

Huhugam Heritage Center Strategic Plan 2015-2019 Realizing Our Potential



“Our Mission is to ensure that our Akimel O’otham and Pee Posh cultures, and that of our ancestors, will survive and flourish for present and future generations.”

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TABLE OF CONTENTS

INTRODUCTION AND HISTORY	1
PLANNING PROCESS AND APPROACH	2
INITIAL SURVEY AND SWOT RESULTS	3
INITIAL SWOT ANALYSIS	4
Partnership Discussions.....	5
Community Survey Results.....	5
Open House and Community Meeting Results.....	5
Summary of Staff and Community Inputs	7
MISSION	8
VISION	8
VALUES.....	8
GOALS AND STRATEGIC OBJECTIVES FOR 2014-2019	9
Improve the Organization and Increase Community Engagement.....	9
Strategic Objective: Identify a Clearly Defined Organizational Structure Within the GRIC Division of Natural and Cultural Resources.....	9
Strategic Objective: Increase Community Engagement	9
Establish Financial Security.....	10
Strategic Objective: Determine Status of All Contract Funds Retained by GRIC for HHC Use	10
Strategic Objective: Determine Parameters for Creating an Endowment, and Possible Status for a Non-Profit Foundation	10
Strategic Objective: Plan for Future Diversification of Income.....	10
Finish and Expand Facilities	11
Strategic Objective: Master Planning and Development for the 68 acre HHC site.....	11
Strategic Objective: Planning for the Permanent Exhibit	11
Strategic Objective: Create a Master Plan for Future HHC Expansion.....	12
Expand Program Offerings	12
Strategic Objective: Develop a Regular Schedule of Educational Activities.....	12
Strategic Objective: Develop and Recruit for a Volunteer Program at the HHC.....	12
Strategic Objective: Staff the Objectives for Facilities and Exhibit Completion.....	13
Strategic Objective: Develop Language Program	13
Enhance Stewardship Capabilities.....	13
Strategic Objective: Maintain Current High Standards of Curation	13
Strategic Objective: Create an Open Storage System.....	13
Strategic Objective: Create a Collections Plan.....	14
Strategic Objective: Participate in project team for development of Permanent Exhibits.....	14
Achieve AAM Accreditation (a by-product of achieving the other Goals)	14
Strategic Objective: Gain AAM Accreditation by 2019	14
MILESTONES BY YEAR 2015-2019.....	15
CONCLUSION.....	16

INTRODUCTION AND HISTORY

The Huhugam Heritage Center (HHC) was first envisioned in 1994, when the Gila River Indian Community (GRIC) approached the Bureau of Reclamation Phoenix Area Office with the idea of the Center and curating the Central Arizona Project (CAP) archaeological collections. That year the Community Council passed Resolution GR-115-94 for the creation of the Center.

Community visioning took place that year and a cultural advisory committee visited other tribal centers in 1996. In 1997 StastnyBrun Architects of Portland were chosen and in the following year a draft Curation Agreement was created between the Bureau of Reclamation and the GRIC. Ground was blessed and broken in December 1999 and construction began in February 2001.

The HHC was originally envisioned as a stand-alone organization with its own Board of Trustees and Advisory Council. In 2002 a task force was created to draft Articles of Incorporation and establish the Board. By June of 2003 the first six staff members moved into the HHC, with the permanent exhibit gallery and landscaping unfinished. In July of that year the Community Council approved seven founding Board members, and in August Resolution GR-151-03 created the HHC Charter.

In early 2004 the BOR/CAP collections were transferred to storage at the HHC. Beginning in March 2005 and continuing until August 2006 the extensive collections from Snaketown (legally managed by the Bureau of Indian Affairs) were transferred from the Arizona State Museum in seven phases.

In June 2009 the GRIC Community Council passed GR-113-09 for Reorganization and on February 5th, 2011 the HHC Board of Trustees was dissolved by the Council. On June 6, 2012, under Resolution GR-77-12, the Council revoked the HHC Charter and formalized HHC as a GRIC Department, now under the Natural and Cultural Resources Division with Michelle Bowman as Division Manager.

Since its opening, the HHC was limited in its effectiveness by high turnover in leadership, with several directors and interim directors being hired during all of the major transitions of operation and governance. The result has been that the HHC has not lived up to its potential as a place of heritage preservation, community service, and public education. In February 2013, Linda Morgan was hired as director with the expectation that she would begin planning for the future development of the HHC.

PLANNING PROCESS AND APPROACH

WOLF Consulting of Las Vegas, Nevada was contracted by the HHC in May 2014 to facilitate the process leading to a Strategic Plan for the years 2015-2019. The process was intended to:

- Involve and educate the GRIC Council, HHC Staff, and the Community
- Create a unified Vision for the HHC
- Focus efforts and resources
- Broaden all kinds of Community participation
- Fulfill the expectations of the GRIC Council and Division Manager, and the obligations for stewardship of the BOR and BIA collections.

The resulting Plan is intended to:

- Increase understanding and participation of the HHC stakeholders including Gila River Indian Community Council Representatives, Division Managers, Culture Committee Members, Staff, and Community Members
- Build on the existing positive attributes of the HHC
- Integrate HHC plans with GRIC Natural and Cultural Resources Division plans
- Produce a living, working plan document that will guide strategies and actions for the next five years (2015-2019) and create a cycle for periodic evaluation and updating of the plan
- Meet the expectations of the AAM Accreditation Commission regarding institutional planning as it applies to the current accreditation process.

The planning process began with assessment of internal documents, a staff survey, and preparation for a retreat in May and early June. The Retreat, for Staff with Council member participation, took place June 16-17, while an online Community Survey was conducted from June through mid-July. Open Houses at the HHC were held on July 3 and 10, with a Community Meeting in District 3 on July 12. A Strategic Objectives Workshop was held July 14-15, and Community Meetings were held in Districts 1, 3, 5, and 6 on August 4-5. Summaries of both the Retreat and Workshop were provided to HHC Staff and the Division Manager. Drafts of the Plan were reviewed by Staff, the Division Manager, the Cultural and Natural Resources Committees, and the Council.

INITIAL SURVEY AND SWOT RESULTS

The initial *Building on Strengths Survey* revealed that all staff are justifiably proud of the teamwork they have shown over the past ten years in working together to move collections, conduct community outreach programs, address serious facility problems, and prepare occasional exhibits. They also realize that the HHC has a long way to go in almost every area of its operations and programming if it is to realize its potential.

Critical issues identified by the Staff relate primarily to organizational questions of leadership, communication, roles and responsibilities, challenges of work attendance and assignments, and a lack of staff in some areas. Funding, exhibits and programs, Mission (or lack of a recognized one), and the need for Retail/Café operations were other items of note. After a decade or more of transitory leadership and only recently being adopted as a Department of the Natural and Cultural Resources Division of GRIC, it is time to address these issues in the Strategic Plan.

Staff visions for the future included aspirations to higher visibility, community ownership, and emergence as a tribal and heritage tourism destination. More community classes, events, and participation are also seen as important, as is the completion of the permanent exhibits and the landscaping of the HHC exterior grounds. Additional staff funding and better communications and transparency are also envisioned.

Future opportunities are seen as including more Community involvement and input, completed permanent exhibits, fully developed programs, more funding, partnerships, expanded visitor attendance, staff training, and clear marketing messages.

INITIAL SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> - Large and well-equipped facility - Visible location near major highways - Ample grounds and parking - Ample grounds and parking - Annual Operations support from GRIC - Excellent Collections - Track record of grants and contracts - Track record of events and programs 	<ul style="list-style-type: none"> - Reorganization of Governance - Revolving door of leadership - Change in repository status - Limited days/hours of access - Unfinished permanent exhibits - Stagnant/declining visitorship - Need for marketing/wayfinding - Confusion on staff roles - Need for more staff - Need for more staff training - Community involvement
Opportunities	Threats
<ul style="list-style-type: none"> - Development of focused mission and strategic plan - Complete exhibit and program content themes - Collaborate with community scholars, museums - Tell great stories about GRIC history, past and present - Future collections and facility planning - Increase future visibility and outreach promotion - Development of new audiences - Increase involvement with GRIC Departments/Divisions - Increase community participation - Facilitate leadership and organizational development - Achieve accreditation from American Alliance of Museums 	<ul style="list-style-type: none"> - Complacency/fatalism - Personnel issues/staffing - Lack of new initiatives - Dependence on GRIC funding - Indifference to opportunities

The positive attributes as expressed in the Strengths and Opportunities far outweigh the Weaknesses and Threats, especially with active leadership and support from GRIC and the Division to build on what now exists. The spacious facility is the envy of other Arizona institutions that are struggling with space limitations and lack quality collections care. For the HHC, the initial investment has already been made, and with the exception of further investments in permanent exhibits and staff, future plans are achievable through good organizational planning and follow-through.

PARTNERSHIP DISCUSSIONS

Initial brainstorming on potential partnerships revealed over 75 potential tribal, local, state and national partners for funding, programming, training, and contracting. Exploration of these possibilities is an important part of the Plan.

COMMUNITY SURVEY RESULTS

Ninety-Six Community members responded, representing all seven Districts as well as Community members living off-Reservation. The ages of respondents ranged from under 21 to over 60, with an almost equal distribution, representing at least three generations. The online Community Survey was advertised in fliers at all the District Service Centers as well as in the Gila River Indian News (GRIN) with large color ads and a full page donated ad. Hard copies of the Survey were also distributed at the Service Centers, at the HHC Open Houses, and at District Community Meetings for manual entry into the Survey.

Concerns expressed across the majority of surveys included: The HHC is not visible in the Community, there needs to be more advertising of events and programs, more needs to be happening at the HHC, there is a need for staff training in visitor relations, and the landscaping needs to be finished. Finally, because of the minimal hours the HHC is open to the public each week there is the perception that it is closed.

Needs expressed in the surveys included: Classes, lectures, and exhibits expressing traditional culture, and transportation to the HHC for Community members who do not have a way of getting there.

Overall, 73% of the respondents have visited the HHC in the past, and 72% of them reported having an Excellent or Good experience at the HHC. Further analysis of the survey data will be used in program planning and future reviews of the Plan.

OPEN HOUSE AND COMMUNITY MEETING RESULTS

While not heavily attended, the five Community Meetings held around the GRIC attracted the attention and thoughtful commentary of a dozen elders who gave significant input for the HHC. All comments were recorded in detail and can be referred to when planning future programs and projects. The two Open Houses yielded many suggestions for programming and exhibits.

Among the topics covered were:

- **Tribal Funding**
 - The GRIC should continue to fund the improvements and staff
 - Make use of labor details from Sacaton to clean the grounds
 - Provide transportation to the HHC for those who need it
- **Cultural Interpretation/Exhibits**
 - Present the programs most in demand

- Use native names for plants, animals, weather events
- Record/Preserve/Safeguard objects
- Reinforce who we are, and our values
- **“What do you mean by “Culture”?**
 - It is Himdag – a “way of life” – Past/Present/Future
 - It is about values and relationships
 - It is about Native stewardship – feeling the weather, dealing with nature.
 - Use power of prayers as well as how children use technology but not so much ideology
- **Language Preservation**
 - Use native values about education, etc.
 - “Learning the names of words is fine, but “Language Has to Be Lived”
 - Today kids have no one to practice with at home
 - Advocate for periodic sessions in each District for one day, district by district: “ You tell us what you are going to do to help the next generations use our language”
- **Landscaping for the Grounds**
 - Should be authentic, historically used local plantings
 - Should respect the way homes and yards are traditionally kept
 - What should be done with the empty holding ponds on the West side?
- **Future Programs and Exhibits**
 - Artist Markets
 - History of Native American Music
 - Modern/Contemporary Traditions in Practice
 - Basket weaving, bead making, pottery making
 - Traditional songs/music
 - Environmental effects on art
 - Traditional influence on Contemporary Art
 - Children’s Exhibit
 - Environmental focus on the River
 - Community Gardens/Farmer’s Market
 - Display GRGE Baskets
 - Video/Film from Gila River Artists
 - Transitions of Grandparents/Parents
 - When the Reservation was first incorporated (early 1900s)

- Foods/Medicines
- Stories
 - Maricopa War Stories
 - Village Stories
 - Animal Stories
 - How the Rattlesnake Got His Fangs
 - Kiaha when animate
 - Day School Stories
- Create an exhibit honoring significant Community members
- Library of Resources on Tribal History, and a children's section
- Toka teams and tournaments for the youth
- Astronomy classes from the top of HHC
- More exhibits and events about Veterans
 - Roster of GRIC veterans
 - Post information on veteran's benefits
 - Compile information on veteran status: Purple Hearts/KIA, etc.
- **Thoughts about Partnerships**
 - Should be a sharing among all four O'otham museums
 - Heard Museum examples – Volunteer force and academic contacts
 - Some events to tie into:
 - Native American Recognition Days (NARD)
 - Super Bowl
 - Miss Indian AZ Pageant (for next year – in Chandler this year)

SUMMARY OF STAFF AND COMMUNITY INPUTS

The HHC Strategic Plan for 2015-2019 is based on the observations, perceptions, contributions, suggestions, and visions of the Staff, Council and Community members who participated in a Retreat, Workshop, Survey, Open House, or Community Meeting during the summer of 2014. Their collective vision forms the basis for the steps that must be taken over the next five years to realize the potential of the HHC to achieve its Mission.

MISSION

Our Mission is to ensure that our Akimel O’otham and Pee Posh cultures, and that of our ancestors, will survive and flourish for present and future generations.

VISION

The Huhugam Heritage Center will be the primary place that people think of as a community gathering place and a trusted and respected resource. We acknowledge the accomplishments of our ancestors whose wisdom we continue to uphold for future generations. We will share our Akimel O’otham Himdag and Pee Posh Kavey cultural heritage through active participation of our members and will provide opportunities for greater understanding through preservation, interactive exhibits, and educational programs.

We will sustain our culture and traditions by:

- Being a community destination for cultural sharing, education, language activities, and events, while inspiring an appreciation and understanding of our cultures by the general public.
- Having a strong cooperative relationship with community elders and cultural groups
- Serving our community by working together to create exhibits that share the history, culture and stories of our two tribes.
- Being a state of the art example of tribal collections care.
- Developing our landscaping with interpretive trails, community gardens, and traditional gathering areas.

VALUES

- We **honor** our Akimel O’otham and Pee Posh traditions and cultures.
- We **serve** our community first and foremost, providing welcoming hospitality and respect to our guests.
- We approach all our activities with **integrity**, gathering and sharing cultural information based on community trust.
- We operate with **transparency and open communication** with each other and our community.
- We are **responsible caretakers** for our community’s collections.
- We provide **authentic** learning opportunities that incorporate the arts, history and cultures of our peoples.

GOALS AND STRATEGIC OBJECTIVES FOR 2014-2019

The HHC has identified six major goals for the next five years. They have been given an overall priority based on practical considerations of timing, logistics, funding, existing resources, and current status. Strategic objectives have been developed for each and will be tied to annual and capital budgets and action plans.

IMPROVE THE ORGANIZATION AND INCREASE COMMUNITY ENGAGEMENT

The HHC will invest time and resources to create a fully staffed and clearly defined organizational structure within the purview of the Division of Natural and Cultural Resources and GRIC governance. We will ensure that our plans are integrated with those of the Division and GRIC, evaluate our progress annually, and update our plans on a regular cycle. We will adjust the training, working hours and responsibilities of our employees to serve the needs of our audiences and stakeholders both on-site and in outreach, and increase our efforts to involve our Community in our programs as advisors, teachers, and participants. We will also reach out to the larger non-GRIC community to encourage participation in our programs and attendance at our exhibits, while encouraging partnerships with GRIC, local, regional, and national organizations and businesses.

STRATEGIC OBJECTIVE: IDENTIFY A CLEARLY DEFINED ORGANIZATIONAL STRUCTURE WITHIN THE GRIC DIVISION OF NATURAL AND CULTURAL RESOURCES

Action: Assess the current organizational chart and work with Division Manager and Human Resources to develop more appropriate job descriptions to fit the goals of the Plan.

Action: Adjust the communication methods, training, work hours, and responsibilities of our employees to serve the needs of our audiences and stakeholders both on-site and in outreach efforts.

Action: Create a staffing plan for future positions necessary for accomplishing the Plan.

Action: Work with the Division Manager to integrate the Plan with those of the Division and GRIC as a whole, evaluate progress annually, and update the Plan on a regular cycle.

STRATEGIC OBJECTIVE: INCREASE COMMUNITY ENGAGEMENT

Action: Increase our efforts to reach out to involve the GRIC Community by developing an annual programming schedule that incorporates cultural activities for all ages.

Action: Encourage Community participation in our programs and exhibits as advisors, teachers, and learners.

Action: Work with the Four Southern Tribes museums to collaborate on projects to engage communities and seek training opportunities collectively.

Action: Reach out to the larger non-GRIC community to encourage participation in our programs and attendance at our exhibits.

Action: Encourage and develop partnerships with GRIC Departments and local, regional, and national organizations and businesses.

ESTABLISH FINANCIAL SECURITY

The HHC has transitioned from an organization that was supported by federally contracted and tribal funds to one that is a GRIC Department within the Division of Natural and Cultural Resources supported entirely by allocations from the GRIC Council. As part of the transition, we will seek to secure any remaining contract funds that have been preserved for our operation, and to start an endowment that will augment our tribal appropriations in the future. We will also explore the possibility of establishing a foundation to accept grants and donations from private foundations, corporations, and individual donors, while endeavoring to diversify our income streams through federal and state grants, admissions, rental and program fees, retail sales, and contracting activities. The goal of financial security is in support of funding for staff, exhibits and programming for the future.

STRATEGIC OBJECTIVE: DETERMINE STATUS OF ALL CONTRACT FUNDS RETAINED BY GRIC FOR HHC USE

Action: Work with Division Manager to determine exact status of contract funds retained by GRIC from BOR and BIA collections repository contracts.

STRATEGIC OBJECTIVE: DETERMINE PARAMETERS FOR CREATING AN ENDOWMENT, AND POSSIBLE STATUS FOR A NON-PROFIT FOUNDATION

Action: Work with Division Manager to determine endowment, non-profit status and foundation possibility.

Action: Identify potential private foundation, corporate, and individual grantors and donors of both operational and capital funds.

STRATEGIC OBJECTIVE: PLAN FOR FUTURE DIVERSIFICATION OF INCOME

Action: Create a Business Plan that includes diversification of income streams through state and federal grants, admissions, rental and program fees, retail sales, and contracting activities.

Action: Include analysis and creation of income potentials in all Staffing, Program and Facility plans.

FINISH AND EXPAND FACILITIES

The largest and most obvious barriers to realizing the initial potential of the HHC are the unfinished permanent galleries and the unfinished landscaping of the 68 acres that surround the site. Both will require that the organizational and financial goals are being addressed and will require significant advanced planning. We will undertake concurrent planning for both the permanent exhibits and the landscaping project, addressing the stories to be told, the methods of telling them, and the wisdom and advice of both community and academic scholars to frame them. Our project teams will include Staff, Community members, and outside consultants for additional content and design, fabrication, and installation. We will also do master planning for future expansion or repurposing of the building to include space for artists and more classrooms, and for long term development of the site.

STRATEGIC OBJECTIVE: MASTER PLANNING AND DEVELOPMENT FOR THE 68 ACRE HHC SITE

Action: Collaborate with P-MIP, GRIDD, and other GRIC Departments to explore options for developing the landscaping.

Action: Name a project team to create an **Interpretive Plan** that creates educational potentials for the exterior landscape of the HHC, including cost estimates.

Action: Engage GRIC Departments and ASU Landscape architects in creating the **Landscaping Plan** including cost estimates.

Action: Seek in-kind donations from GRIC Departments and contributions/donations from the larger community for implementation of the **Landscaping Plan**.

Action: Seek Foundation and Federal funding for the **Interpretive Plan**.

Action: Manage execution of the **Landscaping** and **Interpretive Plans**.

STRATEGIC OBJECTIVE: PLANNING FOR THE PERMANENT EXHIBIT

Action: Work with Division Manager, Administration and Tribal Projects Department to consider options for developing unfinished exhibit space.

Action: Name a project team to develop initial themes and stories with both community and academic scholars.

Action: Seek initial funding for project planning from IMLS and NEH.

Action: Engage an exhibit design firm on a limited basis to explore installation quality and estimated costs.

Action: Prepare proposals to Tribal Projects Office, Foundations and Corporations for funding of the exhibit.

Action: Hire an exhibit design firm to guide final planning, fabrication, and installation.

STRATEGIC OBJECTIVE: CREATE A MASTER PLAN FOR FUTURE HHC EXPANSION

Action: Work with Division Manager, Administration and Tribal Projects Department to consider options for expansion of facilities.

Action: Name a project team to refine future needs and uses of the facility, and work with both internal and outside consultants on a **Facilities Master Plan**.

Action: Seek inclusion in the GRIC long term capital investment plans.

EXPAND PROGRAM OFFERINGS

The HHC will respond to interest in increased programming by establishing regular annual and seasonal schedules of classes, lectures, events, exhibits, and outreach efforts to better serve the needs and interests of the Community, while involving Community elders and advisors as teachers, demonstrators, and educators. We will also seek volunteers to act as guides and interpreters for our exhibits and grounds, while developing more programs for children and youth. Special emphasis will be placed on incorporating O’otham and Pee Posh values and language in the curriculum.

STRATEGIC OBJECTIVE: DEVELOP A REGULAR SCHEDULE OF EDUCATIONAL ACTIVITIES

Action: Assess current classes, lectures, events, and exhibits offered and expand upon them to develop a regular schedule of program presentations based on recent Community expressions of interests and needs.

Action: Invite and involve Community members as advisors, teachers, educators, demonstrators, and participants.

Action: Create special programs just for children and youth.

Action: Identify and seek out sponsors and donors for seasons and series of programs.

STRATEGIC OBJECTIVE: DEVELOP AND RECRUIT FOR A VOLUNTEER PROGRAM AT THE HHC

Action: Research successful volunteer programs in the Phoenix area.

Action: Assess internal needs for volunteers

Action: Develop a training program for volunteers behind the scenes and also for those who will work as tour guides, greeters, or interpreters.

Action: Recruit actively among Community and Phoenix constituents

STRATEGIC OBJECTIVE: STAFF THE OBJECTIVES FOR FACILITIES AND EXHIBIT COMPLETION

Action: Participate actively on project teams for Landscaping, Permanent Exhibits, and Facility Master Planning.

Action: Contribute to the Interpretive Plan for the landscaping and the Exhibit Plan for the Permanent Exhibits.

Action: Contribute to the Master Plan for the Facility

STRATEGIC OBJECTIVE: DEVELOP LANGUAGE PROGRAM

Action: Continue to review grant opportunities for language preservation

Action: Implement language focused cultural activities with identified partners

ENHANCE STEWARDSHIP CAPABILITIES

The HHC is committed to be a model for tribal stewardship of collections and will seek to continually add to its capabilities to acquire, care for, and use its resources for that purpose. We will create an Open Storage system that will allow visitors and researchers visual access to the collections without excessive handling. We will also create a Collections Plan to acquire new collections to represent the complete range of past, present, and future creativity in our Community, as a repository of federal collections of prehistoric materials, and through donations and purchases of historic objects, contemporary art, archival collections, and library materials. Through these activities we will improve our commitments to the Akimel O’otham and Pee Posh peoples.

STRATEGIC OBJECTIVE: MAINTAIN CURRENT HIGH STANDARDS OF CURATION

Action: Continue with established standards and protocols for curation of federal and HHC collections.

Action: Hire additional Curator to oversee move of tribal collections to HHC.

STRATEGIC OBJECTIVE: CREATE AN OPEN STORAGE SYSTEM

Action: Implement current plan in progress and assess future needs.

STRATEGIC OBJECTIVE: CREATE A COLLECTIONS PLAN

Action: Assess current collections and archival inventory to determine incomplete collections and future needs.

Action: Actively pursue opportunities for loans and acquisitions in accordance with the mission statement and collections acquisition policy.

STRATEGIC OBJECTIVE: PARTICIPATE IN PROJECT TEAM FOR DEVELOPMENT OF PERMANENT EXHIBITS

Action: Acquire a formal appraisal of collections that will include insurance coverage for incoming loans from other institutions.

Action: Identify appropriate collections for display in the exhibits and negotiate purchases or loans for items not in the current collection.

Action: Advise project team on proper installation and conservation needs.

ACHIEVE AAM ACCREDITATION (A BY-PRODUCT OF ACHIEVING THE OTHER GOALS)

The HHC is committed to operating with the highest standards and best practices used by museums in the United States and will develop both the self-knowledge and resources to do that over the next five years. In the course of executing the Strategic Plan we will review all published standards of the American Alliance of Museums and take the Pledge of Excellence to begin the process of becoming accredited. There is currently only one accredited tribal museum in the country, and we aspire to be the second. We expect that the next five years will prepare us for that effort, and that honor.

STRATEGIC OBJECTIVE: GAIN AAM ACCREDITATION BY 2019

Action: Investigate the Accreditation Process

Action: Take the Pledge of Excellence as a commitment to participate over time

Action: Participate in one or more MAP surveys to assess readiness

Action: Make formal application for the program

Action: Host visiting committee

Action: Celebrate the awarding of Accreditation in 2019 or 2020

MILESTONES BY YEAR 2015-2019

Huhugam Heritage Center Milestones 2015-2019

GOAL	2015	2016	2017	2018	2019
ORGANIZATION	Defined Staff Roles Adjusted Hours Marketing Plan Annual Plan Review	Benchmarking new positions Annual Plan Review	Update Plan + 2 Year	Annual Plan Review	Annual Plan Review
FINANCIAL SECURITY		Endowment	Endowment programming	Diversification of income	
FACILITIES AND LANDSCAPING	Project Teams for Landscaping, Facilities, and Permanent Exhibits Grants Written for Planning	Facility Master Plan Landscaping Master Plan Complete Develop Exhibit Story	Landscaping Complete Work with Designers and Funders	Final Exhibit Plans Funding Secured	Exhibit Installation and Opening
PROGRAMS	Begin Expanded Programs Develop Volunteer Program	Program schedule developed Language Program			
STEWARDSHIP	Install Open Storage	Collections Plan Workshops New acquisitions	New acquisitions		
ACCREDITATION	Pledge of Excellence	MAP/Self-Study	Application	Visiting Committee	Award

CONCLUSION

From the time that the Huhugam Heritage Center was first envisioned in 1994 to the present, there remains a constant desire from everyone concerned to fulfill the vision of the Center to what it was originally intended to be, a place of heritage preservation.

The strategic planning process has helped the Center to gather input from all the stakeholders in the department, the administration and the community as a whole in order to plan for the future of the Center. The input received will help the Center to move forward in a positive direction for the Community. The Heritage Center staff is dedicated to working to achieve the goals outlined in the plan. With the approval of this plan and through the active participation of everyone involved, the Heritage Center will reach its potential of being a Center of heritage preservation, community service, and public education.