



ARIZONA HISTORICAL SOCIETY

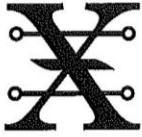
STRATEGIC PLAN

2013 - 2017



Let's make history!

LETTER FROM THE DIRECTOR



Arizona Historical Society founded by an act of the Arizona Territorial Legislature in 1864

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Northern Division
Pioneer Museum
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Flagstaff, AZ 86001-1200
928-774-6272
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Rio Colorado Division
Sanguinetti House Museum
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Yuma, AZ 85364-1421
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Arizona History Museum
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Dear Arizonan:

I am pleased to submit the Arizona Historical Society Strategic Plan, 2013-2017, that confirms our agency's commitment to all citizens to serve as the steward of Arizona's rich historical resources. As articulated in its vision statement, the Arizona Historical Society engages people in the exploration of Arizona's diverse cultural and natural history. Through comprehensive and innovative services, interpretive programs, and stewardship, we provide connections to the past, perspective on the present, and inspiration for the future.

Goals articulated in the pages that follow speak to AHS efforts to enhance the agency's infrastructure (including personnel, facilities, and delivery systems), to expand educational and public programming, broaden audience participation and maintaining the highest quality of public service---while ever mindful of available resources and keeping a close eye on issues of sustainability.

The Arizona Historical Society will strive to fulfill its mission and dedicates itself to meeting the goals set forth in the years ahead.

Sincerely,

Anne I. Woosley, Ph. D.
Executive Director



Let's Make History!
www.arizonahistoricalsociety.org

EXECUTIVE SUMMARY

Established by an Act of the First Territorial Legislature on November 7, 1864, the Arizona Historical Society (AHS) is Arizona's oldest historical agency. Architects of the Territory's code of laws realized they were making history and that it was important to preserve a record of their activities. One of their earliest actions was to create the means for documenting the past and recording contemporary events as they unfolded. This became the Arizona Historical Society that we know today, formed to collect and preserve "all facts relating to the history of this Territory." After statehood, in 1913, new legislation re-affirmed the Arizona Historical Society and re-established it as a trustee agency of the state to preserve our most precious of commodities, our history. Current statutes, A.R.S. §41-821 and A.R.S. §41-823, continue the legislative direction first established in 1864.

Mission

The mission of the Arizona Historical Society is to collect, preserve, interpret, and provide access to the history of Arizona.

Vision

The Arizona Historical Society engages people in the exploration of Arizona's diverse cultural and natural history. Through comprehensive and innovative services, interpretive programs, and stewardship, we provide connections to the past, perspective on the present, and inspiration for the future.

The Arizona Historical Society was established as a trustee agency for the state and a non-profit educational corporation. The Society actively and diligently pursues its objectives to be a community resource and partner, a 21st century information agency, and stewards of Arizona's past, present, and future.

To accomplish these objectives, the Arizona Historical Society:

- Collects, preserves, and provides access to AHS collections and resources.
- Supports local historical museums through AHS Certified Museum Program.
- Publishes the *Journal of Arizona History*, books and monographs.
- Expands access to AHS collections and resources through outreach programs, on-site, off-site, and on-line services.
- Conducts seminars, institutes, and workshops for students, educators, professionals, local history museums throughout the state, as well as the general public using library, archive, and museum resources.
- Provides tools and assists classroom teachers in curriculum development.

- Collaborates with federal, state and local governments, industry, school districts, and community organizations to strengthen Arizona’s cultural infrastructure.
- Organizes and sponsors the annual Arizona History Convention.
- Selects annual *Al Merito* award to individuals and organizations for achievements in contributing and promoting Arizona history.
- Serves on the Arizona Historic Advisory Commission, the Governor’s Awards in Historic Preservation Selection Committee, Arizona Historic Records and Archives Board.
- Administers and approves the Arizona Historic Marker Program.
- Directs the AHS Fellowship Program.
- Appoints AHS representative to the Historic Sites Review Committee, the Arizona State Board of Geographic Historic Names Committee, the Arizona Parkways, Historical and Scenic Roads Advisory Committee.



The resources held in trust by the Arizona Historical Society are the most comprehensive in scope---reflecting the history, development, and cultures of the state---available anywhere. Consequently, other entities frequently call upon AHS as a primary resource for information, education, and loaned material. While we collaborate with many entities to promote Arizona, AHS serves as the principal agency encompassing all aspects of our state.

STRATEGIC PRIORITIES AND GOALS

STRATEGIC PRIORITY I: ADMINISTRATIVE PLANNING

The Arizona Historical Society strives to develop and strengthen its human resources and organizational management knowing that the most important part of keeping the Society operational is the people and their collective energy, knowledge, and enthusiasm.

Strategic Goal 1.1: Create a healthy climate and culture, efficient operations, and performance targets to increase the effectiveness of our mandate delivery.

Objective 1.1.1: Establish and use effective communication among staff and administration.

Objective 1.1.2: Involve staff in identifying and implementing strategies to create and maintain a climate and culture that will make working at AHS satisfying, meaningful, and effective in providing public value.

Objective 1.1.3: Develop a culture and incentive system that promotes effective internal and external customer service and teamwork.

Strategic Goal 1.2: Provide for continuous improvement and efficient allocation of resources.

Objective 1.2.1: Assess human resource skill/ allocation needs based upon external environmental factors and develop human resource recruitment and succession plan to optimize agency long-term performance.

Objective 1.2.2: Assess and recruit for specific skills sets for staff, and boards.

Objective 1.2.3: Organize the Divisions as needed to take advantage of skills and opportunities and effectively provide mandated functions.

Objective 1.2.4: Identify needed training and development and ensure staff is adequately trained for present and future needs.

Objective 1.2.5: Ensure that policies and procedures meet current and future needs.

Objective 1.2.6: Recruit and develop a diverse workforce so that we can better serve a diverse public.

Strategic Goal 1.3: Help staff reach full potential and meet stakeholder expectations.

Objective 1.3.1: Create and implement new hire orientations.

Objective 1.3.2: Implement professional development for AHS Board, agency leadership and department staff.

Objective 1.3.3: Provide strategic training opportunities for individuals based on annual plan, agency need, individual goals and work group resources.

Objective 1.3.4: Ensure that staff have the skills, competencies, training, and tools they need to support their customers in a changing environment.

STRATEGIC PRIORITY 2: FINANCIAL PLANNING

The Arizona Historical Society strives to define and develop financially responsible fiscal management.

Strategic Goal 2.1: Identify and Secure Additional Funding Sources.

Objective 2.1.1: Develop and strengthen every avenue of public support to secure future public funding.

Objective 2.1.2: Plan and mount major capital and endowment campaigns.

Objective 2.1.3: Increase earned income from fees and services in accordance with revenue enhancement tactics.

Objective 2.1.4: Develop private sector partnerships to leverage rental potential of agency sites and commercial use of collections.

STRATEGIC PRIORITY 3: CAPITAL PLANNING

The Arizona Historical Society strives to maintain and improve the care of the interior and exterior of its museums. The integrity of museum buildings directly impacts the visitor experience and public safety, as well as the collections housed within their walls.

Strategic Goal 3.1: Create a plan for realizing the usage potential of AHS real estate holdings that anticipates needs and opportunities in using space to achieve organizational goals.

Objective 3.1.1: Evaluate properties and plan for optimal financial productivity and strategic applications.

Strategic Goal 3.2: Address deferred maintenance needs and create a schedule of necessary maintenance.

Objective 3.2.1: Develop plan to prioritize and subsequently mitigate deferred maintenance issues in museum buildings.

Objective 3.2.2: Engage in open dialog with State pertaining to fund allocations and maintenance of state owned facilities.

Strategic Goal 3.3: Develop, fund, and implement a capital improvement plan that takes into account AHS's needs up to the next 25 years.

STRATEGIC PRIORITY 4: I.T. INFRASTRUCTURE

The Arizona Historical Society is a 21st century information agency. AHS will be instrumental in shaping Arizona's identity for the next 100 years. How the world will understand Arizona, will largely be determined by the historical documents and objects we keep. That, in turn, will be determined by technology and technology informs all aspects of what we do. We now seek, identify, capture, store, transmit, and deliver information in all formats. We will support an information technology infrastructure that is flexible, robust, secure, and scaleable, and that serves AHS's customers, both internal and external. Having the ability to manage, use, find, share, and appropriately dispose of electronic records is vital for the effective functioning of AHS and it is central to an agency that strives to be transparent, participatory, and collaborative.

Strategic Goal 4.1: Maintain a high-quality technological infrastructure that is capable of supporting all of our internal operations and the website.

Objective 4.1.1: Conduct internal assessment of current and future IT needs for the agency.

Objective 4.1.2: Conduct external assessment of current agency infrastructure.

Objective 4.1.3: Pursue the recruitment of a Digital Manager to oversee implementation of strategic IT Infrastructure goals.

Objective 4.1.4: Write grants for acquiring hardware & software.

Strategic Goal 4.2: Using a coordinated, division-wide approach, meet the educational, technical, and cultural needs of diverse customers through enhanced delivery of information.

Objective 4.2.1: Provide needed data effectively and efficiently.

Objective 4.2.2: Facilitate the dissemination of information effectively and efficiently.

Strategic Goal 4.3: Optimize online publications for effective use by customers.

STRATEGIC PRIORITY 5: ONLINE PRESENCE

Strategic Goal 5.1: Develop and implement a plan for strategic web development that makes arizonahistorical society.org the primary online resource for people to connect with Arizona's history.

Objective 5.1.1: Develop a team-based approach to improving our technological infrastructure to include our web properties.

Objective 5.1.2: Develop an educator's portal on AHS's website that utilizes new media to create accurate, engaging, and standards-based materials to disseminate AHS's resources.

Objective 5.1.3: Develop and implement a social network plan that makes it easy for individuals and organizations to more easily access AHS resources.

Strategic Goal 5.2: Facilitate online purchase of retail items and payment for AHS services and programs.

STRATEGIC PRIORITY 6: COLLECTIONS STEWARDSHIP

The asset that distinguishes AHS from its peers is its rich and irreplaceable collection of historical artifacts, natural history specimens, manuscripts, and printed material.

Strategic Goal 6.1: Develop strategies for storage, preservation, and collections security.

Objective 6.1.1: Prioritize and address the preservation needs of all AHS collections, regardless of format.

Objective 6.1.2: Proactively adapt our security measures for our staff, collections and infrastructure to meet changing threats and vulnerabilities.

Objective 6.1.3: Develop and implement a comprehensive Collections Management Manual including Collections Development plans for each collecting Division.

Objective 6.1.4: Adopt and implement a collections disaster plan.

Objective 6.1.5: Establish effective physical control over all collections: launch inventory process.

Objective 6.1.6: Create a plan for cataloging and processing backlog.

Strategic Goal 6.2: Manage the Collections using appropriate technological tools for more complete understanding, greater public access, and enhanced public programming

Objective 6.2.1: Develop integrated plan for gathering collections info, identify data to share with public, create front-end searchable database.

Objective 6.2.2: Develop plan for exponential database growth and access.

Strategic Goal 6.3: Assist customers in surveying, preserving, developing, interpreting, and utilizing heritage resources to facilitate economic development, community improvement, heritage tourism, and quality of life.

Objective 6.3.1: Provide individuals and groups with ease of access through a variety of channels – including online catalogs and finding aids, on-site databases, school tours, educational programs, exhibitions, and off-site programs, exhibitions, and partnerships.

Strategic Goal 6.4: Maximize AHS's existing collections storage capacity to meet its current needs and expected growth.

Objective 6.4.1: Evaluate all of AHS's existing properties for space use and environmental appropriateness for collections storage purposes.

Objective 6.4.2: Identify criteria of appropriate collections storage spaces.

Objective 6.4.3: Develop plans for reclaiming or re-purposing spaces for additional collections storage.

Objective 6.4.4: Deaccession materials inappropriate to the mission and remove those items from AHS collections storage spaces.

Objective 6.4.5: Strategic Goal: Improve curatorial workspace for accessioning and preservation.

STRATEGIC PRIORITY 7: COLLECTIONS ACCESS

In the decades to come, the expectation of easy online access to AHS holdings will grow. The breadth of information available on the Internet has increased public demand for faster access to more information.

Strategic Goal 7.1: Provide convenient access to collections for customers and public.

Objective 7.1.1: Develop a comprehensive integrated and automated collections records system.

Strategic Goal 7.2: Equip these facilities and staff with the tools to help researchers locate records at any AHS facility.

Strategic Goal 7.3: Provide statewide leadership through leveraging partnerships to preserve and provide access to the evidence of Arizona's past.

Strategic Goal 7.4: Address the challenges of electronic records to ensure success in fulfilling AHS's mission in the digital era.

Objective 7.4.1: Identify permanently valuable electronic records wherever they are, capture them, and make them available in usable form as quickly as practical.

Objective 7.4.2: Partner with agencies, research institutions, and private industry to develop, implement, manage, and promote our electronic records program both within AHS and for the public at large.

STRATEGIC PRIORITY 8: EDUCATION AND PUBLIC PROGRAMMING

Strategic Goal 8.1: Improve the quality of interpretive services statewide.

Objective 8.1.1: Assess all interpreters (Amazing Arizonans, guides, docents, suitcase presenters, speakers bureau, etc.).

Objective 8.1.2: Evaluate, reorganize, eliminate, and/or rename current programs.

Objective 8.1.3: Design and implement school tours with thematic approach.

Objective 8.1.4: Recruit and train guides for AHS museums and programs.

Objective 8.1.5: Implement Arizona History Forum guide training program.

Objective 8.1.6: Continue development of interpretive products to be used in all AHS museums.

Objective 8.1.7: Work with regional Division Directors in planning of programs, exhibits, and fundraisers.

Objective 8.1.8: Extend reach into local schools with targeted outreach and improved onsite and in school programming.

Objective 8.1.9: Develop onsite programming that is focused on enhancing the museum visitor experience.

Objective 8.1.10: Plan for the next generation of exhibits and programming.

Strategic Goal 8.2: Engage and educate the public in Arizona history by creating high-quality programs that demonstrate the relevance of the past, reach across the state, and rely on strong partnerships.

Objective 8.2.1: Foster skills in historical inquiry, analysis, critical thinking and information literacy to explore ideas, respect the diversity of human experience and make informed judgments about issues that affect our lives.

Objective 8.2.2: Create statewide teaching programs using current national models in the ways they use historic resources and the ways they form partnerships with other groups.

Objective 8.2.3: Develop and implement an overall strategy for reaching key educational target markets that includes leveraging partnerships.

Objective 8.2.4: Create relevant, vibrant exhibits and public programs that educate, entertain and engage the public in meaningful conversations about Arizona's past and how it shaped the present, and serves as inspiration for the future.

Objective 8.2.5: Expand market awareness of exhibits, programs, and educational opportunities through partnerships and co-marketing.

Objective 8.2.6: Investigate and establish a strategy that employs web-based platforms to share collections, educate students and the public, increase visibility, augment publications and exhibits, and grow meaningful collaborations.

Objective 8.2.7: Establish working relationships with area historical societies and heritage organizations, educational institutions, cultural organizations, and groups representing ethnic communities.

Objective 8.2.8: Improve upon the quality of current location-based education programs by conveying unique messages and stories about Arizona History not currently told in other museums.

Strategic Goal 8.3: Expand science education programming statewide.

Objective 8.3.1: Design and implement science education programs.

Objective 8.3.2: Use current and future exhibits to connect science education programs to exhibition themes and content.

Strategic Goal 8.4: Expand National History Day in Arizona program.

Objective 8.4.1: Increase awareness and participation in National History Day by increasing teachers, students, and regional museums participation.

Objective 8.4.2: Increase fundraising efforts around the state.

Objective 8.4.3: Work with regional coordinators in planning of programs, competitions, materials, and fundraisers.

Strategic Goal 8.5: Coordinate to provide meaningful, effective opportunities for lifelong learning.

Objective 8.5.1: Use resources effectively by establishing a institution-wide philosophy/policy on our role in lifelong learning.

Objective 8.5.2: Identify training needs of our mandated customers and create a plan to more effectively provide this training.

Objective 8.5.3: Work toward putting staff presentations and trainings online.

Objective 8.5.4: Utilize a variety of delivery mechanisms: Individuals learn in different ways.

Objective 8.5.5: Organize an experience-based approach, overseeing planning and assuring excellent quality, facilities, and customer service.

Objective 8.5.6: Create a better understanding of target market needs and interests as a foundation for better relationships and realignment of activities that will foster greater participation in AHS programs.

Objective 8.5.7: Develop and implement an interpretive plan for the entire organization that focuses on programs and exhibits that incorporate empowering intergenerational audiences with personally and culturally relevant history experiences.

Strategic Goal 8.6: Strengthen web and other media delivery of content for an education audience. (See Strategic Priority 4)

STRATEGIC PRIORITY 9: AUDIENCE REACH

AHS's future success depends on our ability to identify, please, serve, cultivate, and build our audiences. These include our members and donors, volunteers, school groups and teachers, researchers and learners of all ages (scholars, professionals, collectors, media writers and staff), family historians and genealogists, history buffs, heritage visitors, and the interested public.

Strategic Goal 9.1: Expand the audience for AHS publications through electronic publication and distribution

Objective 9.1.1: Digital publication of books and The Journal of Arizona History.

Objective 9.1.2: Increase accessibility of existing publications through digital conversion.

Strategic Goal 9.2: Assist customers in surveying, preserving, developing, interpreting, and utilizing heritage resources to facilitate economic development, community improvement, energy and other projects, heritage tourism, and quality of life.

Objective 9.2.1: Through services and relationships with partners and customers, strengthen all parties, create synergy, multiply outcomes, and further economic development.

Objective 9.2.2: Enable communities to develop and use their heritage resources to strengthen their economies.

Strategic Goal 9.3: Strengthen partnerships to more efficiently provide outreach to the general public.

Objective 9.3.1: Work with partners to identify ways to provide outreach and learning opportunities through partnerships and cooperation.

Objective 9.3.2: Strengthen and form partnerships to make events more effective, using fewer staff resources.

Objective 9.3.3: Expand our partnerships with the professional communities and state agencies that share our goals and mission.

Objective 9.3.4: Foster strategic alliances to increase access to collections, expand digital assets and research tools, and generate new revenues.

Objective 9.3.5: Develop strong brand identity and messaging for changing exhibits and their accompanying programs for Arizona Historical Society.

Strategic Goal 9.4: Create an organization that innovates naturally and frequently, adapts to the need for change, and is responsive to the community it serves.

Objective 9.4.1: Reorganize membership classifications to reflect new perceptions of membership. Include youth membership and teacher membership, for example.

Strategic Goal 9.5: Increase public awareness and support for historical records preservation and access.

Objective 9.5.1: Personalize the history experience and connect in new ways to the communities it serves.

Objective 9.5.2: Engage state and local legislative stakeholders, learning more about their goals and increasing public awareness of, and investment in, the Society's operations.

Strategic Goal 9.6: Promote AHS as a leader in the community for historical events of significant, statewide importance, teaching the lessons and legacies from these events.

Strategic Goal 9.7: Communicate effectively with our audiences both in person and virtually to provide educational, relevant, and engaging experiences in a variety of formats (lectures, family programs, special events, virtual and long- and short-term exhibitions, shopping opportunities, off-site statewide outreach, and dedicated staff and volunteers assisting researchers).

Objective 9.7.1: Target those experiences to specific audiences, focusing our resources on maximizing the value we provide to win support for our future.

Objective 9.7.2: Use targeted statewide marketing to reach our audiences, cultivate those supportive of our mission, and invite them to invest in AHS' future.

Objective 9.7.3: Optimize public awareness and participation in agency services through enhanced brand identity, web-site, marketing and outreach.

Strategic Goal 9.8: Raise AHS profile in the community.

Objective 9.8.1: Develop products/programs to be used in all AHS museums.

Objective 9.8.2: Continue regular updates of AHS Webpage with new design/structure.

Objective 9.8.3: Administer AHS Social Media networks.

Objective 9.8.4: Provide support and collaborations in the community.

Objective 9.8.5: Continue production of educational publications.

Objective 9.8.6: Create teacher curricular resources.

Objective 9.8.7: Provide workshop supplements.

Objective 9.8.8: Create textbooks and children's books.

Objective 9.8.9: Continually monitor and evaluate programs and change accordingly.

Objective 9.8.10: Develop new programs.

Objective 9.8.11: Continue professional presentations at conferences.

Objective 9.8.12: Encourage staff to attend professional development opportunities.

Objective 9.8.13: Continue presence in university classes at ASU, UA, and NAU.

Objective 9.8.14: Develop partnerships and collaborations with professional organizations and businesses.

Objective 9.8.15: Participate in professional organizations such as the American Association for State and Local History, Museum Association of Arizona, Central Arizona Museum Association, Tucson Association of Museums, Arizona Council for the Social Studies, Western Museum Association, etc.

Objective 9.8.16: Increase grant applications through professional partnerships.

Objective 9.8.17: Recruit and mentor college interns.

PERFORMANCE MEASURES

Periodic assessment of the results we achieve and the extent to which our organization caused these results is necessary for successful strategic management. Decision makers need to know what worked, what did not, and why, and explore ideas of what should be done next. The evaluation process described below provides the information we need to improve performance, ensure accountability, and inform the planning process.

CUSTOMER SATISFACTION ASSESSMENT

Development and implementation of a comprehensive and coordinated program to measure customer satisfaction with our services is another key to strategic management success. Our customers are surveyed regularly to help us align our standards of performance with their expectations. By repeating surveys at frequent, systematic intervals, changes in our performance are measured and appropriate management actions are taken to ensure that service levels reflect an appropriate balance between customer needs and AHS resources.

MONTHLY MANAGEMENT REPORTS

This report tracks the activities and progress of each agency division.

ANNUAL REPORTS

The Annual Report to Membership is organized around the agency's strategic goals and accomplishments.

STRATEGIC PRIORITIES AND GOALS TIMELINE

Goal	Lead	FY13	FY14	FY15	FY16	FY17
1.1	Create a healthy climate and culture, efficient operations, and performance targets to increase the effectiveness of our mandate delivery.	Administration	X	X	X	X
1.2	Provide for continuous improvement and efficient allocation of resources.	Administration	X	X	X	X
1.3	Help staff reach full potential and meet stakeholder expectations.	Administration	X	X	X	X
2.1	Identify and Secure Additional Funding Sources.	Administration	X	X	X	X
3.1	Create a plan for realizing the usage potential of AHS real estate holdings that anticipates needs and opportunities in using space to achieve organizational goals.	Administration	X	X		
3.2	Address deferred maintenance needs and create a schedule of necessary maintenance.	Administration	X			
3.3	Develop, fund, and implement a capital improvement plan that takes into account AHS's needs up to the next 25 years.	Administration	X	X		
4.1	Maintain a high-quality technological infrastructure that is capable of supporting all of our internal operations and the website.	Collections	X	X	X	X
4.2	Using a coordinated, division-wide approach, meet the educational, technical, and cultural needs of diverse customers through enhanced delivery of information.	Collections	X	X	X	X
4.3	Optimize online publications for effective use by customers.	Publications	X	X		
5.1	Develop and implement a plan for strategic web development that makes arizonahistoricalandsociety.org the primary online resource for people to connect with Arizona's history.	Publications	X			
5.2	Facilitate online purchase of retail items and payment for AHS services and programs.	Collections	X	X		
6.1	Develop strategies for storage, preservation, and collections security.	Collections	X	X		
6.2	Manage the Collections using appropriate technological tools for more complete understanding, greater public access, and enhanced public programming.	Collections	X	X	X	X
6.3	Assist customers in surveying, preserving, developing, interpreting, and utilizing heritage resources to facilitate economic development, community improvement, heritage tourism, and quality of life.	Collections	X	X	X	X
6.4	Maximize AHS's existing storage capacity to meet its current needs and expected growth.	Collections	X	X		
7.1	Provider convenient access to collections for customers and public.	Collections	X	X	X	X
7.2	Equip facilities and staff with the tools to help researchers locate records at any AHS facility.	Collections	X	X		
7.3	Provide statewide leadership through leveraging partnerships to preserve and provide access to the evidence of Arizona's past.	Education	X	X	X	X
7.4	Address the challenges of electronic records to ensure success in fulfilling AHS's mission in the digital era.	Collections	X	X	X	X

Goal	Lead	FY13	FY14	FY15	FY16	FY17
8.1 Improve the quality of interpretive services statewide.	Education	X	X	X	X	X
8.2 Engage and educate the public in Arizona history by creating high-quality programs that demonstrate the relevance of the past, reach across the state, and rely on strong partnerships.	Education	X	X	X	X	X
8.3 Expand science education programming statewide.	Education	X	X	X	X	X
8.4 Expand National History Day in Arizona program.	Education	X	X	X	X	X
8.5 Coordinate to provide meaningful, effective opportunities for lifelong learning.	Education	X	X	X	X	X
8.6 Strengthen web and other media delivery of content for an education audience.	Education	X	X	X	X	X
9.1 Expand the audience for AHS publications through electronic publication and distribution.	Publication	X	X	X	X	X
9.2 Assist customers in surveying, preserving, developing, interpreting, and utilizing heritage resources to facilitate economic development, community improvement, energy and other projects, heritage tourism, and quality of life.	Collections	X	X	X	X	X
9.3 Strengthen partnerships to more efficiently provide outreach to the general public.	Education	X	X	X	X	X
9.4 Create an organization that innovates naturally and frequently, adapts to the need for change, and is responsive to the community it serves.	Administration	X	X	X	X	X
9.5 Increase public awareness and support for historical records preservation and access.	Collections	X	X	X	X	X
9.6 Promote AHS as a leader in the community for historical events of significant, statewide importance, teaching the lessons and legacies from these events.	Collections	X	X	X	X	X
9.7 Communicate effectively with our audiences both in person and virtually to provide educational, relevant, and engaging experiences in a variety of formats (lectures, family programs, special events, virtual and long- and short-term exhibitions, shopping opportunities, off-site statewide outreach, and dedicated staff and volunteers assisting researchers).	Education	X	X	X	X	X
9.8 Raise AHS profile in the community.	Administration	X	X	X	X	X

RESOURCE ASSUMPTIONS

ARIZONA HISTORICAL SOCIETY						
Resource Assumptions (agency level)						
	FY 2013 Appropriation	FY 2014 Budget Request	FY 2015 Budget Request or Estimate	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate
Full-time-equivalent (FTE) Positions	60	60	60	60	60	60
Full-time-equivalent (FTE) Positions - Actual						
General Fund	48	48	48	50	52	54
Other Appropriated Funds	3,042,100	3,042,100	3,042,100	3,142,000	3,242,000	3,342,000
Non-Appropriated Funds	300,000	250,000	250,000	150,000	150,000	150,000
Federal Funds	948,200	937,500	910,100	1,000,000	1,050,000	1,100,000
Total Agency Funds	4,290,300	4,229,600	4,252,200	4,392,000	4,542,000	4,692,000