35,901
Pamphlets	3,102

General Collection

Volumes	250,729
Pamphlets	27,170
Misc.	30,000

Documents

Volumes	158,564
Maps	101,023
Microform	1,272,413
CD's	34,896

Trends for the future and emerging issues

List and describe future concerns you see your office facing in the next five years-ten years.

The major concerns in the future are probably going to deal with the development of technology as it relates to content. Much of what formerly may have been in print will become available digitally and will need to be easily accessed, appropriately stored and preserved, and users will need to be given assistance in how to use it. Many more “tools” such as simulation, and comparison will be available to help patrons work with the content once it is identified and downloaded. Education, economic productivity and government will each be impacted significantly.

List and describe space requirements, curatorial, technological, funding, and staff needs your office will encounter in the next five years-ten years.

With the current remodeling of the State Library, space should not be a concern for several years. If technology in 5 years reduces the necessity to physically house talking book cassettes and federal documents, space requirements may actually be reduced. However, I expect that the number and kinds of computers and the amount of bandwidth required to effectively deliver the two way interactive video will require significantly larger investment. The professional staff of the state library is aging and more new, younger staff with appropriate training and skills will be required. The competition of other libraries in Indiana and in other State Libraries means that we should review and make a major adjustment in professional salaries. Perhaps that could be offset some by collaboration with other libraries and agencies.

List and describe any duplication of work you see within heritage and cultural organizations or agencies.

Truthfully I don't see a lot of unnecessary duplication. I think that the State Archives needs a more rigid collection policy. There may be some items in one agencies collection that might be more appropriate in one of the other but I do not know which ones. I have transferred some artifacts and art objects from the Library to the State Museum when I first came. One of the keys to avoiding more expense and some duplication in the future might be to have a technology committee of the agencies look at what standards are being used in the construction of electronic databases. We don't all have to have the same one but the metadata standards will be important for future systems to be able to search and retrieve data wherever it resides. We need to look to the National organizations work in this area, the Library of Congress, the National Archives, the major Museums as well as the technology standards groups. Just as we can now sync or Palm pilot data with our desktops we may be able to sync holdings among remote databases in the future.

Indiana Heritage and Culture Council
Agency Profile and Services Survey

Agency/Department:

INDIANA WAR MEMORIALS COMMISSION

Agency/department's Mission Statement:

- a. Provide administrative, resource and program management oversight to the operations of the War Memorials
- b. Protect the physical properties of the Commission, the artifacts contained therein and the safety and security of the users of the facilities and the facility staff on the premises.
- c. Preserve Commission structures and parklands, including routine and special maintenance, capital improvements, routine and special custodial services and contract administration.
- d. Present the story of Hoosier veterans in peace and war, their valor, sacrifice and fidelity, against the backdrop provided by the historical records of our nation's armed conflicts.

Division: Not Applicable

Governing Authorities and Statutes: IC 10-7-2 and IAC Title 920

Does your office have legislative or executive mandates (state and federal)? If yes, under what statutes.

Yes. IC 10-7-2-6 charges the Commission with responsibility for the state's Battle Flags. 10-7-2-6.5 provides a revolving fund for this purpose.

Regulatory responsibility and permitting:

The Commission has no regulatory responsibilities. It does however issue use permits for the many public events and activities on its premises.

Agency Profile

Please provide a brief description of your agency structure and attach an organizational chart.

A staff of 3 direct hire Museum Specialists and a Program Director manage a 17,000 plus item collection of military memorabilia, provide access to more than 3,000 visitors per week to 38 separate exhibits in two museums encompassing 22,500 square feet of exhibit space. The Physical Plant Division employs a staff of ten, plus contract employees, to manage a half million dollar annual Preventive Maintenance program and to provide repair and rehabilitation, preventive maintenance and custodial services for four occupied structures, seven exterior memorials, forty five pieces of exterior statuary and over 1.3 million square feet of parklands in downtown Indianapolis. The War Memorials Police (9 officers plus occasional contract support) provide full range of public safety/law enforcement services within the War Memorial Plaza and at the Soldiers & Sailors Monument. Responsibilities include seven day, twenty four hour police presence, safety of visitors and staff within the complex and the physical security of properties and historic holdings. The Administrative Offices employ an Executive Director and a staff of three to support the operating elements and to provide administrative, personnel, financial, program and contract management oversight to the operations of the War Memorials.

(Org Chart attached [Available upon request])

Please list committees or Boards on which your staff sits or volunteers. Please note which are required by position and which are solely volunteer.

Indianapolis Veteran's Day Council, Vice Chair*

Indianapolis Armed Forces Coordination Committee, Vice Chair*
 United Service Organization, Indianapolis, Director*
 The Retired Officers Association of Indianapolis, Past President and Director
 Indiana Chapter, Association of the United States Army, Past President and Director
 Indianapolis Athletic Club Sports Foundation, Director
 American Red Cross of Greater Indianapolis, Director
 Association of Indiana Museums, Director
 National Road of Indiana, Director

* Required by position

What are the professional affiliations of your office?

American Association for State and Local History
 US Army Museum System

What support services does your office currently use and their estimated value?

(Accounting and budget, law enforcement, printing, graphic design, public relations, human resources, MIS, etc)

<u>Support Service</u>	<u>Estimated Value</u>	<u>Source</u>
Accounting Services	unk	State Board of Accounts
Program/Budget	unk	State Budget Agency
Human Resource Mgt	unk	State Personnel
Information Technology	unk	DoIT
Capital Project Design	unk	IdoA Public Works
Capital Project Management	unk	IdoA Public Works

What technologies (hardware/software) does your office use?

Hardware: Desk top PC, Ethernet LAN, T-1 connectivity to DOIT LAN Support Services.
 Software: MS Windows OS; Windows NT; Microsoft Exchange; MS Office Suite; Adobe Photoshop; Adobe Illustrator, Pastperfect Museum Suite.

List your sources (types) of revenue, and amounts, for the fiscal year (2001).

<u>Source (type) of revenue</u>	<u>Amount</u>
General Fund (Operating)	\$1,134,131
General Fund (Preventive Maintenance)	\$609,870
General Fund (Repair/Rehab)	\$6,408,721

List your expected revenues for fiscal year 2002.

<u>Source (type) of revenue</u>	<u>Amount</u>
General Fund (Operating)	\$1,210,433
General Fund (Preventive Maintenance)	\$710,747
General Fund (Repair/Rehab)	\$2,754,503

Do you have a companion not-for-profit corporation? If yes, please list name of group and contact information.

Indiana War Memorials Foundation
431 North Meridian St.
Indianapolis, IN 46204
(tel: 317-232-7616; FAX 317-233-4285)
Executive Director: R. W. Sweeney

Programs, Services, and Responsibilities

List and describe legislatively or executively mandated services or duties:

- *Programs*
Title and Brief Description: Collect, maintain, preserve, catalogue, store and restore Indiana's historic Battle Flags
Legislative Mandate: 400+ flags

List and describe technical support offered by your office. (Curatorial, research, educational resource development, architectural/preservation expertise, etc)

- *Type of support:* Consultation services concerning development and funding of Monuments and Memorials: 3 Consultations to 3 communities.

- *List and describe educational programs offered by your office.*
Program title and brief description:

N/A

List and describe publications and materials produced by your office.

N/A

List and describe conferences, activities and events sponsored by your office.

Conference, activity or event description:

Who are your current partners in collaborative programs, events, publications, or services?

Event or Program

History Presentations

Partners

Civil War Roundtable
Morris Butler House
Benjamin Harrison Home
Assoc. of Indiana Museums
Various Re-enactment Organizations

How are public relations, media relations, marketing, and advertising handled by your office?

In-House by Executive Director and Museum Program Director

What are your main promotional venues?

Indiana War Memorial and the Indiana Soldiers & Sailors Monument are tourist destinations in their own right and form the nucleus of 85% of our promotional efforts.

Do you have a website? How is it maintained? To what other sites are you linked?

Yes, two sites (War Memorial Commission and War Memorial Museum www.ai.org/iwm and the Colonel Eli Lilly Civil War Museum www.indianacivilwar.org) developed and content maintained in-house, technical support from Access Indiana. Sites linked to each other and a variety of local, state and national

military history locations.

What opportunities exist to improve collaborative partnering with other heritage and cultural organizations?

We have and will continue to pursue collaborative efforts:

- a. with other museums such as our recent Fort Ben Harrison exhibit and the Hoosier History Camp.
- b. other groups with less obvious connections between our museums and their venues such as the Ongoing Spirit of Place program.
- c. Various groups in promotion and education, such as Civil War re-enactors, the Federal Womens Program, Indiana Black EXPO, the Hispanic Center, the Tuskegee Airmen and others.

Constituencies and Audiences

What communities do you serve? What are your audiences?

Audiences include local and stated residents, tourists from across the nation and around the world (over 40% of our museum visitors are from other than the metropolitan Indianapolis area). Constituencies include local, state and national elements of various veterans groups and military service organizations.

If tracked, please list your annual attendance.

In CY 2000 over 160,000 people visited our museums, 500,000 visited the parks and grounds while another 350,000 attended special events on the properties. Attendance for CY 2001, to date, is off of the 2000 pace by @5%.

Do you have a volunteer base? If yes, how many volunteers assist in your work?

Ten to twelve volunteers assist as docents, gift shop attendants and attraction monitors.

What audiences do you think your agency/organization should reach? What are your goals for future outreach?

We are reaching the "right" audiences. Our challenge for the future is to reach more of these audiences. Every Indiana middle school child should make an actual or virtual pilgrimage to our museums to experience the stories of Hoosiers contributions to national defense as a part of their American History curriculum.

List and describe any Boards, Councils, or Commissions your office administers or oversees. Designate whether they are advisory or statutory.

None

Curatorial Responsibilities

List and describe the properties, collections, databases, and records your office maintains.

Responsibilities include curatorial custody of the some 35,000 objects in the War Memorials Collection as well as a number of objects, primarily weapons and components of weapons systems on long term loan from the US Army Museum System; items include military equipment, individual and organizational items of clothing and equipment from all branches of the US armed forces as well as those from our former adversaries. There are also collections of photographs, slides, paintings, prints and extensive printed materials in the collections. Collections also include a variety of statuary and memorial constructions within the parks that comprise the War Memorial Plaza National Historic District.

Trends for the future and emerging issues

List and describe future concerns you see your office facing in the next five – ten years.

Securing funds to complete the restoration of the Plaza and the World War Memorial top the list. Adequate off-site storage space is second. Recruiting and retaining qualified staff is number three

List and describe space requirements, curatorial, technological, funding and staff needs your office will encounter in the next five – ten years.

The significant issue facing us over the next five years is finding resources to obtain large quantities of environmental cabinets, storage devices, shelving and specialized equipment.

List and describe any duplication of work you see within heritage and cultural organizations or agencies.

Indiana Heritage and Culture Council
Non-Profit Organization Profile and Services Survey

Organization Name: **ASSOCIATION OF INDIANA MUSEUMS**
Mailing Address: P.O. 17608
Indianapolis, IN 46217-0608
Telephone: 317-475-1792
Fax: 317-465-9970
Email: aimind@prodigy.net
Website: www.indianamuseums.org (under construction)
Contact Person: Stephanie Hulett
Title: Coordinator
Telephone: 317-475-1792
Fax: 317-465-9970
Email: aimind@prodigy.net

Organization's Mission Statement:

1. To ensure effective communication about museums and the museum profession, both among professionals within the museum community and among interested parties in the larger community.
2. To encourage recognized professional standards and practices among museums and the museum community.
3. To maintain a strong financial structure that allows the association to develop and deliver member services on a high-quality, professional basis.

Is your organization part of a larger, parent organization? ___ Yes ___ No

Do you have a friends group or a companion government agency? ___ Yes ___ No

Is your organization incorporated? ___ Yes ___ No

Does your organization have federal tax-exempt status? ___ Yes ___ No

Category that best describes the organization: Professional Association

Types of Programs or activities during the past fiscal year:

Audience Services
Gave Architectural Tour
Guided Tour in County
Technical Assistance
Provided Prof Training
Seminar/Conference (1 annually; 2 in coming fiscal year)
Guided Tour in Museum
Publication

Staff: FT Paid: 0 FT Volunteer: 0
PT Paid: 1 PT Volunteer: 19
TOTAL STAFF: 20

Potential Audiences: Tourism, Commerce Offices; Local Gov't Representatives

Major Partners in collaborative programs, events, publications, services?

Event or Program

Annual Conference

Partners

museums statewide
(host, tour partners)
National Park Service
Hist Landmarks Fndtn of IN
Indiana Historical Society
museums statewide
(editor, contr. writers)

Publication (bimonthly *Bulletin*)

What governmental support services (state, county, local) used by organization?

Operating Support, \$7,500, Indiana Arts Comm., Statewide Arts Svc Organization Grant

Sources of Revenue/Amounts for coming year:

Public (State)	\$ 7,275
Additional Sources	
Dues	\$15,560
Donations	\$ 100
<u>Earned Income</u>	<u>\$ 5,500</u>
TOTAL	\$28,435

Publications:

- *AIM Bulletin*: bimonthly newsletter
- *AIM Directory*: biannual list of all museums in Indiana, with description and contact information

Main promotional venues: AIM Bulletin and press releases to conference host city

List properties, collections, databases, records: no property, records of members, extensive database of Indiana museum contact information for biannual directory

Opportunities for collaborative partnering: conference, technical assistance training, publications (online and hard copy)

Future concerns: endowment building/operating support

Space requirements: Office and archival (organization records, not artifact archives)

Duplication of work within cultural and heritage areas, state and local level: technical assistance (such broad topics as board training and fund raising)

There are seven recipient organizations of Indiana Arts Commission operating support funds, categorized for the grant by the Statewide Arts Service Organizations, or SWASO. There have been recent, heated discussions around a proposal to have these organizations dissolve and become a single entity, a division of sorts of the Indiana Arts Commission. The purpose of the proposal was to reduce the duplication in funding that IAC saw in each SWASO application.

While the SWASO representatives agreed that duplication exists, the organizations were not ready to dissolve. The possibility is high that IAC will not offer SWASO grants after 2004, due largely to tightening budgets and an increasing emphasis on the very successful Arts Partnership grants program with statewide community foundations.

There is no resolution to this issue; IAC is no longer convening SWASO meetings, and the disparate arts functions of each individual SWASO make it difficult to meet independently.

For more information:

Tiffany C. Sallee
AIM President
(317) 535-8801 phone
(317) 535-0112 fax
tcsallee@aol.com
5615 E 700 N
Franklin, IN 46131

Indiana Heritage and Culture Council
Non-Profit Organization Profile and Services Survey

Organization Name: **GRADUATE PROGRAM IN HISTORIC PRESERVATION**

Mailing Address: Department of Architecture, Ball State University, Muncie, IN 4 7306

Telephone: (765) 285-1920 Fax:(765) 285-1765

Email:preservation@bsu.edu Website: www.bsu.edulcaplarchlpreservationIMA-Hist.html

Contact Person:James A. Glass

Title:Director, Graduate Program in Historic Preservation

Telephone:Same as above Fax:Same as above

Email:same as above

Organization's Mission Statement: To provide interdisciplinary training and education for persons desiring to work as professionals in the historic preservation field

Is your organization part of a larger, parent organization? XX Yes No

If yes, parent organization: Department of Architecture, College of Architecture and Planning, Ball State University

Do you have a friends group (foundation, guild, society, auxiliary, etc) that is a registered not-for-profit corporation? Do you have a companion government agency? If yes, please list name o group and contact information.

No friends group, but we have close relationships with the Division of Historic Preservation and Archaeology, Historic Landmarks Foundation of Indiana, and varied non-profit preservation and Main Street organizations.

Is your organization incorporated? Yes -x-No

Does your organization have federal tax-exempt status (501 c3) XX Yes No

Contributions to our historic preservation account at the Ball State University Foundation are tax deductible and qualify for an Indiana Education tax credit.

Please check the category that best describes your organization:

XXX Archives/Library Arts Center Art Museum

(Drawing and Document Archive, College of Architecture and Planning)

Cultural Services Org.Community Service Org. Historical Museum

Historic Preservation Group Historical Society/group Humanities Council

Professional Association XXX Other (Graduate Program in Historic Preservation)

Please check the types of programs or activities your organization offered to either members andlor the public during the past fiscal year:

Accessibility to Records Project Acquisition Apprenticeship

Archaeology Program or Project Arts Instruction Artwork, Creation

Audience Services Broadcasting Concert/Performance

Curriculum Development Collected Data From Cemetery Stones or Records

Distribution of Art Endowment Challenge

Erected Historical Marker Through the Indiana Historical Bureau

Erected Historical Marker With Other Organization (please list organization)

Exhibition Festival/Living History Fellowships

Gave Architectural Tour	Genealogy Project	Guided Tour in Museum
Guided Tour in County	Identification/Documentation	Loaned Collections
Marketing	Operating	Support
Publication		
Preservation of Cemetery	xxx Provided Prof Training	Recording/Filming
Re-granting	xxx Research/Planning	Restoration Document/Art
Restoration Historic Structures		Seminar/Conference(# of Seminars Offered
xxx Technical Assistance	Tour to Historic Sites Outside County	Translation
Traveling Exhibit Creation	xxxWebsite Development	Used Traveling Exhibit
Writing About Art/Culture	xxxOther (Please list)	

Three workshops on paint color and mortar analysis around State; preservation plan for Knightstown; historic architecture walking tour brochures for Muncie and Logansport; Main Street preservation and design assistance projects in Terre Haute, Rushville, and Lowell; heritage education project in Muncie; and historic structure report for historic house in Muncie.

Please list the number of staff in each of the following categories. Staff is defined as a non-board position filled by individuals who perform regularly assigned duties for the organization.

Number of full-time paid staff. 2 Number of part-time paid staff: 10

Number of full-time volunteer staff. Number of part-time volunteer staff:

Total staff - 12 (This includes 2 full time faculty, 2 adjunct faculty in historic preservation; and 8 student graduate assistants assisting faculty research and professional projects)

What audiences do you think your agency/organization should reach, but currently are not? What are your goals for future outreach?

Lots of smaller communities, non-profit historic preservation organizations that need preservation technical assistance, but can't afford consultants. Our major goal for reaching these audiences is to create a Center for Historic Preservation at Ball State that has community outreach as its mission, as well as educational enhancements for Ball State students.

Who are your major partners in collaborative programs, events, publications, or services?

Event or Program	Partners
Preservation Technology Workshops	Division of Historic Preservation & Archaeology
Main Street Assistance Program	Indiana Main Street Program, Department of Commerce
Historic Architecture walking tour brochures For Muncie	Muncie Public Library
Heritage Education Project	Muncie Public Library
Preservation Design Studio projects	Varied local preservation organizations or Community organizations, Historic Landmarks Foundation of Indiana
Historic Structures Reports	Historic Landmarks Foundation; Marion Public Library and Division of Historic Preservation & Archaeology,

What governmental support services (state, county, local) does your organization currently use and their estimated value?

Support Service	Estimated Value	Source
Architectural & Historical Grant	\$25,000	Division of Historic Preservation & Archaeology
Main Street Assistance Program	\$11, 000 per year	Indiana Main Street Program, Department of Commerce
Historic Architecture and Heritage Education Projects	\$5300 per year	Muncie Public Library

List your sources (types) of revenue, and amounts, for the current fiscal year.

Source (type) of revenue	Amount
Public	
Federal	\$25,000
State	\$165,900 (salaries, graduate ass't. stipends, supplies and expenses)
Local	\$5500
Additional Sources	
Dues	
Donations	\$1750 per year
Earned Revenue	
Other (graduate assistant stipends from Outside organizations)	\$25,750

List and describe publications and materials produced by your organization

- Historic Architecture in the Old West End of Muncie, Indiana (walking tour brochure)
- Historic Architecture in Downtown Muncie, Indiana
- Historic Architecture in the Emily Kimbrough District, Muncie
- Historic Architecture in Logansport, Indiana
- Historical Walking Tour to the Old Quadrangle at Ball State University
- Recommendations for Façade Rehabilitations prepared for Downtown Terre Haute, Inc.
- Recommendations for Façade Rehabilitations prepared for the Heart of Rushville, Inc.
- Draft nomination for Commercial Avenue National Register district, prepared for Main Street Lowell.
- Historic Structures reports prepared for Jay House in Marion, Indiana (prepared for Marion Public Library) and Garage at Veraestau, Aurora, Indiana (prepared for Historic Landmarks Foundation)

What are your main promotional venues?

- MSHP News, a twice-yearly program newsletter mailed to alumni and friends of the program, historic preservation organizations and agencies in Indiana and Midwest Announcements mailed to preservation organizations in Central Indiana for guest lectures and other special events

List the properties, collections, databases, and records your organization maintains.

- Drawing and Document Archive, College of Architecture and Planning, (records and drawings of past Indiana design firms; about 50, 000 records in collection)

What opportunities exist to improve collaborative partnering with other heritage and cultural organizations, both not-for-profit and state agencies? (Please attach additional pages if needed)

Our proposed Center for Historic Preservation will provide a vehicle for partnering with the Division of Historic Preservation and Archaeology, Historic Landmarks Foundation of Indiana, Indiana Main Street, Indiana Tourism Division, historic communities across the state, local non-profit preservation and historical organizations, private consulting firms, community development corporations, and others to provide needed preservation services.

List and describe future concerns you see your organization facing in the next five - ten years. (Attach additional pages if needed)

We need to increase enrollment in the Graduate Program in Historic Preservation; recruitment is highly competitive with degree programs in preservation outside of Indiana. One major strategy for attracting more, high quality students is establishing the Center for Historic Preservation. Raising base funding for Center staff and student graduate assistantships will be a major challenge for the next 5 years.

List and describe space requirements, curatorial, technological, and funding and staff needs your organization will encounter in the next five - ten years. (Attach additional pages if needed)

We will need to raise base funding for the-Center for Historic -Preservation, which will entail an anticipated operating budget of \$260,000 annually. We also anticipate seeking funds to create a state-of the-art preservation laboratory, to be used for classes and/or Center projects.

List and describe any duplication of work you see within heritage and cultural organizations or agencies, at both local and state level. (Attach additional pages if needed)

For the most part, I think that existing agencies and organizations complement what each other do.

It might be desirable to pull together most of the agencies within state government that deal with history, historic preservation, and archaeology into one heritage agency that could provide a single, elevated voice for heritage needs in Indiana and in state government to the Governor's Office, other major state agencies, and to the General Assembly. I have studied this possibility in some depth over the last 5 years and have attached a copy of my 1997 white paper on the subject. Since then there have been some organizational changes that might warrant a re-thinking of some my 1997proposal for a Department of Indiana Heritage. [This report has not been printed here for space considerations; it is available upon request.]

Indiana Heritage and Culture Council
Non-Profit Organization Profile and Services Survey

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Organization Name: CALUMET REGIONAL ARCHIVES – INDIANA UNIVERSITY NORTHWEST LIBRARY

Mailing Address: 3400 Broadway Gary, IN 46408

Telephone: 219/980-6628 *Fax:*219/981-4289

*Email:*smchane@iun.edu *Website URL:*www.iun.edu/~lib/crahome.htm

Contact Person: Stephen McShane

Title: Archivist/Curator

Telephone: 219/980-6628 *Fax:*219/981-4289

*Email:*smchane@iun.edu

Organization's Mission Statement:

The mission of the Calumet Regional Archives shall be to collect, preserve, and make available records from organizations and individuals to document the history of Indiana's Calumet Region (Lake and Porter Counties) in the twentieth century for use by students, scholars, and the general public. The Archives' mission shall include the official records of Indiana University Northwest.

Is your organization part of a larger, parent organization? Yes No

If yes, parent organization: Indiana University Northwest

Do you have a friends group (foundation, guild, society, auxiliary, etc) that is a registered not-for-profit corporation? Do you have a companion government agency? If yes, please list name of group and contact information.

NO

Is your organization incorporated? Yes No

Does your organization have federal tax-exempt status (501c3)? Yes No

Please check the category that best describes your organization:

<input checked="" type="checkbox"/> Archives/Library	<input type="checkbox"/> Arts Center	<input type="checkbox"/> Art Museum
<input type="checkbox"/> Cultural Services Org.	<input type="checkbox"/> Community Service Org.	<input type="checkbox"/> Historical Museum
<input type="checkbox"/> Historic Preservation Group	<input type="checkbox"/> Historical Society/group	<input type="checkbox"/> Humanities Council
<input type="checkbox"/> Association	<input type="checkbox"/> Other	<input type="checkbox"/> Professional

Please check the types of programs or activities your organization offered to either members and/or the public during the past fiscal year:

- Accessibility to Records Project Acquisition Apprenticeship Archaeology Program or Project Arts Instruction Artwork Creation
 Audience Services Broadcasting Concert/Performance
 Curriculum Development Collected Data From Cemetery Stones or Records
 Distribution of Art Endowment Challenge
 Erected Historical Marker Through the Indiana Historical Bureau
 Erected Historical Marker With Other Organization (please list organization) _____
 Exhibition Festival/Living History Fellowships
 Gave Architectural Tour Genealogy Project Guided Tour in Museum
 Guided Tour in County Identification/Documentation Loaned Collections Marketing
 Operating Support Publication
 Preservation of Cemetery Provided Prof Training Recording/Filming
 Re-granting Research/Planning Restoration Document/Art
 Restoration Historic Structures Seminar/Conference(# of Seminars Offered _____)
 Technical Assistance Tour to Historic Sites Outside County Translation
 Traveling Exhibit Creation Website Development Used Traveling Exhibit
 Writing About Art/Culture Other (Please list)

Please list the number of staff in each of the following categories. Staff is defined as a non-board position filled by individuals who perform regularly assigned duties for the organization.

Number of full-time paid staff: 1 Number of part-time paid staff: 1
 Number of full-time volunteer staff: _____ Number of part-time volunteer staff: _____
 Total staff: 2

What audiences do you think your agency/organization should reach, but currently are not? What are your goals for future outreach?

Teachers; I'd like to collaborate with local teachers to create instructional materials using archives' holdings.

Who are your major partners in collaborative programs, events, publications, or services?

<u>Event or Program</u>	<u>Partners</u>
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What governmental support services (state, county, local) does your organization currently use and their estimated value?

<u>Support Service</u>	<u>Estimated Value</u>	<u>Source</u>
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List your sources (types) of revenue, and amounts, for the current fiscal year.

<u>Source (type) of revenue</u>	<u>Amount</u>
Public	
Federal	_____
State	_____
Local	_____
Additional Sources	
Dues	_____
Donations	_____
Earned Revenue	_____
Other	_____

List and describe publications and materials produced by your organization.

CRA newsletter; Book, Moonlight in Duneland: The Illustrated Story of the Chicago Southshore and South Bend Railroad; Magazine Series, *Steel Shavings: life in the Calumet Region* (grassroots social history magazine)

What are your main promotional venues?

Website, campus marketing office; talk to local groups

List the properties, collections, databases, and records your organization maintains.

Please visit <http://www.iun.edu/~lib/crahome.htm> to see holdings

What opportunities exist to improve collaborative partnering with other heritage and cultural organizations, both not-for-profit and state agencies? (Please attach additional pages if needed)

*Working with local groups of historical societies. Group is called the Historical Community of Northwest Indiana

*Would like to partner with the Indiana Historical Society or State Library on preserving local historical collections

List and describe future concerns you see your organization facing in the next five – ten years. (Attach additional pages if needed)

Shrinking budget

Lack of space in future

List and describe space requirements, curatorial, technological, and funding and staff needs your organization will encounter in the next five – ten years. (Attach additional pages if needed)

Space

Technology – computers and server

Staff – need at least two more now

List and describe any duplication of work you see within heritage and cultural organizations or agencies, at both local and state level. (Attach additional pages if needed)

Indiana Heritage and Culture Council
Non-Profit Organization Profile and Services Survey

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Organization Name: **FRIENDS COLLECTION AND ARCHIVES,
EARLHAM COLLEGE**

Mailing Address: Lilly Library Earlham College, Richmond, IN 47374

Telephone: 765-983-1511 *Fax:* 765-983-1304

Email: tomh@earlham.edu *Website URL:* www.earlham.edu/~libr/quaker/

Contact Person: Thomas D. Hamm

Title: Archivist and professor of History

Telephone: 765-983-1511 *Fax:* 765-983-1304

Email: tomh@earlham.edu *Website URL:* www.earlham.edu/~libr/quaker/

Organization's Mission Statement: To collect and preserve materials relating to the history of Earlham, or Richmond, and Wayne County, and Quakers in the Midwest

Is your organization part of a larger, parent organization? Yes No
If yes, parent organization: Earlham College

Do you have a friends group (foundation, guild, society, auxiliary, etc) that is a registered not-for-profit corporation? Do you have a companion government agency? If yes, please list name of group and contact information.
No

Is your organization incorporated? Yes No *Earlham College is*

Does your organization have federal tax-exempt status (501c3)? Yes No

Please check the category that best describes your organization:

Archives/Library Arts Center Art Museum
 Cultural Services Org. Community Service Org. Historical Museum His-
toric Preservation Group Historical Society/group Humanities Council Professional
Association Other

Please check the types of programs or activities your organization offered to either members and/or the public during the past fiscal year:

Accessibility to Records Project Acquisition Apprenticeship

- Archaeology Program or Project Arts Instruction Artwork Creation
 Audience Services Broadcasting Concert/Performance
 Curriculum Development Collected Data From Cemetery Stones or Records
 Distribution of Art Endowment Challenge
 Erected Historical Marker Through the Indiana Historical Bureau
 Erected Historical Marker With Other Organization (please list organization) _____
 Exhibition Festival/Living History Fellowships
 Gave Architectural Tour Genealogy Project Guided Tour in Museum
 Guided Tour in County Identification/Documentation Loaned Collections Marketing
 Preservation of Cemetery Operating Support Publication
 Re-granting Provided Prof Training Recording/Filming
 Restoration Historic Structures Research/Planning Restoration Document/Art
 Technical Assistance Seminar/Conference(# of Seminars Offered 2)
 Traveling Exhibit Creation Tour to Historic Sites Outside County Translation
 Writing About Art/Culture Website Development Used Traveling Exhibit
 _____ Other (Please list)

Please list the number of staff in each of the following categories. Staff is defined as a non-board position filled by individuals who perform regularly assigned duties for the organization.

Number of full-time paid staff: 1 Number of part-time paid staff: 4
 Number of full-time volunteer staff: _____ Number of part-time volunteer staff: 1
 Total staff: 6

What audiences do you think your agency/organization should reach, but currently are not? What are your goals for future outreach?

Increased outreach is not a priority, as we are strained to meet current use.

Who are your major partners in collaborative programs, events, publications, or services?

<u>Event or Program</u>	<u>Partners</u>
NONE	

What governmental support services (state, county, local) does your organization currently use and their estimated value?

<u>Support Service</u>	<u>Estimated Value</u>	<u>Source</u>
NONE		

List your sources (types) of revenue, and amounts, for the current fiscal year.

<u>Source (type) of revenue</u>	<u>Amount</u>
<i>Public</i>	
<i>Federal</i>	_____
<i>State</i>	_____
<i>Local</i>	_____
<i>Additional Sources</i>	
<i>Dues</i>	_____
<i>Donations</i>	<u>\$3,000.00</u>
<i>Earned Revenue</i>	<u>\$500.00</u>
<i>Other</i>	<u>\$1500.00</u>

List and describe publications and materials produced by your organization.

No publications

What are your main promotional venues?

College publications and websites; Quaker organizations

List the properties, collections, databases, and records your organization maintains.

We have no properties. We maintain about 400 manuscript collections and the website.

What opportunities exist to improve collaborative partnering with other heritage and cultural organizations, both not-for-profit and state agencies? (Please attach additional pages if needed)

We work well with other heritage groups in Richmond and east-central Indiana, such as Minnetrista in Muncie; the Wayne County Historical Museum and the Richmond Art Museum in Richmond, and IU-East. We are not seeking additional partners.

List and describe future concerns you see your organization facing in the next five – ten years. (Attach additional pages if needed)

Conservation and staff

List and describe space requirements, curatorial, technological, and funding and staff needs your organization will encounter in the next five – ten years. (Attach additional pages if needed)

We will be near capacity for archival storage in another decade. We lack the professional staff we would ideally have. Both depend on funding.

List and describe any duplication of work you see within heritage and cultural organizations or agencies, at both local and state level. (Attach additional pages if needed)

NONE

Indiana Heritage and Culture Council
Non-Profit Organization Profile and Services Survey

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Organization Name: **FIESTA INDIANAPOLIS, INC.**

Mailing Address: P.O. Box 40775, Indianapolis, IN 46240

Telephone: 317-767-5312 *Fax:* 317-275-9309

Email: info@fiestaindianapolis.org *Website URL:* www.fiestaindianapolis.org

Contact Person: Carmen E. DeRusha

Title: President

Telephone: 317-275-9305 *Fax:* 317-275-9309

Email: cderusha@purdue.edu

Organization's Mission Statement:

Our mission is to promote and preserve Hispanic culture by creating focal points, building capacity, offering opportunities for interaction and contributing to the social, cultural and economic development of our community.

Is your organization part of a larger, parent organization? Yes No

If yes, parent organization:

Do you have a friends group (foundation, guild, society, auxiliary, etc) that is a registered not-for-profit corporation? Do you have a companion government agency? If yes, please list name of group and contact information. No.

Is your organization incorporated? Yes No

Does your organization have federal tax-exempt status (501c3)? Yes No

Please check the category that best describes your organization:

Archives/Library Arts Center Art Museum
 Cultural Services Org. Community Service Org. Historical Museum Historic Preservation Group Historical Society/group Humanities Council Professional Association Other

Please check the types of programs or activities your organization offered to either members and/or the public during the past fiscal year:

Accessibility to Records Project Acquisition Apprenticeship Archaeol-

- ogy Program or Project Arts Instruction Artwork Creation
 Audience Services Broadcasting Concert/Performance
 Curriculum Development Collected Data From Cemetery Stones or Records
 Distribution of Art Endowment Challenge
 Erected Historical Marker Through the Indiana Historical Bureau
 Erected Historical Marker With Other Organization (please list organization) _____
 Exhibition Festival/Living History Fellowships
 Gave Architectural Tour Genealogy Project Guided Tour in Museum
 Guided Tour in County Identification/Documentation Loaned Collections Marketing
 Preservation of Cemetery Operating Support Publication
 Re-granting Provided Prof Training Recording/Filming
 Restoration Historic Structures Research/Planning Restoration Document/Art Seminar/Conference(# of Seminars Offered _____)
 Technical Assistance Tour to Historic Sites Outside County Translation
 Traveling Exhibit Creation Website Development Used Traveling Exhibit
 Writing About Art/Culture Other (Please list)

Please list the number of staff in each of the following categories. Staff is defined as a non-board position filled by individuals who perform regularly assigned duties for the organization.

Number of full-time paid staff: _____ Number of part-time paid staff: 1
 Number of full-time volunteer staff: _____ Number of part-time volunteer staff: 150
 Total staff: _____

What audiences do you think your agency/organization should reach, but currently are not? What are your goals for future outreach?

Our organization will be more effective if we reach larger numbers of young people from all cultural, ethnic and racial backgrounds. Our mission will be better accomplished if we begin interacting with young people allowing them to experience Hispanic Culture.

Who are your major partners in collaborative programs, events, publications, or services?

<u>Event or Program</u>	<u>Partners</u>
Fiesta- Outdoor Festival	Corporations, private, government and non profit organizations contribute with monetary resources for the right to be at the Festival. Carpenters Union builds the stages.
Festival Evaluation	Indianapolis Fire Department, Indy Parks
Concert	Walker Information Systems
Dia de los Muertos	New Millennium Philharmonic Orchestra
Cinco de Mayo	Indiana State Museum
Needed Services to sustain the Organization:	Catholic Church
	Barnes and Thornburg, Legal Advice
	R.J. Pile, Accounting Services
	Purdue Cooperative Extension Service, technical assistance and all needed infra-structure.

What governmental support services (state, county, local) does your organization currently use and their estimated value?

<u>Support Service</u>	<u>Estimated Value</u>	<u>Source</u>
Sound System	3,500	County
Infra-structure for the Organization	10,000	Federal, State and County
Technical Assistance	25,000	Federal, State and County

List your sources (types) of revenue, and amounts, for the current fiscal year.

<u>Source (type) of revenue</u>	<u>Amount</u>
<i>Public</i>	
<i>Federal</i>	_____
<i>State</i>	_____
<i>Local</i>	_____
<i>Additional Sources</i>	
<i>Dues</i>	\$ <u> 250</u>
<i>Donations</i>	\$ <u>130,000</u>
<i>Earned Revenue</i>	\$ <u> 8,000</u>
<i>Other</i>	_____

List and describe publications and materials produced by your organization.

A Fiesta Insert is produced once a year and contains detailed information on the different cultural events taking place at the outdoor Fiesta Festival. An Educational Brochure, done annually, contains information on Hispanic Culture and is distributed to schools.

What are your main promotional venues?

Our main promotional venues are community based. People have made a tradition of coming to Indianapolis to enjoy the annual Fiesta Festival.

Other sources are: Radio, TV, Newspapers, including NUVO and the Indianapolis Star, and magazines such as, "La Guia", "Mundo Latino", Indianapolis Monthly and Indianapolis Woman.

List the properties, collections, databases, and records your organization maintains.

Our organization has compiled a database of Hispanic people in the State of Indiana and also individuals and organizations that are interested in reaching Hispanic audiences.

We have a collection of pictures taken by Middle and High School Latino Students.

Records that the organization maintains are: agendas, minutes, finances and other items related to the functioning of the organization.

What opportunities exist to improve collaborative partnering with other heritage and cultural organizations, both not-for-profit and state agencies? (Please attach additional pages if needed)

Fiesta Indianapolis, Inc. is open to collaboration with other organizations. The strengths and accomplishments of Fiesta have always been based on developing partnerships.

Fiesta Indianapolis, Inc. would like to partner with organizations that will support efforts to begin documenting and telling the history of Latinos in Indiana, their struggles and contributions. The Hispanic populations have grown and will continue to grow in the upcoming years. History is in the making and we need to document this important happening in the life of the State of Indiana. Telling the story of Latinos in Indiana will benefit Hoosiers in becoming better acquainted with their new neighbors and will help newcomers develop a sense of place in their new communities. People who have a strong sense of belonging tend to contribute in a major scale to the building of a strong community. Telling stories will help us develop a stronger future for our people and our communities.

As a joint project we would like to see:

- Film on Latinos in Indiana.
- Documentary telling the cultural and economic contributions of Latinos in Indiana in the last 50 years.
- Film Festival presenting movies made by and about Latinos in USA and Latinos in all Latin American Countries.
- Music Festival, presenting the rich variety and great quality of Latin American Music. From a Symphonic to a Folkloric repertoire.

The knowledge Hoosiers have about Latin American Culture and the contributions of Latin Culture to the make up of American Culture is very superficial. Often this superficiality tends to stigmatize Hispanics or Latinos as liabilities or nuisances rather than assets.

Telling the real History of Latinos and their contributions will certainly contribute to creating a more accepted environment for new Hispanics in Indiana.

List and describe future concerns you see your organization facing in the next five – ten years. (Attach additional pages if needed)

Fiesta Indianapolis, Inc. will face the following challenges in the future:

- Economic Support. Available resources for Cultural Organizations are diminishing. Our main sources of income are Corporations. The current economic environment is very volatile and the future is uncertain.
- Build Strong Infra-structure for the Organization. Fiesta Indianapolis, Inc. needs to find the resources to hire at least two full time staff members. The current demands on the organization are too large to be satisfied by a cadre of volunteers.
- Leadership within the community. The Hispanic community is new and in the developing stage. At this point of the process there are not enough individuals with the leadership capacity and skills to successfully undertake the nurturing of the existing organizations. When there is shortage of leaders, the existing community leaders tend to migrate to serve social services organizations because they seem to be the ones offering more needed services to people. Often cultural organizations are seen as luxuries that a young community cannot enjoy.

List and describe space requirements, curatorial, technological, and funding and staff needs your organization will encounter in the next five – ten years. (Attach additional pages if needed)

Office Space.

Accessibility to Concert Hall

Accessibility to facilities and equipment to hold a Film Festival

Resources to hire at least two full time staff members

Resources to build and maintain a bilingual web page

Resources to nurture Latin/Hispanic artists in the area

Leadership development opportunities for Latinos/Hispanics in Indiana

List and describe any duplication of work you see within heritage and cultural organizations or agencies, at both local and state level. (Attach additional pages if needed)

I do not have enough information to give you an informed opinion.

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Organization Name: **HISTORIC LANDMARKS FOUNDATION OF INDIANA, INC**

Mailing Address: 340 W. Michigan St., Indianapolis, IN 46202

Telephone: 317-639-4534 Fax: 317-639-6734

Email: reid@historiclandmarks.org Website URL: www.historiclandmarks.org

Contact Person: Reid Williamson

Title: President

Telephone: Same Fax: Same

Email: reid@historiclandmarks.org

Organization's Mission Statement: To save and protect buildings and places of architectural and historical significance through education, advocacy, and financial support.

Is your organization part of a larger, parent organization? Yes XX No
If yes, parent organization:

Do you have a friends group (foundation, guild, society, auxiliary, etc) that is a registered not-for-profit corporation? Do you have a companion government agency? If yes, please list name of group and contact information.

Companion Government Agency is Division of Historic Preservation and Archaeology, DNR, Jon Smith. Subsidiaries are HLFH Housing, HLFH West Baden, HLFH High St., John E. Christian Trust, and Old Centrum Foundation

Is your organization incorporated? xxx Yes No

Does your organization have federal tax-exempt status (501 c3)? xxx Yes No

Please check the category that best describes your organization:

Archives/Library Arts Center Art Museum
 Cultural Services Org. Community Service Org. XX Historical Museum
XX Historic Preservation Group Historical Society/group Humanities Council
 Professional Association Other

Please check the types of programs or activities your organization offered to either members and/or the public during the past fiscal year:

Accessibility to Records Project Acquisition Apprenticeship
 Archaeology Program or Project Arts Instruction Artwork Creation
 Audience Services Broadcasting Concert/Performance
 Curriculum Development Collected Data From Cemetery Stones or Records
 Distribution of Art Endowment Challenge
 Erected Historical Marker Through the Indiana Historical Bureau

Erected Historical Marker With Other Organization (please list organization) _____
 Exhibition Festival/Living History Fellowships
 Gave Architectural Tour Genealogy Project Guided Tour in Museum
 Guided Tour in County Identification/Documentation Loaned Collections
 Marketing Operating Support Publication
 Preservation of Cemetery Provided Prof Training Recording/Filming
 Re-granting Research/Planning Restoration Document/Art
 Restoration Historic Structures Seminar/Conference(# of Seminars Offered _____)
 Technical Assistance Tour to Historic Sites Outside County Translation
 Traveling Exhibit Creation Website Development Used Traveling Exhibit
 Writing About Art/Culture Other (Please list)

Please list the number of staff in each of the following categories. Staff is defined as a non-board position filled by individuals who perform regularly assigned duties for the organization.

Number of full-time paid staff: 45 Number of part-time paid staff: 10
 Number of full-time volunteer staff: 35 Number of part-time volunteer staff: 90
 Total staff: 180

What audiences do you think your agency/organization should reach, but currently are not? What are your goals for future outreach? The area of the state now not adequately covered, and therefore potential preservation audiences, are not securing adequate preservation services is the Northeast corner of the state. We intend to add more regional offices in our future goals that will realize and reconfigure our regional office areas of jurisdiction, which should accomplish this current void in our outreach efforts throughout the state of Indiana.

Who are your major partners in collaborative programs, events, publications, or services?

<u>Event or Program</u>	<u>Partners</u>
Statewide Historic Sites Survey	DHPA of DNR
Historic Preservation and Education Grants	Indiana Humanities Council

What governmental support services (state, county, local) does your organization currently use and the estimated value?

<u>Support Service</u>	<u>Estimated Value</u>	<u>Source</u>
Statewide Historic Sites Survey	\$85,000	Historic Preservation Fund
General Historic Preservation	\$50,000	DHPA of DNR (in kind)
Support Service		

List your sources (types) of revenue, and amounts, for the current fiscal year.

<u>Source (type) of revenue</u>	<u>Amount</u>
Public	
Federal	\$85,000 combined state and federal
State	
Local	\$10,000
Additional Sources	
Dues	\$147,000
Donations (non public grants)	\$390,000
Earned Revenue (rentals, product sales, etc.)	\$280,000
Other (investment earning, endowment spending)	\$2,280,000

List and describe publications and materials produced by your organization.

Annual Report, "Preservationist" (quarterly magazine), quarterly FLIP Notes for the Fund for Landmark Indianapolis Properties, Building Blocks (teacher newsletter), various brochures describing our services.

What are your main promotional venues?

Media relations; press releases; press conferences/receptions; statewide speakers bureau

List the properties, collections, databases, and records your organization maintains.

Heritage Preservation Center, Kemper House, Morris Butler House, Huddleston Farmhouse, Veraestau, Grisamore House, Remedy Building are properties. 5 databases. 2 collections.

What opportunities exist to improve collaborative partnering with other heritage and cultural organizations, both not-for-profit and state agencies? (Please attach additional pages if needed) Senator Merritt's initiative of creating a Culture and Heritage Department, whose director would be appointed by the Governor and be a member of the Gubernatorial Cabinet, the Department would consolidate the various cultural heritage and related agencies and departments now scattered throughout Indiana's governmental system.

Included in this consolidation could be the DHPA-IDNR, Indiana Historical Bureau, Indiana State Library, State Archives and Records, State Arts Commission, and Heritage Tourism. Likewise, in the private sector, it seems that a Heritage and Cultural Council could be formed with the leaders or CEOs of the Indiana Historical Society, the Indiana Humanities Council, and the new State Department of Culture and Heritage, HUI. (See above)

List and describe future concerns you see your organization facing in the next five - ten years. (Attach additional pages if needed) Large, multi-million dollar projects are at a high fiscal risk around the state, including West Baden Springs Hotel, Lawrenceburg High Street renovation project, Old Centrum and the Christian Place affordable housing project in Indianapolis, Remedy Building in South Bend and the McCulloch House (heritage campus) project in Ft. Wayne.

Another concern is the need to annually raise 10% more funding than the year before to support current operations like "heat, light, water, and salaries" and to simply sustain existing programs.

List and describe space requirements, curatorial, technological, and funding and staff needs your organization will encounter in the next five - ten years. (Attach additional pages if needed) The need for establishing two more regional/field offices to adequately service historic preservation needs throughout the state.

List and describe any duplication of work you see within heritage and cultural organizations or agencies, at both local and state level. (Attach additional pages if needed) As described above, the formation of a State of Indiana Department of Culture and Heritage would help to eliminate any duplication at the state governmental level and the formation of a State Culture and Heritage Council where both state and private heritage and cultural interest would help prevent duplication on both public and private levels.

Indiana Heritage and Culture Council
Non-Profit Organization Profile and Services Survey

Please return the survey to: DNR-DHPA, 402 W. Washington Street, RM W274, Indianapolis, IN 46204-2739. For questions regarding the survey, or to receive it in an electronic version, please contact the Department of Natural Resources, Division of Historic Preservation and Archaeology at 317/232-1646.

Organization Name: **INDIANA DONORS ALLIANCE**

Mailing Address: 32 East Washington Street, Suite 1100 Indianapolis, IN 46204-3583

Telephone: 317/630-5200 *Fax:* 317/630-5210

Email: info@ingrantmakers.org *Website URL:* <http://www.indonors.com/>

Contact Person: Carol Simonetti

Title: President

Telephone: 317/630-5200 *Fax:* 317/630-5210

Organization's Mission Statement:

The Alliance, a member organization of foundations and corporate giving programs, provides educational programming, networking opportunities and technical assistance to grantmakers.

Is your organization part of a larger, parent organization? Yes No

If yes, parent organization:

Do you have a friends group (foundation, guild, society, auxiliary, etc) that is a registered not-for-profit corporation? Do you have a companion government agency? If yes, please list name of group and contact information.

Is your organization incorporated? Yes No

Does your organization have federal tax-exempt status (501c3)? Yes No

Please check the category that best describes your organization:

Archives/Library Arts Center Art Museum
 Cultural Services Org. Community Service Org. Historical Museum His-
toric Preservation Group Historical Society/group Humanities Council Professional
Association Other

Please check the types of programs or activities your organization offered to either members and/or the public during the past fiscal year:

Accessibility to Records Project Acquisition Apprenticeship Archaeol-
ogy Program or Project Arts Instruction Artwork Creation
 Audience Services Broadcasting Concert/Performance
 Curriculum Development Collected Data From Cemetery Stones or Records

- Distribution of Art Endowment Challenge
- Erected Historical Marker Through the Indiana Historical Bureau
- Erected Historical Marker With Other Organization (please list organization) _____
- Exhibition Festival/Living History Fellowships
- Gave Architectural Tour Genealogy Project Guided Tour in Museum
- Guided Tour in County Identification/Documentation Loaned Collections Marketing
- Preservation of Cemetery Operating Support Publication
- Re-granting Provided Prof Training Recording/Filming
- Re-restoration of Art Research/Planning Restoration Documentation/Art
- Restoration Historic Structures Seminar/Conference(# of Seminars Offered 5)
- Technical Assistance Tour to Historic Sites Outside County Translation
- Traveling Exhibit Creation Website Development Used Traveling Exhibit
- Writing About Art/Culture Other (Please list)

Please list the number of staff in each of the following categories. Staff is defined as a non-board position filled by individuals who perform regularly assigned duties for the organization.

Number of full-time paid staff: 7 Number of part-time paid staff: 2
 Number of full-time volunteer staff: _____ Number of part-time volunteer staff: _____
 Total staff: 9

What audiences do you think your agency/organization should reach, but currently are not? What are your goals for future outreach?

Small foundations and corporate giving programs

Who are your major partners in collaborative programs, events, publications, or services?

<u>Event or Program</u>	<u>Partners</u>
Promotion of philanthropy	Center on Philanthropy and Indiana Association of United Ways

What governmental support services (state, county, local) does your organization currently use and their estimated value?

<u>Support Service</u>	<u>Estimated Value</u>	<u>Source</u>
NONE		

List your sources (types) of revenue, and amounts, for the current fiscal year.

<u>Source (type) of revenue</u>	<u>Amount</u>
<i>Public</i>	
<i>Federal</i>	_____
<i>State</i>	_____
<i>Local</i>	_____
<i>Additional Sources</i>	
<i>Dues</i>	161,000
<i>Donations</i>	300,000
<i>Earned Revenue</i>	100,000
<i>Other</i>	227,000

List and describe publications and materials produced by your organization.

Directory of Grantmakers

What are your main promotional venues?

Email

Mail

One on one

List the properties, collections, databases, and records your organization maintains.

Information on foundations

What opportunities exist to improve collaborative partnering with other heritage and cultural organizations, both not-for-profit and state agencies? (Please attach additional pages if needed)

Not our mission

List and describe future concerns you see your organization facing in the next five – ten years. (Attach additional pages if needed)

Serving members with different needs

List and describe space requirements, curatorial, technological, and funding and staff needs your organization will encounter in the next five – ten years. (Attach additional pages if needed)

None, other than keeping up with computer changes

List and describe any duplication of work you see within heritage and cultural organizations or agencies, at both local and state level. (Attach additional pages if needed)

None – not our mission

Indiana Heritage and Culture Council
Non-Profit Organization Profile and Services Survey

Organization Name: **INDIANA HISTORICAL SOCIETY**

Mailing Address: 450 West Ohio Street, Indianapolis, IN 46202

Telephone: (317) 232-1882 *Fax:* (317) 232-234-0076

Email: bmyers@indianahistory.org *Website URL:* www.indianahistory.org

Contact Person: Brenda Myers

Title: Vice President, Marketing & Public Relations

Telephone: (317) 233-8814 *Fax:* (317) 234-0079

Email: bmyers@indianahistory.org

Organization's Mission Statement:

Indiana's storyteller – connecting people with the past.

Is your organization part of a larger, parent organization? Yes No

If yes, parent organization:

Do you have a friends group (foundation, guild, society, auxiliary, etc) that is a registered not-for-profit corporation? Do you have a companion government agency? If yes, please list name of group and contact information.

We have various groups that affiliate with us, such as the women's history archives.

Is your organization incorporated? Yes No

Does your organization have federal tax-exempt status (501c3)? Yes No

Please check the category that best describes your organization:

Archives/Library Arts Center Art Museum
 Cultural Services Org. Community Service Org. Historical Museum Historic Preservation Group Historical Society/group Humanities Council Professional Association Other

Please check the types of programs or activities your organization offered to either members and/or the public during the past fiscal year:

Accessibility to Records Project Acquisition Apprenticeship Archaeology Program or Project Arts Instruction Artwork Creation
 Audience Services Broadcasting Concert/Performance
 Curriculum Development Collected Data From Cemetery Stones or Records
 Distribution of Art Endowment Challenge
 Erected Historical Marker Through the Indiana Historical Bureau
 Erected Historical Marker With Other Organization (please list organization) _____

- | | | |
|-------------------------------------|--|----------------------------|
| X Exhibition | X Festival/Living History | ___ Fellowships |
| X Gave Architectural Tour | X Genealogy Project | X Guided Tour in Museum |
| ___ Guided Tour in County | ___ Identification/Documentation | X Loaned Collections |
| X Marketing | ___ Operating Support | X Publication |
| ___ Preservation of Cemetery | X Provided Prof Training | X Recording/Filming |
| ___ Re-granting | X Research/Planning | X Restoration Document/Art |
| ___ Restoration Historic Structures | X Seminar/Conference(# of Seminars Offered (15-20) | ___ Translation |
| X Technical Assistance | X Tour to Historic Sites Outside County | ___ Used Traveling Exhibit |
| X Traveling Exhibit Creation | X Website Development | |
| X Writing About Art/Culture | ___ Other (Please list) | |

Please list the number of staff in each of the following categories. Staff is defined as a non-board position filled by individuals who perform regularly assigned duties for the organization.

Number of full-time paid staff: 90	Number of part-time paid staff:30
Number of full-time volunteer staff:	Number of part-time volunteer staff:150
Total staff:120	

What audiences do you think your agency/organization should reach, but currently are not? What are your goals for future outreach?

We continue to struggle with minority audience participation, although we enjoy a more diverse audience than many institutions of our kind. We struggle with getting the message out throughout the state, and the society's new strategic plan explores ways to do that.

Who are your major partners in collaborative programs, events, publications, or services?

<u>Event or Program</u>	<u>Partners</u>
Share a Legacy, Indiana Black History Challenge	Indianapolis Marion County Public Library
History: Read All About It	70 Library systems throughout Indiana
Curriculum Development Packets	Indiana Department of Education
Group Tour Development	Conner Prairie, Historic Landmarks
Musical Performances	12 partners perform at Indiana History Center
Fall Family Day	Cultural Tourism Initiative
Hoosier History Fest	More than two dozen partner groups
9/11 Remembered	Indianapolis Star

What governmental support services (state, county, local) does your organization currently use and their estimated value?

<u>Support Service</u>	<u>Estimated Value</u>	<u>Source</u>
Building Maintenance, Security	\$1,036,528	State of Indiana
Utilities, Parking		

List your sources (types) of revenue, and amounts, for the current fiscal year.

<u>Source (type) of revenue</u>	<u>Amount</u>
Public	
Federal	-0-
State	-0-
Local	-0-
Additional Sources	
Dues	379,212
Donations	933,279
Earned Revenue	695,797
Other	6,973,805

List and describe publications and materials produced by your organization.

“Traces of Midwestern & Indiana History,” quarterly magazine

“The Bridge,” bi-monthly newsletter and calendar

5-6 book titles a year under the auspices of IHS press

30+ marketing materials annually

What are your main promotional venues?

The Indianapolis Star

The Indianapolis Recorder

NUVO

Indy’s Child

National Public Radio, WFYI Indianapolis

WGLD Radio

Earned media through intensive media relations.

List the properties, collections, databases, and records your organization maintains.

1.6 million images in the collection, ranging from photographs, printed materials, manuscripts, personal collections, related materials on-line catalog available

What opportunities exist to improve collaborative partnering with other heritage and cultural organizations, both not-for-profit and state agencies? (Please attach additional pages if needed)

The Indiana Historical Society is eager to partner and work with heritage and cultural organizations in product development, audience development, programming and exhibitions. It takes key players in each organization to have a desire to carry the torch and see such partnerships developed.

List and describe future concerns you see your organization facing in the next five – ten years. (Attach additional pages if needed)

Funding is always an issue, no matter what size the organization. Even those with healthy endowments are struggling because of investment challenges and a sluggish economy, which impacts giving. In addition, there needs to be more cooperation with resources in programming to more cost effectively offer the public what it wants at a reasonable price. Finally, organizations struggle with the resources to meet the needs of an increasingly niche oriented society, trying to be many things to many diverse groups.

List and describe space requirements, curatorial, technological, and funding and staff needs your organization will encounter in the next five – ten years. (Attach additional pages if needed)

The Indiana Historical Society, like many organizations, already finds itself challenged with space just a mere three and a half years after the opening of its new building. Multiple demands are placed on the

building at once, from income generating event rentals to mission supported programming, causing the traditional dilemma. In addition, to grow, all organizations must have the financial resources necessary, and again, this will be a challenge. Finally, staffing is always an issue as it takes human in addition to financial resources to increase program offerings.

List and describe any duplication of work you see within heritage and cultural organizations or agencies, at both local and state level. (Attach additional pages if needed)

While it's not necessarily a bad thing, probably the greatest duplications occur in school outreach and educational offerings, some collections acquisition and some programming efforts.

Indiana Heritage and Culture Council
Non-Profit Organization Profile and Services Survey

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Organization Name: **INDIANA HUMANITIES COUNCIL**

Mailing Address: 1500 North Delaware Street

Indianapolis, IN 46202

Telephone: 317.638.1500 or 800-675-8897 Fax: 317.634.9503

Email: ihc@iupui.edu Website URL: www.ihc4u.org

Contact Person: Scott T. Massey

Title: President and CEO

Telephone: 317.638.1500 ext. 124 Fax: 317.634.9503

Email: stmassey@iupui.edu

Organization's Mission Statement:

The Indiana Humanities Council is dedicated to strengthening Indiana communities through targeted initiatives in leadership, education, and culture.

Is your organization part of a larger, parent organization? Yes No

If yes, parent organization:

Do you have a friends group (foundation, guild, society, auxiliary, etc) that is a registered not-for-profit corporation? Do you have a companion government agency? If yes, please list name of group and contact information.

The Meredith Nicholson Society is IHC's donor group, but it is not a separate corporation. The Council is an independent not-for-profit, affiliated with the Federal/State Partnership program of the National Endowment for the Humanities.

Is your organization incorporated? Yes No

Does your organization have federal tax-exempt status (501c3)? Yes No

Please check the category that best describes your organization:

<input type="checkbox"/> Archives/Library	<input type="checkbox"/> Arts Center	<input type="checkbox"/> Art Museum
<input type="checkbox"/> Cultural Services Org.	<input type="checkbox"/> Community Service Org.	<input type="checkbox"/> Historical Museum <input type="checkbox"/> His-
toric Preservation Group	<input type="checkbox"/> Historical Society/group	<input checked="" type="checkbox"/> Humanities Council <input type="checkbox"/> Profes-
sional Association	<input type="checkbox"/> Other	

Please check the types of programs or activities your organization offered to either members and/or the public during the past fiscal year:

- Accessibility to Records Project Acquisition Apprenticeship Archaeology Program or Project Arts Instruction Artwork Creation
 Audience Services Broadcasting Concert/Performance
 Curriculum Development Collected Data From Cemetery Stones or Records
 Distribution of Art Endowment Challenge
 Erected Historical Marker Through the Indiana Historical Bureau
 Erected Historical Marker With Other Organization (please list organization) _____
 Exhibition Festival/Living History Fellowships
 Gave Architectural Tour Genealogy Project Guided Tour in Museum
 Guided Tour in County Identification/Documentation Loaned Collections Marketing
 Preservation of Cemetery Provided Prof Training Recording/Filming
 Re-granting Research/Planning Restoration Document/Art
 Restoration Historic Structures Seminar/Conference (# of Seminars Offered 3)
 Technical Assistance Tour to Historic Sites Outside County Translation
 Traveling Exhibit Creation Website Development Used Traveling Exhibit
 Writing About Art/Culture Other (Please list):

Indiana Leadership Summit – program for leaders in business, education, government, and culture

Please list the number of staff in each of the following categories. Staff is defined as a non-board position filled by individuals who perform regularly assigned duties for the organization.

Number of full-time paid staff: 9 Number of part-time paid staff: 1
 Number of full-time volunteer staff: _____ Number of part-time volunteer staff: _____
 Total staff: 10

What audiences do you think your agency/organization should reach, but currently are not? What are your goals for future outreach?

The Council’s strategic plan calls for reaching more teachers and student through the Smart Desktop initiative, currently in development. The online state encyclopedia, also in development, will enhance the Council’s outreach to the general public, especially in business, education, and community heritage and interest audiences.

Who are your major partners in collaborative programs, events, publications, or services?

<u>Event or Program</u>	<u>Partners</u>
Smart Desktop / Indiana Learning Portal	<ul style="list-style-type: none"> • Center for Interactive Learning and Collaboration (CILC) • The Children’s Museum • Collaboration of Central Indiana • Community Learning Network Teacher Resource Center • Eiteljorg Museum of American Indians and Western Art • ICAN • IHETS • Indiana Arts Commission • Indiana Department of Education • Indiana Historical Bureau • Indiana Historical Society • Indiana Non-Public Education Association • Indiana State Library / INCOLSA

- Indiana State Museum
- Indiana State Teachers' Association
- Indiana University-Purdue University at Indianapolis
- Indianapolis Museum of Art
- Indianapolis Public Schools
- Indianapolis Zoo
- Intelnet Commission
- Purdue Cooperative Extension Service
- Traditional Arts Indiana
- University Libraries of Notre Dame
- VSA Arts of Indiana
- WFYI TelePlex
- Young Audiences of Indiana
- Polis Center, National Endowment for the Humanities
- Stanley K. Lacy Leadership Association;
- The Center for Globalization
- Smithsonian Institution Traveling Exhibition Service
- Historic Landmarks Foundation of Indiana

Indiana Online (state encyclopedia)
Indiana Leadership Summit

Exhibit Tours
Historic Preservation Education Grants

What governmental support services (state, county, local) does your organization currently use and their estimated value?

<u>Support Service</u>	<u>Estimated Value</u>	<u>Source</u>
Book and video courier	\$500 / year	INCOLSA

List your sources (types) of revenue, and amounts, for the current fiscal year.

<u>Source (type) of revenue</u>	<u>Amount</u>
<i>Public</i>	
<i>Federal</i>	<u>616,300</u>
<i>State</i>	<u>31,000</u>
<i>Local</i>	<u> </u>
<i>Additional Sources</i>	
<i>Dues</i>	<u> </u>
<i>Donations</i>	<u>1,000,000</u>
<i>Earned Revenue</i>	<u>35,000</u>
<i>Other</i>	<u> </u>

List and describe publications and materials produced by your organization.

Habits of the Heart®: a curriculum to help youth-serving and faith-based organizations create a philanthropic ethic in youth; teaches serving, giving, and caring.

Newsletter, annual report, client book (booklet describing the Council's programs and services).

What are your main promotional venues?

Professional meetings, cultural events

List the properties, collections, databases, and records your organization maintains.

Database of Indiana historical and cultural organizations; database of 60,000 Indiana nonprofits; database of past grant projects; collection of educational videotapes and humanities exhibits

What opportunities exist to improve collaborative partnering with other heritage and cultural organizations, both not-for-profit and state agencies? (Please attach additional pages if needed)

1) Part of the Council's strategic plan is the creation of a cultural network and database linking all 2,000 nonprofit cultural organizations in Indiana.

2) In conjunction with its Smart Desktop project, the Council participates in a group developing the Indiana Learning Portal, intended to provide Indiana learners, citizens, and workers with online, single log-in access to information and learning opportunities.

3) The Indiana Humanities Council is also a member of the Indiana Council for History Education, whose members include academic and public historians, as well as nonprofit staff.

List and describe future concerns you see your organization facing in the next five – ten years. (Attach additional pages if needed)

- Leadership—mobilizing leaders to bridge the leadership gap. As Indiana communities lose their industrial age leadership networks, the development of a new leadership core is essential.
- Education—strengthening schools and enriching learning for success. Schools need to be re-tooled to succeed in the time of smart technologies, rapid growth in knowledge, and distributed learning opportunities.
- Culture—stimulating cultural expression, understanding, and growth. Indiana communities struggle with diversity, mobility, and values while also developing cultural identities that can function in a global economy.
- Nonprofit organizations, like the Council and its constituent humanities institutions, face continual funding challenges, particularly in the current economy.
- Communications and marketing are also ongoing challenges for both nonprofits and state agencies.

List and describe space requirements, curatorial, technological, and funding and staff needs your organization will encounter in the next five – ten years. (Attach additional pages if needed)

Funding – need to raise funds for operating expenses and major projects

Staff – need to add staff for Smart Desktop development and to support advancement efforts

List and describe any duplication of work you see within heritage and cultural organizations or agencies, at both local and state level. (Attach additional pages if needed)

The need for collaboration to solve mutual problems is more of an issue than duplication. For example, many state agencies and statewide nonprofits have an obligation to serve constituents outside the capital city but lack staff and funding . Improved cooperation and technological solutions could help. The Council believes there is a need to create a cultural network linking agencies and nonprofit organizations in all Indiana counties. This network, as a first step, could maintain a directory of the organizations, as well as collect statistics and report on annual economic impact, audiences served, and resources.

Indiana Heritage and Culture Council
Non-Profit Organization Profile and Services Survey

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Organization Name: **INDIANA UNIVERSITY ART MUSEUM**

Mailing Address: 1133 East Seventh Street, Bloomington, IN 47405-7509

Telephone: 812/855-5445 *Fax:* 812/855-1023

Email: _____ *Website URL:* <http://www.indiana.edu/~iuam/>

Contact Person: Adelheid Gealt

Title: Director

Telephone: 812/855-5445 *Fax:* 812/855-1023

Organization's Mission Statement:

The Indiana University Art Museum's mission is to preserve, exhibit, collect, research, publish, and interpret original works of art to advance the academic goals of Indiana University and to enrich the cultural lives and spiritual well-being of society.

Is your organization part of a larger, parent organization? *Yes* *No*

If yes, parent organization:

Indiana University

Do you have a friends group (foundation, guild, society, auxiliary, etc) that is a registered not-for-profit corporation? Do you have a companion government agency? If yes, please list name of group and contact information.

Is your organization incorporated? *Yes* *No*

Does your organization have federal tax-exempt status (501c3)? *Yes* *No*

Please check the category that best describes your organization:

Archives/Library Arts Center Art Museum
 Cultural Services Org. Community Service Org. Historical Museum Historic Preservation Group Historical Society/group Humanities Council Professional Association Other

Please check the types of programs or activities your organization offered to either members and/or the public during the past fiscal year:

Accessibility to Records Project Acquisition Apprenticeship Archaeology Program or Project Arts Instruction Artwork Creation
 Audience Services Broadcasting Concert/Performance

- Curriculum Development
- Distribution of Art
- Erected Historical Marker Through the Indiana Historical Bureau
- Erected Historical Marker With Other Organization (please list organization)_____
- Exhibition
- Gave Architectural Tour
- Guided Tour in County
- Marketing
- Preservation of Cemetery
- Re-granting
- Restoration Historic Structures
- Technical Assistance
- Traveling Exhibit Creation
- Writing About Art/Culture
- Collected Data From Cemetery Stones or Records
- Endowment Challenge
- Festival/Living History
- Genealogy Project
- Identification/Documentation
- Operating Support
- Provided Prof Training
- Research/Planning
- Seminar/Conference(# of Seminars Offered _____)
- Tour to Historic Sites Outside County
- Website Development
- Other (Please list)
- Fellowships
- Guided Tour in Museum
- Loaned Collections
- Publication
- Recording/Filming
- Restoration Document/Art
- Translation
- Used Traveling Exhibit

Our mission is to collect, preserve, exhibit, publish and educate with work of art in the original.

Please list the number of staff in each of the following categories. Staff is defined as a non-board position filled by individuals who perform regularly assigned duties for the organization.

Number of full-time paid staff: 25 Number of part-time paid staff: 5
 Number of full-time volunteer staff: _____ Number of part-time volunteer staff: 100
 Total staff: _____

What audiences do you think your agency/organization should reach, but currently are not? What are your goals for future outreach?

Broad , general community; to reach that audience

Who are your major partners in collaborative programs, events, publications, or services?

Event or Program Partners

What governmental support services (state, county, local) does your organization currently use and their estimated value?

<u>Support Service</u>	<u>Estimated Value</u>	<u>Source</u>
We are a part of IU, which receives governmental support. We are 23% of IU's overall budget.		

List your sources (types) of revenue, and amounts, for the current fiscal year.

<u>Source (type) of revenue</u>	<u>Amount</u>
<i>Public</i>	
Federal	_____
State	_____
Local	_____
<i>Additional Sources</i>	
Dues	_____
Donations	_____
Earned Revenue	_____
Other	_____

List and describe publications and materials produced by your organization.

Websites, catalogues, calendars, brochures, labels and other documentation of our collections.

What are your main promotional venues?

NOT CLEAR

List the properties, collections, databases, and records your organization maintains.

30,000 objects

What opportunities exist to improve collaborative partnering with other heritage and cultural organizations, both not-for-profit and state agencies? (Please attach additional pages if needed)

List and describe future concerns you see your organization facing in the next five – ten years. (Attach additional pages if needed)

Reduced stock market means reduced endowment support. Given our emphasis on private support we will meet our challenges ourselves.

List and describe space requirements, curatorial, technological, and funding and staff needs your organization will encounter in the next five – ten years. (Attach additional pages if needed)

List and describe any duplication of work you see within heritage and cultural organizations or agencies, at both local and state level. (Attach additional pages if needed)

We use our collections and staff to serve the students and the general area population. Our goal is to develop better, more effective delivery systems.

Indiana Heritage and Culture Council
Non-Profit Organization Profile and Services Survey

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Organization Name: **NORTHERN INDIANA HISTORICAL SOCIETY**

Mailing Address: 808 W. Washington South Bend, IN 46601

Telephone: 574/235-9664 *Fax:* 574/235-9095

Email _____ *Website URL:* www.centerforhistory.org

Contact Person: Diana Nita

Title: Finance Manager/Human Resources

Telephone: 574/235-9058 *Fax* 574/235-9095

Email: finance@centerforhistory.org

Organization's Mission Statement:

The mission for the Northern Indiana Historical Society is to collect, preserves, interpret, exhibit and teach the heritage of the St. Joseph River Valley Region to enrich present and future generations.

Is your organization part of a larger, parent organization? _____Yes No

If yes, parent organization:

Do you have a friends group (foundation, guild, society, auxiliary, etc) that is a registered not-for-profit corporation? Do you have a companion government agency? If yes, please list name of group and contact information.

Northern Indiana Historical Society Foundation

Same contact info

Is your organization incorporated? Yes _____No

Does your organization have federal tax-exempt status (501c3)? Yes _____No

Please check the category that best describes your organization:

Archives/Library Arts Center Art Museum
 Cultural Services Org. Community Service Org. Historical Museum His-
toric Preservation Group Historical Society/group Humanities Council Professional
Association Other

Please check the types of programs or activities your organization offered to either members and/or the public during the past fiscal year:

- Accessibility to Records Project Acquisition Apprenticeship Archaeology Program or Project Arts Instruction Artwork Creation
 Audience Services Broadcasting Concert/Performance
 Curriculum Development Collected Data From Cemetery Stones or Records
 Distribution of Art Endowment Challenge
 Erected Historical Marker Through the Indiana Historical Bureau
 Erected Historical Marker With Other Organization (please list organization) _____
 Exhibition Festival/Living History Fellowships
 Gave Architectural Tour Genealogy Project Guided Tour in Museum
 Guided Tour in County Identification/Documentation Loaned Collections Marketing
 Preservation of Cemetery Provided Prof Training Recording/Filming
 Re-granting Research/Planning Restoration Document/Art
 Restoration Historic Structures Seminar/Conference (# of Seminars Offered _____)
 Technical Assistance Tour to Historic Sites Outside County Translation
 Traveling Exhibit Creation Website Development Used Traveling Exhibit
 Writing About Art/Culture Other (Please list)

Please list the number of staff in each of the following categories. Staff is defined as a non-board position filled by individuals who perform regularly assigned duties for the organization.

Number of full-time paid staff: 16 Number of part-time paid Staff: 15
 Number of full-time volunteer staff: 0 Number of part-time volunteer staff: 23
 Total staff: 34

What audiences do you think your agency/organization should reach, but currently are not? What are your goals for future outreach?

We are trying to reach all we can. We have program for the public, school children, African American, Hispanics, Native Americans, and families. We do what we can within budgetary constraints.

Who are your major partners in collaborative programs, events, publications, or services?

<u>Event or Program</u>	<u>Partners</u>
TGIF – Music in the garden	WVPE Radio

What governmental support services (state, county, local) does your organization currently use and their estimated value?

<u>Support Service</u>	<u>Estimated Value</u>	<u>Source</u>
Salaries, Supplies	\$64,000	St. Joseph County

List your sources (types) of revenue, and amounts, for the current fiscal year.

<u>Source (type) of revenue</u>	<u>Amount</u>
Public	
Federal	_____
State	_____
Local	\$355,500

Additional Sources

<i>Dues</i>	\$25,000
<i>Donations</i>	\$168,000
<i>Earned Revenue</i>	\$171,250
<i>Other(foundation)</i>	\$309,000

List and describe publications and materials produced by your organization.

Quarterly member newsletter
Monthly volunteer newsletter
Quarterly community calendar

What are your main promotional venues?

Media stories
Flyers and print materials
Website
Email

List the properties, collections, databases, and records your organization maintains.

Collections: all American girls professional baseball league, Cassidy costumes, 1800s fur trading journals, textiles and toys, 3D and archival pioneer era, Boehm porcelains, county history collection of photos, maps, and newsprint from 1820 – present; also historic house museum (Copshaholm)

What opportunities exist to improve collaborative partnering with other heritage and cultural organizations, both not-for-profit and state agencies? (Please attach additional pages if needed)

This was a much discussed topic at our May 20, 2002 Board-Staff retreat. It was resolved that we look at every activity we do with an eye towards collaborative partnerships. One specific target was the Studebaker Museum.

List and describe future concerns you see your organization facing in the next five – ten years. (Attach additional pages if needed)

As all non-profits, the major concern is funding. We want to maintain staff and program quality and adequately serve our constituents (especially new ones such as our growing Hispanic community). We have cut expenses as much as possible-we need revenue sources and to build our endowment.

List and describe space requirements, curatorial, technological, and funding and staff needs your organization will encounter in the next five – ten years. (Attach additional pages if needed)

Space – storage to keep collections
Technological – maintain productive level of computer equipment
Staff – staff is at bare bones. Need archives staff to catalog, development staff to build endowment and more volunteers

List and describe any duplication of work you see within heritage and cultural organizations or agencies, at both local and state level. (Attach additional pages if needed)

Indiana Heritage and Culture Council
Non-Profit Organization Profile and Services Survey

Please return the survey to: DNR-DHPA, 402 W. Washington Street, RM W274, Indianapolis, IN 46204-2739. For questions regarding the survey, or to receive it in an electronic version, please contact the Department of Natural Resources, Division of Historic Preservation and Archaeology at 317/232-1646.

Organization Name: **ORGANIZATION OF AMERICAN HISTORIANS**

Mailing Address: 112 N. Bryan Avenue, Bloomington, IN 47408-4199

Telephone: 812-855-7311

Fax: 812-855-0696

Email: oah@oah.org

Website URL: www.oah.org

Contact Person: Sheri Sherrill

Title: Business Manager

Telephone: 812-855-9838

Fax: 812-855-0696

Email: sheri@oah.org

Organization's Mission Statement:

The OAH is an association of historians dedicated to the promotion of teaching and scholarship about the history of the United States, both before and after its formation as a nation-state. The Organization pursues these goals by:

1. Encouraging and supporting excellence in historical research, interpretation, and publication;
2. Advancing the teaching and practice of American history at all levels and in all settings;
3. Promoting the widest possible access to historical sources and scholarship, and the widest possible discussion of historical questions and controversies, including advocacy for professional scholarly standards where appropriate;
4. Generating support for the preservation, dissemination, and exhibition of sources dealing with the history of the United States; and
5. Encouraging respectful and equitable treatment for all practitioners of history.

Is your organization part of a larger, parent organization? Yes xx No

If yes, parent organization:

Do you have a friends group (foundation, guild, society, auxiliary, etc) that is a registered not-for-profit corporation? Do you have a companion government agency? If yes, please list name of group and contact information. N/A

Is your organization incorporated? X Yes

Does your organization have federal tax-exempt status (501c3)? X Yes

Please check the category that best describes your organization:

Archives/Library

Arts Center

Art Museum

Cultural Services Org.

Community Service Org.

Historical Museum

Historic Preservation Group

Historical Society/group

Humanities Council

XXXX Professional Association

Other

Please check the types of programs or activities your organization offered to either members and/or the public during the past fiscal year:

- Accessibility to Records Project Acquisition Apprenticeship
 Archaeology Program or Project Arts Instruction Artwork Creation
 Audience Services Broadcasting Concert/Performance
 Curriculum Development Collected Data From Cemetery Stones or Records
 Distribution of Art Endowment Challenge
 Erected Historical Marker Through the Indiana Historical Bureau
 Erected Historical Marker With Other Organization (please list organization) _____
 Exhibition Festival/Living History Fellowships
 Gave Architectural Tour Genealogy Project Guided Tour in Museum
 Guided Tour in County Identification/Documentation Loaned Collections
 Marketing Operating Support Publication
 Preservation of Cemetery Provided Prof Training Recording/Filming
 Re-granting Research/Planning Restoration Document/Art
 Restoration Historic Structures Seminar/Conference(# of Seminars Offered 1___)
 Technical Assistance Tour to Historic Sites Outside County Translation
 Traveling Exhibit Creation Website Development Used Traveling Exhibit
 Writing About Art/Culture Other (Please list): *Awards and prizes, travel grants, scholarly journal*

Please list the number of staff in each of the following categories. Staff is defined as a non-board position filled by individuals who perform regularly assigned duties for the organization.

Number of full-time paid staff: Number of part-time paid staff:
 Number of full-time volunteer staff: Number of part-time volunteer staff:
 Total staff:

What audiences do you think your agency/organization should reach, but currently are not? What are your goals for future outreach?

We are currently in the process of developing a long-range plan for the OAH. Our Executive Board and staff will meet this fall to determine the future of the OAH.

Who are your major partners in collaborative programs, events, publications, or services?

Event or Program

Annual Meeting
History Cooperative

Various Activities
National Park Service Site Visits

Partners

Joint with National Council on Public History
American Historical Association, University of Illinois Press
Various national historical groups
National Park Service

What governmental support services (state, county, local) does your organization currently use and their estimated value?

IU Support to OAH FY 2002

Building	Provided by IU	Cost Per Year
OAH Office		
112 North Bryan Street	Office Space 3,354 sq.ft. If OAH had to rent a building of this size cost would be approximately \$3,000 - 3,500 per month. (Building 324V)	\$42,000.00
OAH	Building Maintenance service, janitorial services and all utilities	\$15,232
OAH	I.U. Personnel Benefits - Process payroll; health and dental insurance at a group rate; life insurance; tax saver benefit plan; retirement plans. This would take an additional full-time employee -Salary and Benefits	\$37,200.00
OAH	I.U. Purchasing Department provides 40-45% discount on pricing on equipment, etc.	\$5,000.00
JAH Editorial Office	Office Space - Rent on this building would probably cost approximately \$3,000 per month (Building 652G)	\$36,000.00
JAN	Building Maintenance service, janitorial service and all utilities	\$12,867,00
JAH	Salaries and fringe benefits for 50% FTE of Editor; Associate Editor; one month's summer salary; Salary of Production Manager - 100%; plus fringe benefits	\$205,000.00
JAH	I.U. Personnel Benefits - Process payroll; health and dental insurance at a group rate; life insurance; tax saver benefit plan, retirement plans. This would take an additional full-time employee - Salary and Benefits	\$37,200.00
JAH	5 Graduate Fee Remissions @ approximately \$14,500	\$72,500.00
JAH	I.U. Purchasing Department provides 40-45% discount on pricing on equipment, etc.	\$5,000.00
[Total		\$467,999.00J

List your sources (types) of revenue, and amounts, for the current fiscal year.

OAH BUDGET - FY2003 General Operating Fund

Receipts	FY2003 Budget
Membership Dues	\$910,305
Advertising	\$229,500
Other Publications	\$79,400
Annual Meeting, Regional and Other Conferences	\$281,174
Grants and Collaborative Projects	\$41,229
Other Income	\$98,285
Ameritech Fellowship Grant to JAH	\$2,895
Fund for American History	\$25,310
Investment Earnings	\$46,752
Total Receipts	\$1,714,850

What are your main promotional venues?

OAH Annual Meeting Program, Journal of American History, Magazine of History, various history conferences

List the properties, collections, databases, and records your organization maintains.

The OAH maintains its own membership database.

What opportunities exist to improve collaborative partnering with other heritage and cultural organizations, both not-for-profit and state agencies? (Please attach additional pages if needed)

We are currently in the process of developing new collaborative ventures and planning for the future.

List and describe future concerns you see your organization facing in the next five - ten years. (Attach additional pages if needed)

We are currently involved in long-range planning including addressing future concerns.

List and describe space requirements, curatorial, technological, and funding and staff needs your organization will encounter in the next five - ten years. (Attach additional pages if needed)

We are currently in the process of determining these needs but do anticipate a need for larger offices. This will be required to accommodate additional staff hired to handle new initiatives.

List and describe any duplication of work you see within heritage and cultural organizations or agencies, at both local and state level. (Attach additional pages if needed)

A Sampling of Local Groups Included in Tier III

ACADEMIC LIBRARIES

Ancilla Domini College, Gerald J Ball Library
Anderson University, Robert A Nicholson University Library
Associated Mennonite Biblical Seminary Library
Ball State University, Bracken Library
Bethel College, Bowen Library
Butler University, Butler University Libraries
Calumet College of Saint Joseph, Specker Memorial Library
Christian Theological Seminary Library
Concordia Theological Seminary Library
Davenport College, Granger Library
Davenport College, Merrillville Library
Depauw University, Roy O West Library
Earlham College, Lilly Library
Franklin College of Indiana, B F Hamilton Memorial Library
Goshen College Library
Grace College and Theological Seminary, Library
Hanover College, Duggan Library
Holy Cross College, Library
Huntington College, Library
Indiana Institute of Technology, Library
Indiana State University, Cunningham Memorial Library
Indiana University, Bloomington, Indiana University Libraries
Indiana University, Gary-IU Northwest Library
Indiana University, Kokomo-IU Kokomo Library
Indiana University, New Albany-IU Southeast Library
Indiana University, Richmond Library and Media Services
Indiana University, South Bend, Franklin D Schurz Library
Indiana University-Purdue University, Fort Wayne, Helmke Library
Indiana University-Purdue University, Indianapolis, IUPUI University Library
Indiana Wesleyan University Library
International Business College Library
ITT Technical Institute, Fort Wayne Library
ITT Technical Institute, Newburgh Library
Ivy Tech State College, Columbus Library
Ivy Tech State College, Evansville, Southwest Library
Ivy Tech State College, Fort Wayne, Northeast Library
Ivy Tech State College, Gary, Northwest Library
Ivy Tech State College, Indianapolis Library
Ivy Tech State College, Kokomo Library
Ivy Tech State College, Lafayette Library

Ivy Tech State College, Madison, Southeast Library
Ivy Tech State College, Muncie, East Central Library
Ivy Tech State College, Sellersburg, South Central Library
Ivy Tech State College, South Bend Library
Ivy Tech State College, Terre Haute, Wabash Valley Library
Lincoln Technical Institute, Library
Lutheran College of Health Professions, Health Sciences Library
Manchester College, Funderburg Library
Marian College Library
Mid-America Reformed Seminary Library
Oakland City University, Founders Memorial Library
Professional Careers Institute, Library
Purdue University, Hammond, Calumet Library
Purdue University, West Lafayette, Main Campus Libraries
Purdue University, Westville, North Central Campus Library
Rose-Hulman Institute of Technology, John A Logan Library
Saint Joseph's College, Robinson Memorial Library
Saint Mary's College, Cushwa-Leighton Library
Saint Mary-of-the-Woods College Library
Saint Meinrad Archabbey and School of Theology, Archabbey Library
Taylor University, Fort Wayne, Lehman Memorial Library
Taylor University, Upland, Zondervan Library
Tri-State University, Perry T Ford Memorial Library
University of Evansville, University of Evansville Libraries
University of Indianapolis, Krannert Memorial Library
University of Notre Dame, Hesburgh Library
University of Saint Francis, Library
University of Southern Indiana, Library Services
Valparaiso University, The Henry P Moellering Memorial Library
Vincennes University, Shake Learning Resources Center
Wabash College, Lilly Library

INSTITUTION LIBRARIES

Atterbury Correctional Facility
Bloomington Juvenile Correctional
Branchville Correctional Facility
Chain O Lakes Correctional Facility
Correctional Industrial Facility
Edinburgh Correctional Facility
Evansville Psychiatric Children's Center
Evansville State Hospital
Ft. Wayne Development Center
Ft. Wayne Juvenile Correctional Facility
Henryville Correctional Facility
Indiana School for the Blind
Indiana School for the Deaf
Indiana Soldiers & Sailors Children's Home
Indiana Reception & Diagnostic Center
Indiana State Prison
Indiana Veterans' Home
Indiana Women's Prison
Indianapolis Juvenile Correctional Facility
Lakeside Correctional Facility
LaRue Carter Memorial Hospital
Logansport Juvenile Intake/Diagnostic Facility
Logansport State Hospital
Madison Correctional Facility
Madison State Hospital
Medaryville Correctional Facility
Miami Correctional Facility
Muscatatuck Development Center
North Central Juvenile Facility
Northeast Juvenile Correctional Facility
Pendleton Correctional Facility
Pendleton Juvenile Correctional Facility
Plainfield Correctional Facility
Plainfield Juvenile Correctional Facility
Putnamville Correctional Facility
Richmond State Hospital
Rockville Correctional Facility
Silvercrest Children's Development Center
South Bend Juvenile Correctional Facility
Camp Summit Farm Juvenile Facility
Wabash Valley Correctional Facility
Westville Correctional Transitional Facility
Westville Correctional Facility

MUSEUMS

Achduth Vesholom Jewish Museum
Adams Co. Historical Society
Allen Co. Fort Wayne Historical Society
Angel Mounds State Historic Site
Association of Indiana Museums
Auburn Cord Duesenberg Museum
Baillly/Chelberg Historic Area
Barker Mansion
Bartholomew Co. Hist. Society Museum
Bass Mansion
Beaver Lake Museum and Two Rivers Reference Library
Benton House
Billie Creek Village
Blackford Co. Hist. Society
Blommel Historic Auto Collection
Bowen Museum
Brauer Museum
Brown Co. Art Gallery Inc.
Brown Co. Historical Society
Buckley Homestead County Park
C.A.N.D.L.E.S. Holocaust Museum
Camp Atterbury Veterans Memorial
Campus Community Arts Center
Canal House
Carnegie Center for Art & History
Carnegie Hall Museum
Carroll Co. Historical Society
Cass Co. Historical Society
Cathedral Museum
Children's Museum of Indianapolis
Children's Science and Technology Museum
Circus City Festival Museum
Collectible Classics Car Museum
College Football Hall of Fame
Collins School
Colonel Eli Lilly Civil War Museum
Colonel William Jones SHS
Conner Prairie
Corydon Capital State Historic Site
Crispus Attucks Center Museum
CTS-Turner Museum
Culbertson Mansion State Historic Site
Dan Quayle Center and Museum
Daviss Co. Historical Society/Museum
Decatur Co. Historical Museum
Downs House
Ed Taylor Radio Museum
Eiteljorg Museum of American Indians & Western Art
Elkhart Co. Historical Society
Elwood Haynes Museum
Emanuel Hatfield Museum-Library
Emil A. Blackmore Museum of the American Legion
Emily Kimbrough House
Emison Art Center
Ernie Pyle State Historic Site
Eugene V. Debs Home
Evansville Museum of Arts & Science
Fairmount Historical Museum
Fallen Firefighters Memorial
Falls of the Ohio State Park Interpretive Center
Fort Knox II Historical Park
Fort Ritner Heritage
Fort Vallonia Museum
Fort Wayne Firefighter's Museum
Fort Wayne Museum of Art
Fountain Co. Courthouse Murals
Franklin Co. Seminary Museum
Freetown Village Inc.
Fulton Co. Historical Society
Gaar House and Farm Museum
Garfield Park Conservatory
Gary Land Company Bldg.
Gene Stratton-Porter State Historic Site
General Lew Wallace Study
George Rogers Clark National Historical Park
Gibson Woods Nature Center
Glenn A. Black Laboratory of Archaeology
Goshen Historical Society
Gosport History Museum
Governor Hendricks Headquarters
Great Lakes Museum of Military History
Greater Lafayette Museum of Art
Greentown Glass Museum
Griffith Historical Park and Depot Museum
Grissom Air Museum
Grouseland
Grtr. Fort Wayne Aviation Museum
Gruenewald House
Gustav Jeenings Museum
Hall of Fame
Hamilton Co. Historical Society
Hancock Co. Historical Society
Hannah Lindahl Children's Museum
Hayes Regional Arboretum
Heartland Railway Museum
Hendricks Co. Hist. Society/Museum
Henry Co. Historical Society
Heritage Center Inc.
Heritage Learning Center
Hesston Steam Museum
Highland Historical Society
Hillforest
Historic Forks of the Wabash
Historic Wolcott House
Historical Society of Porter County
Hobart Historical Society Inc.
Hook's Antique Drug Store and Pharmacy Museum
Hour Glass Museum
Howard Co. Historical Society
Huddleston Farmhouse Inn Museum
Huntington Co. Historical Society
Indiana Basketball Hall of Fame
Indiana Football Hall of Fame
Indiana Historic Radio Museum
Indiana Historic Radio Museum
Indiana Historical Society
Indiana Medical History Museum
Indiana Military Museum Inc.
Indiana Railway Museum Inc.
Indiana State Museum
Indiana State Police Youth Education & Historical Center
Indiana Transportation Museum
Indiana Univ. Art Museum
Indiana War Memorials Museum
Indianapolis Motor Speedway Hall of Fame Museum
Indianapolis Museum of Art
Indianapolis Museum of Art, Columbus Gallery
Indianapolis Zoo & White River Gardens
Iron Horse Museum
James Whitcomb Riley Old Home
Jasper Co. Historical Society Museum
Jay Co. Historical Society Inc.
Jefferson Co. Historical Society
Jessie C. Wilson Art Galleries
Jimtown Historical Museum
John G. Blank Center for the Arts
John Philip Sousa Museum
Johnson Co. Historical Society
Joseph Moore Museum of Natural History
Judge Jeremiah Sullivan House
Kosciusko Co. Historical Society
Lake Co. Historical Society & Museum
Land of Limestone: An Indiana Heritage Exhibit
Lanier Mansion State Historic Site
LaPorte Co. Historical Society
Lawrence Co. Hist. & Gen. Society
Lawrence D. Bell Aircraft Museum
Levi Coffin House State Historic Site
Limerlost State Historic Site
Lincoln Boyhood National Memorial
Lincoln Museum
Little Red Schoolhouse
Louis H. and Lena Firn Grover Museum
Machan House Museum
Manchester College Archives and The College Museum
Mansfield Roller Mill State Historic Site
Marshall Co. Historical Society
Martin Co. Historical Society Inc.
Mennonite & Amish Visitors Center
Mesker Park Zoo
Metamora Museum of Ethnographic Art
Midwest Museum of American Art
Minnetrista Cultural Centers
Monroe Co. Historical Society & Museum
Moore-Youse Historical Museum
Morris-Butler House
Munce Art Center
Muncie Children's Museum
Museum at Amish Acres
Museum of Anthropology
Museum of Miniature Houses
Museums at Prophetstown
National Model Aviation Museum
National New York Central Railroad Museum
Native American Museum
NCAA Hall of Champions
New Harmony Gallery of Contemporary Art

New Harmony Workingmen's Institute
Norm Deckard's Automobile Museum
North American House
Ohio Co. Historical Society
Old Central School Museum
Old French House
Old Jail Museum
Old Jail Museum
Parrish Pioneer Farm
Pendleton Historical Museum
Pioneer Village Mill Museum
Pow-Wow
President Benjamin Harrison Home
Prill School Museum
Pulaski Co. Historical Society
Purdue Univ. Galleries
Quilters Hall of Fame
Railway Heritage Network
Reitz Home
Reynolds Museum
Richmond Art Museum
Ripley Co. Historical Society
Rush Co. Museum
Ruthmere 1901 House Museum
RV-MH Heritage Fndn. National Hall of
Fame Museum & Library
S. Ray Miller Fndn. Inc.
Schroeder Saddletree Project
Science Central
Sheldon Swope Art Museum
Shirley Centennial Hist. Society/Museum
Shrewsbury-Windle House
Skinner Farm Museum and Village
South Bend Regional Museum of Art
Starke Co. Historical Society & Museum
Stone's Trace Historical Museum
Studebaker National Museum Inc.
Sullivan Co. Historical Society
Swinney Homestead
Swiss Heritage Society
T.C. Steele State Historic Site
Terre Haute Brewery and Civil War Museum
The Glass Museum
The Lincoln Museum
The Macedonian Tribune/MPO Museum
The Museum of the Soldier
The Snite Museum of Art
Thorntown Heritage Museum
Tippecanoe Co. Historical Assn.
Turman Gallery
Union Co. Historical Society
Vanderburgh Co. Museum
Vera's Little Red Dollhouse Museum
Vernon High School Memorabilia Room
Vigo Co. Historical Society
Wabash Co. Historical Society Inc.
Wakarusa Hist. Society/Museum
Warren Co. Historical Society
Warrick Co. Museum
Washington Co. Historical Society Inc.
Washington Twp. Museum
Wayne Co. Historical Society
Wells Co. Historical Society

Wells Gallery of 17th-18th Century Engravings
White Co. Historical Museum
Whitewater Canal State Historic Site
Whiting-Robertsdale Historical Society
Whitley Co. Historical Society
Wilbur Wright State Historic Site
William Hammond Mathers Museum
Woodcraft Nature Center/Museum
Woodlawn Nature Center
Wood's Historic Grist Mill
Wylie House Historic House Museum

PRESERVATION GROUPS

Allen County Courthouse Preservation Trust
Anderson Historical & Cultural Preservation
Comm.
ARCH, Inc.
Associates In Downtown Valparaiso, Inc.
Auburn Improvement Association
Aurora Historic Preservation Commission
Bedford Historic Review Board
Bedford Revitalization, Inc.
Beiger Heritage, Corp.
Bloomington Historic Preservation Commis-
sion
Bloomington Restorations, Inc.
Bluffton Revitalization Committee
Boonville Preservation Alliance
Bremen Revitalization Project
Butler 6 & 1 Association
Carmel Main Street
Carnegie Hist. Landmarks Preservation
Society, Inc.
Carroll County Wabash and Erie Canal, Inc.
Cass County Carousel Corporation
Cass County Historic Preservation Founda-
tion, Inc.
Center City Associates, Inc.
Center City Corporation
Charlestown Architectural Preservation
Society
Commission for Bloomington Downtown
Cornerstone Society, Inc.
Corydon Capital Preservation Alliance
Council for the Conservation of Indiana
Archaeology
Davies County Historic Landmarks, Inc.
Decatur Chamber of Commerce
Decatur County Alliance for Preservation
Delphi Main Street Association
Delphi Preservation Society, Inc.
Develop New Albany
Discovering Turnock, Inc.
Downtown Business Center of Lafayette
Dr. James Glass
Elkhart Centre, Inc.
Elkhart Hist. & Cultural Preservation Comm.
Elkhart Housing Partnership
Elwood Heritage Preservation Group
Evansville Downtown Development
Corporation

Evansville Historic Preservation Commission
Face of the City
Fairfield Historic Preservation Society
Farrington's Grove Historic District, Inc.
Ferdinand Hist. Society and Preservation
Comm.
Fishers Historic Preservation Committee
Fort Wayne Historic Preservation Review
Board
Frankfort Main Street, Inc.
Franklin County Citizens for Historic
Preservation
Franklin Heritage, Inc.
Greene County Landmarks Foundation
Greenfield Historic Board of Review
Greenfield Historic Landmarks, Inc.
Growth in Fairbanks Township
Hamilton Main Street Project
Hammond Historic Preservation Commission
Headwaters Heritage, Inc.
Hendricks County Heritage Alliance
Heritage Fayette County
Heritage of Hope, Inc.
Historic Bethlehem, Inc.
Historic Cannelton
Historic Connersville, Inc.
Historic District Board of Review
Historic Fairmount
Historic Fall Creek, Pendleton Settlement,
Inc.
Historic Fall Street Church
Historic Farmland USA
Historic Indianapolis, Inc.
Historic Jasper, Inc.
Historic Knightstown, Inc.
Historic Ladoga, Inc.
Historic Landmarks Foundation - ERO
Historic Landmarks Foundation of Fountain
County
Historic Lawrenceburgh-Greendale Founda-
tion
Historic Madison Foundation, Inc.
Historic Metamora, Inc.
Historic New Carlisle, Inc.
Historic New Harmony, Inc.
Historic Newburgh
Historic Preservation Comm. of SB and St.
Joseph Co.
Historic Preservation Commission of
Mishawaka
Historic Preservation of Porter County, Inc.
Historic Preservationists of Clinton County
Historic Redkey, Inc.
Historic Vevay, Inc.
Historic West 8th Street Neighborhood
Association
Home Towne Heritage, Inc.
Hopewell-Big Springs Community, Inc.
Horace Mann-Ambridge Neighborhood Imp.
Org.
Huntington Alert, Inc.
Huntington Historic Review Board
Indiana Main Street

Indiana National Road Assn.
 Indianapolis Historic Preservation Commission
 Jasper Chamber of Commerce
 Jasper Foundation, Inc.
 Jeff-Clark Preservation, Inc.
 Jefferson County Preservation Council
 Jeffersonville Historic Board of Review
 Jeffersonville Main Street, Inc.
 Jennings County Preservation Association
 Kenneth Englund
 Kokomo Historic Review Board
 Lafayette Historic Review Board
 Lafayette Neighborhood Housing Services
 Lake County Historic Preservation Coalition
 Lapel Heritage Historical & Preservation Society
 LaPorte Historic Review Board
 Lawrenceburg Main Street
 Lowell Main Street
 Madison Historic District Board of Review
 Madison Main Street
 Main Street Attica
 Main Street Aurora
 Main Street Columbus
 Main Street Connersville, Inc.
 Main Street Corydon Indiana, Inc.
 Main Street Greencastle, Inc.
 Main Street Historic Association of Danville
 Main Street Marion
 Main Street Preservation Assn.
 Main Street Richmond-Wayne County
 Main Street Rockville
 Main Street Shelbyville
 Manchester Main Street
 Marktown Preservation Society
 Mayor's Downtown Partnership
 Meridian Street Preservation Commission
 Metamora Historic District Board
 Michigan City Historic Review Board
 Michigan City Main Street
 Mishawaka Business Association
 Mishawaka Historic Review Board
 Monon Preservation Society
 Montgomery County Cultural Foundation, Inc.
 Morgan County Historic Preservation Society
 Mount Vernon Preservation Alliance
 Muncie Hist. Preserv. & Rehabilitation Commission
 Napoleon Comm. Recreation and Restoration Corp.
 Nappanee Historic Preservation Commission
 National Assn. for African American Heritage Preservation
 New Albany Historic Review Board
 New Carlisle Historic Review Board
 New Castle Heritage in Progress
 Newburgh Historic Preservation Commission
 Noblesville Main Street
 Noblesville Preservation Alliance
 North Coast Cultural Association, Inc.
 Oak Grove Heritage, Inc.

Our Town Peru, Inc.
 Owen County Preservations, Inc.
 Oxford Main Street
 Paoli Chamber of Commerce
 Parke County Adopt-A-Bridge
 Parke County, Inc.
 People Preserving History, Inc.
 Poland Historical Chapel Society, Inc.
 Preservation Alliance of Evansville
 Preservation Assn. of Clay County
 Preservation of DeKalb Heritage
 Preservation Society of Union City
 Preservationists of Michigan City, Inc.
 Preserve Richmond, Inc.
 Preserve To Enjoy, Inc.
 Rising Sun Historic Downtown Program
 Rush County Heritage
 Schererville Main Street Committee
 Scott County Preservation Alliance, Inc.
 Scottsburg Historic Preservation Commission
 Seymour Heritage Foundation, Inc.
 Shelby Boggs Society for Historic Preservation
 Society for the Preservation of Aurora
 Society of Architectural Historians, Central IN Chapter
 South Bend Heritage Foundation, Inc.
 Starke County Development Foundation, Inc.
 Stinesville Renaissance, Inc.
 Sullivan County Preservation Alliance, Inc.
 Terre Haute Landmarks
 The Dearborn County Trust For Historic Preservation, Inc.
 Tipton Main Street
 Vandalia Community Preservation, Inc.
 Vevay Historic Review Board
 Vincennes Historic Review Board
 Vincennes-Knox County Preservation Association
 Wabash & Erie Canal Assn.
 Wabash Marketplace
 Walkerton Chamber of Commerce
 Warsaw Community Development Corporation
 West Baden Springs Hist. Preservation Comm.
 Western Wayne Heritage, Inc.
 Westfield-Washington Historical Society

SPECIAL LIBRARIES

St. John's Health System
 Carmel United Methodist Church
 St. Francis Hospital Center
 Johnson Memorial Hospital
 Johnson County Memorial Hospital
 Masonic Library & Museum of Indiana
 Eli Lilly & Company
 Indiana Law Enforcement Academy
 Indiana Historical Society
 Indiana Humanities Council
 Veteran Administration Med Ctr
 Wishard Memorial Hospital
 American States Insurance Company
 Bose, McKinney & Evans
 Eiteljorg Museum
 Indiana State Archives
 Indianapolis Public Schools
 Ernst & Young
 Federal Courts Library
 Indiana Literacy/technical Education
 Indiana State Chamber of Commerce
 Indiana State Library
 Indiana Supreme Court
 Indiana Youth Institute
 Locke, Reynolds
 Marion County Law Library
 Allison Transmission Division
 American Legion Nat'l Hdqtrs
 AT&T Consumer Products
 Childrens Museum of Indianapolis
 Methodist Hospital of Indiana
 Indianapolis Museum of Art
 Planned Parenthood of Central Indiana
 Indianapolis Museum of Art
 Lilly Endowment
 Winona Memorial Hospital
 Indiana Labor & Mgt. Council Inc.
 Community Hospital-East
 Indianapolis Zoological Society IN
 Hudson Institute
 Federal Home Loan Bank of Indpls
 Boehringer-Mannheim Corporation
 St Vincent Hospital & Health Care Center
 St. Vincent's Hospital/Health Care Center
 DowElanco
 Hall, Kender, Killian, Heath & Lyman PC
 Ice, Miller, Donadio & Ryan
 Eli Lilly & Company
 Inland Steel Research Labs
 Community Hospital-Munster
 Hobart Historical Society Inc
 Porter Stark Counseling Centers & Hospital
 Bayer Corporation
 Elkhart General Hospital
 Robert B. Beardsley
 Arts Reference Library
 Trinity Lutheran Church
 Oaklawn Psychiatric Center & Hospital
 Oaklawn Psychiatric Center, Inc.
 North Webster/Tippecanoe Twp Library
 Otis Bowen Center for Human Service
 Memorial Hospital

Barnes & Thornburg
 Federal Courts Library-South Bend
 Northern Indiana Historical Society, Inc.
 Michiana Community Hospital
 St. Joseph's Medical Center
 Consolidated Nutrition
 Lincoln National Corporation Library
 Allen Co Law Library Association Inc
 Saint Joseph Medical Center
 Park Center, Inc.
 Parkview Memorial Hospital
 Veterans Admin. Medical Center
 Brookside Community Church
 Fort Wayne Developmental Center
 Grant-Blackford Mental Health Inc
 Marion General Hospital
 Grant-Blackford Mental Health, Inc.
 V A Medical Center
 Clark Memorial Hospital
 Clark Memorial Hospital
 Pierce Mortuary Colleges, Inc.
 Conforma Clad, A Pullman Company
 Columbus Regional Hospital
 Ball Memorial Hospital
 Delaware county Jail
 Reid Memorial Hospital
 Richmond State Hospital
 St. Joseph's Hospital
 Memorial Hospital & Health Care Center
 New Harmony Workingmen's Institute
 William H. Miller Law Library
 Southwestern Indiana Mental Health Center
 Deaconess Hospital
 St. Mary's Medical Center
 Vigo County School Corporation
 Central Presbyterian Church
 Sheldon Swope Art Museum
 United States Penitentiary
 Tippecanoe Co Historical Association
 Electronic Bookshelf, Inc.
 Sigma Theta Tau Int'l, Inc
 McHale, Cook & Welch
 Indiana Department of Education
 Bingham Summers Welsh & Spilman
 Christ Church Cathedral
 Locke Reynolds
 Riley Family Library
 American United Life Insurance
 Allison Engine Company
 American States Insurance Co.
 Indiana Dept. of Environmental Mgt.
 Indiana Visual and Audio Network
 Hawley Army Health Clinic
 Federal Home Loan Bank of Indianapolis
 Liberty Fund, INC.
 Foundation for Hand Research
 Bureau of Jewish Education
 Resort Condominium International
 Golden Rule Insurance Co.
 U.S. Geological Survey-WRD
 Thomson Consumer Electronic Inc.
 St. Margaret Mercy Health Care Center
 Ruthmere Museum

Depuy Technical Library
 South Bend Medical Foundation, Inc.
 Michiana Community Hospital
 North American Van Lines
 Lincoln Nat'l Reinsurance Company
 Lutheran Hospital of Indiana
 Haynes International
 Delco Electronics Corporation
 Ball Memorial Hospital
 Planned Parenthood
 Ball Corporation
 Minnetrista Cultural Center
 Southwestern Indiana Mental Health Center,
 Inc.
 Bristol-Myers Squibb
 St. Elizabeth Hospital Medical Center
 Lafayette Home Hospital
 Indiana Children's Christian Home

COLLEGES AND UNIVERSITIES

[Surveys should elicit information from all cultural entities in the institution.]

Ancilla College
 Anderson University
 Ball State University
 Bethel College
 Butler University
 Calumet College of St. Joseph
 DePauw University
 Earlham College
 Franklin College
 Goshen College
 Grace College & Theological
 Seminary
 Hanover College
 Holy Cross College
 Huntington College
 Indiana Institute of Technology
 Indiana State University
 Indiana University
 Indiana University Bloomington
 Indiana University East
 Indiana University Kokomo
 Indiana University Northwest
 Indiana University South Bend
 Indiana University Southeast
 Indiana University-Purdue
 University at Fort Wayne
 Indiana University-Purdue
 University at Indianapolis
 Indiana Wesleyan University
 Ivy Tech State College
 Manchester College
 Marian College
 Martin University
 Oakland City University
 Purdue University
 Purdue University Calumet
 Purdue University North Central
 Rose-Hulman Institute of
 Technology
 St. Joseph's College
 St. Mary-of-the-Woods College
 St. Mary's College
 St. Meinrad School of Theology
 Taylor University
 Tri-State University
 University of Evansville
 University of Indianapolis
 University of Notre Dame
 University of Southern Indiana
 Valparaiso University
 Vincennes University
 Wabash College