

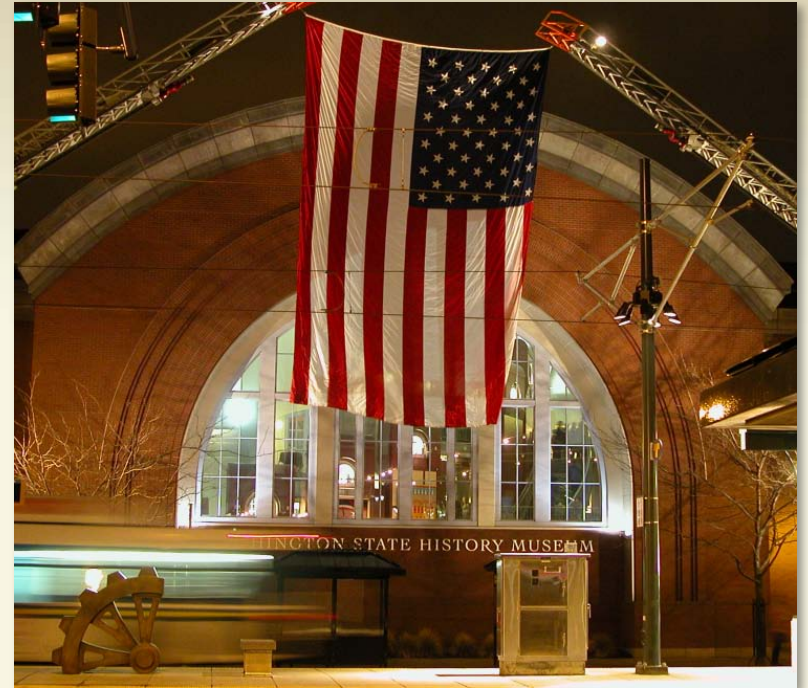


2010-2013 Strategic Plan

WASHINGTON STATE HISTORICAL SOCIETY

VISION

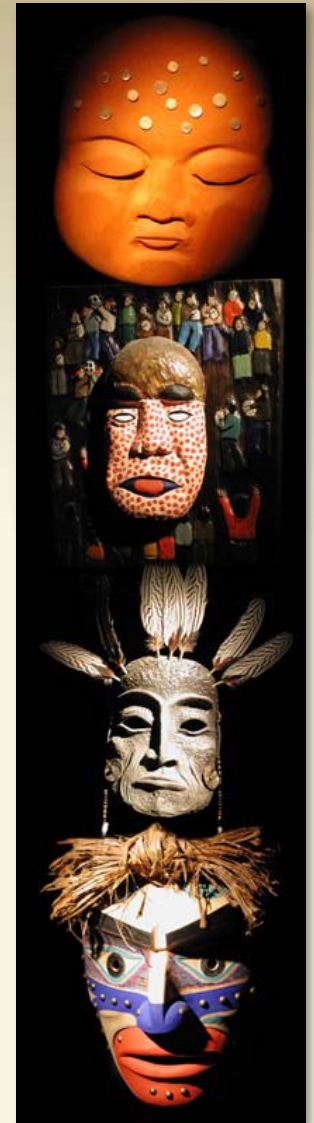
To be Washington's
flagship historical
organization and constant
champion for the value and
utility of studying history,
that of our state especially.



WASHINGTON STATE HISTORICAL SOCIETY

MISSION

By connecting personal, local, regional, and national stories to the universality of the human experience, and collecting materials from our state that help tell those stories, we will make the Washington State Historical Society indispensable to the people of Washington and a vital part of state government.



WASHINGTON STATE HISTORICAL SOCIETY

VALUES

- Creativity
- Integrity
- Accountability
- Service
- Inclusiveness
- Scholarship



ADMINISTRATION

Provide executive leadership, policy development, strategic, business, and succession planning, budget and accounting services, human resource management, purchasing, risk management, records retention.



Major Goals: (1) Build a stable and sustainable organization that aligns resources with the vision, mission, values, and prescriptions of the strategic plan, which document itself should become a catalyst for continued productivity; (2) keep the innovation pipeline full.



Key Objectives/Strategies: (1) Focus resources where they can deliver the greatest results for the agency; (2) keep a strong cash reserve of at least 7% of the biennial budget; (3) re-build administrative and fiscal management team to meet state audit requirements; (4) continue strong cost control mechanisms through concentrated business planning; (5) further develop key product groups and “working capital”/zero-based budgeting concepts.



Performance Measures: Completion rate of annual employee position descriptions & employee performance development plans; the biannual state audit.

SUBACTIVITIES

Agency administration operation

MEMBER, DONOR, PUBLIC RELATIONS

Publish *Columbia Magazine* and *Explore-It* newsletter; coordinate giving programs and grant-writing efforts; conduct media relations and other promotional activities, including membership development.



Major Goal: Increase long-term private sector financial support in order to insulate the agency from the vagaries of economic downturns and periodic reductions in General Fund-state support, thus allowing the Society to better control its own destiny.



Key Objectives/Strategies: (1) Initiate a planned giving program to build endowment; (2) shift emphasis from revenue generating activities to contributed support by developing better long-term relationships with friends and donors and vigorously pursuing grants; (3) build membership; (4) test variable pricing at the Washington State History Museum; (5) continue shift in promotional emphasis to radio, cable TV, and social media.



Performance Measures: Number of members; non-state income as a percentage of total operating budget and in absolute dollars

SUBACTIVITIES

Member services

Communication services

COLUMBIA Magazine

FACILITIES OPERATIONS

Maintain, operate, and secure the facilities, grounds, and infrastructure support systems in Tacoma and Olympia; utilities; security services; special events support; custodial care.



Major Goals: (1) Provide sufficient and ensure a safe, secure, clean, and well-maintained built environment for the collections, visiting public, and staff; (2) preserve the state's investment in our facilities.



Key Objectives/Strategies: (1) Stay current in execution of preventative projects at all WSHS properties; (2) continue to implement energy savings concepts.



Performance Measures: Excellence rating for cleanliness in annual customer survey; maintain AAM accreditation.

SUBACTIVITIES

- Facilities maintenance
- Utilities expenditures
- Museum security services
- Special events support
- Custodial and grounds maintenance
- Capital Museum facilities maintenance and support

MUSEUM EXPERIENCE

Exhibits of the long-term and temporary variety at our museums in Tacoma and Olympia; circulation of traveling exhibits statewide; school field trip services; visitor services; civic events, public programs.



Major Goals: (1) Building on our long track record of performance, strength of collections, and ability to interpret the history of Washington, produce museum exhibits that tell meaningful stories in a tangible manner and with technical proficiency; (2) grow the statewide traveling exhibit service in order to create excitement, perspective, and where appropriate, pride in Washington's history, thereby enhancing the visibility and indispensability of the Society.



Key Objectives/Strategies: (1) Provide access to real objects and materials illustrative of the history of the state to the scholarly community; (2) present these same items in a mix of scholarly and entertaining exhibits and programs for museum visitors; (3) prepare one major story-telling exhibition each year and circulate statewide to our priority partners, thereby strengthening existing relationships and creating the potential for new partnerships.



Performance Measures: Number of students served by on-site field trips; number of museum visitors; excellence rating for overall museum experience in the annual visitor survey

SUBACTIVITIES

- Visitor services
- Civic events
- Long-term exhibits
- Temporary exhibits
- Traveling exhibits
- Special partnered exhibits
- School programs
- Public programs
- Capital Museum education and exhibits

Decision Package

Major Exhibit Series



WEB EXPERIENCE

Provide on-line access to collections and education services; women's history portal; IT infrastructure maintenance; public information and performance dashboard; e-commerce; research databases.



Major Goals: In response to 21st-century customer expectations and in order to enhance the interested public's appreciation of Washington's past: (1) Make the Society's historic collections accessible on-line to those who cannot visit the Society's museums or research center; (2) provide on-line access to curricular materials for K-12 students and teachers who can't visit the Society's museums.



Key Objectives/Strategies: (1) leverage the value of the collection in the commercial market place through licensing arrangements; (2) sustain recent investments made in IT infrastructure.



Performance Measures: Number of unique visitors and page views to discrete sections of the WSHS web portal; dollar value of e-commerce, including image licensing income.

SUBACTIVITIES

Online education services

Women's History Consortium

IT infrastructure maintenance

WHO/WEB services

STATEWIDE OUTREACH

Heritage Capital Grants program; National History Day; technical advice to local heritage organizations; Center for Columbia River History; Fort Vancouver National Historic Reserve; Women's History Consortium.



Major Goal: Promote the study and appreciation of the state's history through support and advocacy at the local level, in both schools and museums, so that all parts of the state might benefit from the repository of assets and skills that are embedded in the vision, mission, and activities of the Society.



Key Objectives/Strategies: (1) Address the documented lack of access to cultural resources and activities in Clark County and rural eastern Washington; (2) develop a posture of cooperative partnerships that enable the efforts of smaller, sister institutions so that they and WSHS become better and more efficient at providing interpretive services to the public.



Performance Measures: Number of students participating in National History Day; number of visitors to WSHS traveling exhibits at partner venues; percentage of heritage projects requiring reappropriation.

SUBACTIVITIES

National History Day

Heritage outreach programs

CCRH/Vancouver National Historic Reserve

Decision Package

"Museum on Wheels"



ACQUIRE & MAINTAIN HISTORICAL COLLECTION

Collect, catalog, and preserve original artifacts, manuscripts, maps, ephemera, photographs, and digital imagery



Major Goals: In anticipation of reaccreditation by AAM, develop and inaugurate a plan that would result, over time, in a collection that is more representative of the broad pattern of our state's history, while maintaining the largely irreplaceable items already entrusted to the Society's care.



Key Objectives/Strategies: (1) Complete the inventory of the collection; (2) catalog 80% of the collection in advance of the application for reaccreditation; (3) conduct a pre-planning study for expansion of the Research Center..



Performance Measures: Percentage of the collection catalogued; maintain AAM accreditation.

SUBACTIVITIES

Collections
Development and
Management

Research and
interpretive services

Decision Package

Catalog
Development and
Access

