

**MUSEUM OF NORTHERN ARIZONA  
INSTITUTIONAL PLANNING  
POST-RETREAT DRAFT REPORT  
FROM KEY ISSUE COMMITTEES**

**This version is based on comments from the  
Joint MNA Board and Staff  
Institutional Planning Retreat  
January 6-7, 2006**

## **FUNDING**

**Funding Committee:** Board Fundraising Committee: Barbara Poley, Peter Pilles, Octaviana Trujillo, Jack Metzger, Rowena Dickerson, Allan Affeldt, Susan Golightly (advisor), Karen Enyedy (volunteer staff member), Liz Gumerman (staff liaison); Lynn Yeager; Rose Hawee; Robert Breunig

The priorities listed below include the top core elements to continue building a sustainable future. MNA, however, is open to other donor initiatives and invite suggestions or comments related to other fundable areas donors may wish to contribute to. Building a financially stable (“able to or likely to continue or last; firmly established; enduring or permanent”) MNA by 2011 is critical to MNA’s future.

### **Consensus Priorities:**

1. Build a Development Program/Staff
  2. Increase MNA’s endowment
  3. Eliminate MNA’s debt
- All other goals are not prioritized.

Build a Financially Stable MNA by 2010.

### **I. Build a Development Program/Staff to ensure integration and that all work together as a Development Department:**

Staff Positions for:

- Major Gifts, Annual Fund Appeal, Planned Giving
- Grants: Foundation, Federal, and State Grants
- Membership and Special Events (already filled)

Acquire appropriate software upgrades for Raiser’s Edge, a fund development software.

### **II. Increase MNA’s Endowments:**

**Try to make current endowments able to be implemented before adding new chair endowments.**

- Increase MNA’s Operating Endowment by an additional 5 million dollars (Current combined fund is \$1,865,297.51 as of December 20, 2005)
- Add one million dollars to the Danson Anthropology Endowment (Current fund is \$350,402.09 as of December 20, 2005)
- Add an additional \$850K to the Colbert Endowment Fund (Current fund is \$1,167,253.57 as of December 20, 2005)
- Increase the Science Education Endowment Fund by \$500K (Current fund is \$620,091.94 as of December 20, 2005)
- Establish an MNA Endowment Foundation: in process.
- Establish and Endowment for: Curator of Biology, Curator of Art, and for general positions

- Establish an Endowment for Collection Acquisition and Collections Improvement
- Increase Snow Endowment to hire Internsto increase funds for interns

### **III. Eliminate MNA's Debt**

- Develop a plan to pay down our \$675,000 line of credit. As of December 2005, a \$200,000 gift has been given to reduce the debt to \$475,000.

#### **Other:**

##### **-- Increase MNA's Earned Income:**

- Increase shop sales, admissions, Ventures, and facility rental income by 5% a year.
- Increase Membership from 3500 to 5500 members
- Develop food service at a Museum Café

##### **-- Establish a Planned Giving Program: in-process of development**

## **HUMAN RESOURCES**

**Human Resources Committee:** Susan Golightly, Marlene Lloyd, Robert Breunig, Lynn Yeager

**Consensus was that this list is all important and therefore is not prioritized.**

### **I. Completion of the Personnel Handbook**

### **II. Pay Equity: Priority ordered within this goal**

1. Gender, age equity and job responsibility parity
2. Bring wages to market value
3. Annual Cost of Living Raises
4. Implement yearly merit raises based on annual review for all employees

### **III. Benefits**

--Protection and improvement of packages

### **IV. Employment Management Software (*employee*)**

- Computerized time sheets
- Payroll checks record Employee's accrued leave hours
- Payroll checks record Employee's accrued leave dollar value

### **V. Background Checks of all Employees**

### **VI. Staff Efficiency – Systems with Modern Equipment or Software**

- Have office equipment that is new with modern technology
- Have enough copiers that collate, copy double sided, staple
- New Riso Copier (a fast copier for large printing jobs)
- Maintenance agreements on equipment; on-hand a set of color cartridges for copiers;
- Second Digital Camera

### **VII. Employee Recognition**

- Birthdays, Anniversary, Accomplishments, Staff Picnic, Staff Christmas Party, Employee of the Month (voted by peers), Extra 10-20% off in bookstore & shop several times during the year

### **VIII. Training**

- Safety
- Professional Development

### **IX. Update Position Descriptions**

### **X. Employee Assistance Program (EAP): EAP is service by outside group to offer staff personal services for managing their lives**

## COLLECTIONS

**Collections Committee:** Susan Olberding, Elaine Hughes, Kari Kohlhoff, Gloria Lomahaftewa, Janet Gillette

The Collections of the MNA are representative of the natural and cultural heritage of the Colorado Plateau with special emphasis on northern Arizona. In line with the MNA Mission Statement the Collections Department is focused on activities to preserve, conserve, document, and provide appropriate access to these important holdings.

### Consensus was that this list is all important and therefore is not prioritized

**I. Site And Facilities Goal** - The Museum site and facilities are well maintained to protect the building envelope and the collections contained within that envelope.

- Storage: A secure and optimum environment is maintained for collections objects in storage to provide protection against all risks of deterioration.
  - The new state-of-the-art building houses 1st and 2nd priority collections
  - Additional funds obtained for the expansion of this building to include 3<sup>rd</sup> priority collections
  - New building is sustainable, low energy consumption, etc.
  - Develop prioritized listing of storage hardware needs
  - Collections in new building are housed in museum quality storage cabinets
  - Collections are properly housed within the cabinets
  - Fine Arts collection is properly stored on racks or within drop mats
    - Archives and photoarchives are properly stored.
    - There is space within the building and cabinets for a 20 year growth.
    - NPS storage space and offices added to new facility
- Exhibits: A secure and optimum environment is maintained for collections objects on exhibit to provide protection against all risks of deterioration.
  - Rh, Temperature, Illumination, IPM monitoring is in place.
  - Conservation/Environmental survey of exhibit building completed.
  - Permanent exhibits renovated to address environmental, preservation, and cultural concerns
    - Create a list of objects that can be rotated into exhibits.

**II. Institutional Goal** - Preservation of collections, facility, and site is recognized as an ongoing institutional goal requiring resource commitments of money, staff, and time

- This goal is listed as a top priority in the Museum's strategic plan.
- Grant funded collection staff positions are made permanent as grants terminate
- Mellon Foundation is contacted in 2006 for endowment support for Archive collection
- Additional matching funds are allocated to Collections Department as grants are awarded

**III. Collections Policy/Procedure Goal** - The preservation of collections is guided by standardized policies and procedures. Preservation goals and objectives are identified in long-range institutional and conservation plans.

- Additional collection sub-policies from AAM Accreditation and MAP II are addressed in the Collections Management Policy
- Collections Management Policy is adopted by the Board
- Policy on use of collections for decoration or display in non-public, non-educational facilities adopted.
- Collections Management Manual documents procedures such as Native American Graves Protection and Repatriation Act (NAGPRA) reporting, digital files, archive cataloging, record retention, Integrated Pest Management (IPM), condition reporting, etc.
- Collections Management Policy and Collections Management Manual reviewed on an annual basis
- NAGPRA: human remains consolidated with Associated Funerary Remains and isolated from rest of collections.
- Collection equipment and supply budget is doubled within 3 years
- Coordinated, comprehensive Collection Plan in place
- Library Policy developed—define the role of the library at the MNA
- Archives Policy developed
- Collections Department and Curators' authority and responsibility are clarified in HR job descriptions and develop solutions to resolve these issues

**IV. Staffing Goal** - The Museum has a sufficient level of well-trained staff to implement and maintain recommended guidelines for collections and facility preservation and management; to train and supervise volunteers, students, and interns; and to monitor collection access.

- Registrar and Collections positions are permanent.
- A NAGPRA/Ethnology position is permanent.
- Following staff positions are added to the Collections Department in the following order (full-time unless otherwise stated): Archivist (with Library training), Biology and Anthropology Associate Collection Managers, 1/2 time Library Cataloger, Conservator, Fine Arts Associate Collections Manager, Librarian
- Annual funds available for staff to attend state, regional, or national museum conferences and professional development.

**V. Documentation Goal** - Documentation of collections and activities is current and up to the standards of the museum profession. The Museum will achieve physical and intellectual control of its collections.

- Collections Management Software
  - user license increased
  - images are attached to database records
  - natural science collection catalog records input
  - site data and record images input into collections management database.

- Cataloging
  - No backlog exists
  - Documentation and identification of object/specimen records is improved
  - Expanded content is based on appropriate research
- Archives and Photoarchives
  - Archives are accessioned by 2007
  - Photoarchives are accessioned by 2009
  - Up-to-date archive cataloging system in place
  - Holdings consolidated
  - Holdings assessed-archive appraisal
  - Holdings computerized
  - No uncataloged backlog
  - Holdings digitized
- Legal Records
  - accession documentation complete
  - permits/gift agreements in accession file
  - loans up-to-date
  - deaccessions documented
  - NAGPRA summaries and inventories up-to-date
- Inventories
  - permanent collection inventories up-to-date
  - spot check system developed
  - education collections transferred to Education Dept.

**VI. Collection Environment Goal** - The collections are in environmental conditions that ensure their preservation for generations to come. Buildings meet recommended temperature, relative humidity, and illumination guidelines to ensure the preservation of collections. The impact of pests on collections and facilities is monitored and controlled.

- Temperature and Relative Humidity
  - Policy on open windows and doors is implemented in Exhibit and other buildings that contain collections
  - Display cases are sealed to create appropriate microclimate conditions.
  - Temperature in storage is seasonally maintained between 58 and 68°F ±2 degrees.
  - The new collection center and exhibit building have automated tracking of temperature and relative humidity
- Illumination
  - All windows and glass blocks in collection rooms are sealed over to block out light.
  - Policy on art work adjacent to windows and skylights in exhibit areas developed
  - Skylights and windows in exhibit galleries are blocked off
  - Solution for windows in BCDC hallway developed
- Pest Control and Housekeeping

- The IPM policy within the Collections Management Policy is reaffirmed and practiced
- IPM and housekeeping program is in place for all areas that contain collections, including exhibits.
- Plants and food are restricted from exhibit areas.

## **VII. Conservation**

- Condition surveys are conducted on prioritized collections

## **VIII. Safety And Security Goal** - Staff, visitors, collections, and facilities are protected against threats from natural and man-made disasters.

- Security: Staff, visitors, collections, and facilities are protected against security risks.
  - Security Assessment is completed
  - Collections on exhibit are in secure cases and protected by alarms and camera surveillance equipment
  - Collections in storage are protected from vandalism and theft by cabinetry, policies, and practice
- Emergency Preparedness, Disaster Planning, and Health and Safety – Staff, visitors, and collections are protected and loss to collections is prevented or mitigated by institutional preparedness.
  - Risk Management assessment in completed
  - Updated Emergency Response Plan is completed and mirrors City and State Plans
  - Collections are appropriately insured
  - Contracts exist with emergency response service providers
  - Backups of digital and legal records are stored at a distant sister institution
  - Emergency supply caches are well stocked and maintained
  - Fire detection and suppression systems are operational, tested, and maintained
  - Staff are trained in emergency response and regular drills are performed
  - Earthquake supports are installed and shelving racks are secured
  - Material Safety Data Sheet binders are complete and updated
- Contaminants: The impact of contaminants on staff, collections, and facilities are monitored and controlled to meet preservation guidelines.
  - Collections are analyzed.
  - Treated objects/specimens are identified and contaminates documented in database
  - Innately hazardous collections are identified (radioactive, arsenic minerals, etc)
  - Contaminated and hazardous objects/specimens are labeled and isolated
  - Appropriate health & safety handling protocols are in place

## **IX. Collections Use/Access Goal** – Collections are shared with the Museum’s audience through appropriate methods that safeguard the collections.

- Off-site access
  - Web
    - The best-documented collections, e.g. Navajo textiles and holotypes, are listed on web site
    - Tribes access ethnographic holdings
  - Publications-Plateau
  - Permanent Collections removed from Colton Complex and Peaks.
  - Loans to other institutions increased
    - Exhibit and contract research loans covered by loan fees
- On-site access
  - Researchers/Artists/Tribes numbers have increased.
  - Behind the scenes tours for the public and members expanded.
  - New and permanent exhibits are based on collections
  - Federal Partners (NPS, FS, etc.) access increased.

**X. Building Collections Goal** – The building of the Museum’s fine art, ethnology, archives, photo archives and natural science collections is systematic and in line with the Museum’s Mission.

- A Collection Plan is in place
  - The Collection Plan identifies and addresses gaps within the collections. (See “Partnerships.”)
  - The Collectors Club (a support group to raise funds for collection acquisitions) is resurrected.
  - Museum member donations are solicited through the newsletter.
  - The Collection Plan identifies and addresses objects that the Museum will not collect.
  - Non-mission objects are identified and deaccessioned; only mission-oriented objects are accessioned.
  - Researchers and Curators build collections based on collecting mission and focus, as well as obtain funding to assist with subsequent cataloging activities.
  - Space and resources are available to adequately care for new additions to the collections.

**XI. Partnerships Goal** – Collaborative relationships with federal, state, tribal and like museums to appropriately care for respective collections and facilitate positive working relationships. Partnerships are expanded in line with Museum resources and with respect for the preservation of collections.

- MOU Partnerships with Federal Agencies such as the Forest Service, NPS, BOR, BIA in place.
  - Developed plan for storage and care of federal collections, including cost and funding share
  - Expertise shared.
  - Access to federal equipment and supply vendor arrangements available to MNA

- BOR and BIA internships continue
- NAU Partnership developed
  - State health benefits available to MNA employees
  - MNA uses NAU resources to dispose of hazardous waste.
  - NAU agreement includes student workers support of collections care and activities
  - Access to state equipment and supply vendor arrangements available to MNA
- MOUs for Tribal collaboration in place.
  - Care of their collections addressed
  - Tribal owned collections consolidated.
  - Tribal partnership to provide cross-training between museum and tribes
  - NAU museum studies program in place which includes sharing of expertise, equipment and supplies
- MOUs in place for museum studies and other graduate interns from other universities

## **RESEARCH**

**Research Committee:** David Gillette, David Wilcox, Larry Stevens, Robert Breunig, Alan Petersen, Stefan Sommer, Ann Deegan

Research at MNA is guided by official museum policies, including its Mission Statement, Research Policy, and the MNA Research Associates Program Policy. The research program continues the longstanding tradition, established by its founders, of multidisciplinary, collaborative science and outreach.

### **Consensus Priorities:**

1. Staff unfilled curatorial positions, preferably through endowed chairs, and support staff positions as funding becomes available. Engage appropriate persons as Adjunct Curators or part-time Curators as a stepping stone to full curatorial positions and as valuable contributors to MNA disciplines.

### **All other goals equal in priority.**

Scientific research at MNA can be categorized by three overlapping goals:

- Basic science
  - Inventory and associated collections management
  - Research – diverse topics
- Applied science and resources management
  - Monitoring as science
  - Assessment (resources, ecosystems, population health, etc.)
  - Advising government agencies and other parties
  - Implementation
- Outreach
  - Publication – scientific peer-reviewed literature
  - Publication – popular venue
  - Presentation to the scientific community
  - Presentation to the public
  - Information management – archival, presentation of information

### **I. Staff Development Priorities by Department**

- Anthropology: Senior Curator (Danson Chair); Associate Curator (early to mid-career ethnologist and material culture); Technician with GIS talents
- Geology: Senior Curator (Colbert Chair); Associate Curator; lab technician
- Biology: Senior Curator of Ecology (future Chair); Curator of Botany or Zoology as appropriate; Lab/field technician
- Fine Arts: Curator of Fine Arts; Associate Curator; technician

### **II. Subject Area Priorities by Department (unranked)**

- Anthropology:
  - History of Southwest Archaeology, museums and MNA institutional history
  - Macro-regional Archaeology and Synthesis on multiple social scales

- Archaeology of the Greater Flagstaff area and West Central Arizona
- Ethnology of the Southwest, especially Hopi, Zuni and Athapaskan
- Ceramics
- Textiles
- Geology:
  - Colorado Plateau Paleozoic/Mesozoic/Cenozoic paleontology
  - Reptile Paleontology/Biodiversity
  - Ice Age Paleontology/Biodiversity
  - Grand Canyon Geology
  - Cenozoic/Mammal Paleontology/Biodiversity
- Biology
  - Inventory – all-taxa bio-inventory
  - Biogeography – mountains; large, deep canyons, endemism
  - Ecosystems – forests, rivers, urban areas; trophic dynamics, pollinators, etc.
  - Species-based studies – sensitive and listed species; various “...ologies”
  - Conservation
- Fine Arts
  - “Scholars in residence” program
  - Summer artist in residence program
  - A comprehensive survey and catalog of artists of all types whose work is created on, or is about aspects of the Colorado Plateau.
  - A study of cross-cultural trends and influences in the arts of the Colorado Plateau.
  - Patronage of artists working on the Colorado Plateau

### **III. Goals**

- Develop and produce research that is unique and substantive, and that contributes to the body of knowledge about the Colorado Plateau and surrounding areas
- Foster interdisciplinary research with scholars from NAU, tribal nations, and elsewhere
- Develop research partnerships with other institutions and scholars (e.g., NAU, The Arboretum, Lowell Observatory, intercultural organizations, government agencies, other non-government organizations, individual researchers)
- Dissemination of information through seminars, symposia, and exhibits
- Develop interdisciplinary specialties that cross traditional academic subjects such as Geographic Information System specialists
- Stimulate MNA science and art as a community of scholars, artists, and students
- Develop research programs that focus on the Colorado Plateau and surrounding areas with a broad perspective.
- Increase the size of the Research Associate program and seek out those who can help to fill gaps in our knowledge appropriate to MNA’s goals and mission

- Develop an internship program based on research and others with artist-in-residence and perhaps internship for use of collections for design inspiration.
- Endow selected curatorial positions (e.g., Anthropology, Geology, Ecology, Art)
- Interpret the “Big Questions” (e.g., Dave Wilcox’s overview of archaeology in Plateau and Dave Gillette’s research on Biodiversity in the Cretaceous Period)
- Disseminate research and creative efforts through professional organizations, publications, and art shows
- Disseminate research findings to the public through publications (e.g., Plateau, MNA Bulletin series), talks, seminars and workshops
- Host professional workshops, seminars, exhibits, and conferences, and encourage the publication of results

#### **IV. Special Concerns**

- Reinvigoration of the MNA Library as a resource for research (see under the Collections report: define the role of the library at the MNA)
- Continuity of research programs
- Need for continued intellectual growth
- Common project for the next decade: MNA’s place and role in development of the MNA/Highway 180 North Corridor
- Develop a conservation ecology program
- Resolve conflicts between curatorial and collections functions (see under the Collections report: clarify Collections department and Curator authority and responsibility through HR job descriptions and develop solutions to resolve these issues)
- Develop scientist and artist-in-residence programs to interconnect with research, exhibits, and programs
- Examine MNA facilities for possible development of art studios for artist-in-residence “fellows”

## **PUBLIC PROGRAMMING—** **EXHIBITS/EDUCATIONAL PROGRAMS**

**Public Programming Committee:** Susan Golightly, Tracy Anderson, Dianna VanSanford, Lois Hirst (MNA docent), Alan Petersen, Lisa Lamberson

MNA's public programs welcome and engage all people in experiencing the Colorado Plateau. The Museum's mission-based programs interpret the geological, ecological, and cultural heritage of the Colorado Plateau by presenting innovative exhibits and offering an array of associated educational programs, based on current scientific research and artistic understanding. These programs use the latest understanding and best practices in museum and informal education. MNA's exhibits and programs achieve effectiveness through understanding target audiences. This connection to audiences is maintained through careful attention to the results of ongoing audience analysis studies. These programs provide experiential education, involve diverse communities, develop an integrative curriculum for the region, and promote an understanding and sense of stewardship for the Colorado Plateau.

### **Consensus Priorities:**

The strategic issues for development and maintenance of programs fall within seven primary categories:

- 1) Base Exhibits and Programs on Audience Analysis
- 2a) Develop a Colorado Plateau Interpretive Plan
- 2b) Master Plan for Exhibits Building
- Note: 2a) and 2b) must be done before many aspects of the Visitor Experience report can be finished.
- 3a) Develop a Public Programs Marketing Plan
- 3b) Attract New Audiences
- 4) Integrate Exhibits with Museum Programs
- 5a) Use Appropriate Technologies
- 5b) Develop Strategic Partnerships

The strategic issues have been prioritized. Some issues can be addressed concurrently as was agreed upon below:

#### **1) Audience Analysis**

Traditional, Current, Future

Our traditional audience highlights our heritage and our historical link to community

#### **2a) Interpretive Plan**

Integrates Colorado Plateau Research Plan

#### **2b) Master Plan for Exhibits Building**

Integrate: Paleo, bio element within each one

5 Year Strategic Plan (includes re-doing permanent exhibits & reviewing pedestrian traffic flow)

### **3a) Develop Marketing Plan**

### **3b) Attract New Audiences**

## **4) Integrate Exhibits and Programs**

### **5a) Appropriate Technologies**

### **5b) Develop Partnerships**

#### **I. Base Exhibits and Programs on Audience Analysis**

- Assess demographic make-up of MNA visitors and identify and attract key population segments.
- Use sound audience analysis studies to assess interests, understanding, and workability of exhibits and programs for MNA visitors, regional community members, tourist community members, and targeted new audiences.
- Assess why some previous visitors are not returning to the MNA.

#### **IIA. Develop a Colorado Plateau Interpretive Plan**

- Develop an interpretive plan (IP) that focuses on the natural and cultural heritage of the Plateau and proceeds from current understanding of science and art in an engaging way.
- The IP will: be MNA mission based; focus on engaging children; pave the way for MNA to become the forum by teaching the controversy; acknowledge MNA's heritage; and connect with our diverse audience of visitors and supporters.
- The IP will demonstrate that we understand the intellectual basis of our public programs. Our educational message will relate directly to our mission.
- The IP will be developed in conjunction with the research department plan and the new collections building plans.
- The IP will include assessment and possible use of MNA historic buildings.
- The IP will include possible use of the MNA website for teaching and other educational uses.
- The IP will include the development of educational components for the new collections building.
- Form a Colorado Plateau IP Advisory Committee consisting of scientists, art experts, tribal representatives, and programs staff.
- Develop a five year strategic plan for exhibits that includes engaging permanent exhibits galleries, temporary galleries, outdoor educational spaces, and associated public programs for adults and children.
- Add an Exhibits Manager/Designer to MNA staff to accomplish these goals

## **IIB. Develop a Master Plan for Exhibits Building**

### **IIIA. Develop a Public Programs Marketing Plan**

- Develop a marketing plan for MNA public programs as part of the larger institutional marketing plan.
- Clearly brand MNA public programs as the public forum for the natural and cultural heritage of the Colorado Plateau.
- Establish a state-of-the-art website for MNA public programs including point-of-sale capabilities.

### **IIIB. Attract New Audiences**

- Based on audience assessment results, design exhibits and programs to attract and engage community segments underrepresented among MNA visitors. Potential underrepresented audiences include children, Native Americans, Hispanics, the education community, and low income community members.
- Develop a strategic plan for developing a children's gallery and expand public program offerings for youth.
- Re-engage previous visitors.

## **IV. Integrate Exhibits and Museum Programs**

- Exhibit galleries should represent the essence of MNA.
- MNA exhibits need to directly connect with the large array of public programs including Heritage Programs, Ventures, Discovery, Speakers' Series, and Docent Programs.
- MNA exhibits need to integrate with MNA research and collections programs, gift shop and bookstore offerings, the historic Colton complex, and Museum publications like *Plateau*.
- Exhibits will be ADA compliant (such as case and text heights).

### **V.A. Use Appropriate Technologies**

- Use information technology effectively in public programs including exhibits and educational programs.
- Where appropriate, develop multimedia programs that display more of MNA's collections in the exhibit galleries.
- Where appropriate, develop educational multimedia and video programs for sale and/or public broadcast.
- Exhibits cases should reflect proper conservation needs.

### **V.B. Develop Strategic Partnership**

- MNA will seek mutually beneficial partnerships that enhance programming, public relations and marketing, and mission related projects that benefit its many audiences.

- Many collaborative partnerships already exist with entities such as NAU, FUSD, FALA, and other mutually beneficial projects and these can be strengthened.
- These collaborative partnerships should include cross-linking of websites where possible.
- Actively partner with tribes as a whole to share complete stories.
- Actively partner with Lowell, Arboretum, Hopi Tribe, and National Park Service.

## **VISITOR EXPERIENCE—AMENITIES**

**Visitor Experience Committee:** Sam Henderson, Sat Best, Tracy Anderson, Shannon Sellers, Dianna VanSanford, Liz Gumerman (advisory)

*MNA visitors should encounter a safe, beautiful, welcoming, comfortable and enriching experience that encourages the inspiration that anchors the Museum mission statement.*

### **Consensus Priorities:**

1. Complete a Comprehensive Interpretive Plan
2. Complete the Master Plan for Museum side of campus
3. Complete a safety plan and other OSHA compliance plans for MNA
4. Landscape around the Museum building (already partially completed by a donor)
5. All other Visitor Experience issues.

Items below are listed in the order that most visitors encounter them, not by priority.

### **I. Create a sense of arrival and a welcoming environment at the MNA Exhibits Building**

#### **A. Enhance highway signage**

- Evaluate the effectiveness of the “Gateway to the Colorado Plateau” sign (Gateway to the Grand Canyon Region or Colorado Plateau Region?)
- Evaluate all highway signage
- Improve lighting on the signs
- Install sculptures visible from the highway

#### **B. Improve traffic flow into the Exhibits Building lot**

- Consider going to one entrance and one exit
- Improve the surfaces of all parking lots

#### **C. Improve the landscaping around the building**

- Mission oriented, native plants with interpretation
- Hardscape the area around the picnic tables and other appropriate areas
- Create more outdoor seating

#### **D. Improve the lighting around the building**

#### **E. Make the building entrance more obvious**

- Consider changing the main entrance to the current Branigar/Chase entrance
- Build a stone wall or structure on the edge of the parking lot that draws visitors to the entrance

#### **F. Provide exterior orientation near the entrance for the entire campus**

- Use the old phone booth for an interpretive map
- Provide a kiosk for information on current and upcoming events/programs
- Interpret items of interest outside the building  
Nature Trail signage

Sculpture  
Native foods area  
Geology of the Rio canyon  
The building itself

G. Make the entrance handicap accessible

- Consider rebuilding the existing entrance to eliminate the steps

H. Make changes that are consistent with the rustic and historic character of the Museum

## **II. Improve the visitor experience in the Exhibits Building**

A. Create a comprehensive safety program that involves all staff, docents and volunteers

B. Improve visitor orientation in the building

- Provide orientation signage, materials and displays in the lobby that orient visitors to MNA, Flagstaff and the Colorado Plateau
- Install orientation/emergency evacuation maps in each gallery
- Interpret the historic museum building

C. Improve the quality of interactions between visitors and Visitor Services Staff

- Staff a Visitor Services Coordinator position to manage program development and training of Visitor Services staff. This is a full-time position in addition to the current staffing level.
- Staff a Visitor Services II position to manage Visitor Services in the absence of the Visitor Services Coordinator. This may require an addition to the current staffing level, depending on an analysis of staffing needs at the time.
- Create a Visitor Services manual and training program
- Cross train Visitor Services and retail staff
- Train all Exhibits Building staff in membership recruitment and retention
- Improve integration between Visitor Services Staff and the Docent Training Program
- Provide an admissions intake system that captures as much information as possible about visitors.
- Provide appropriate Visitor Services uniforms and equipment (radios)

D. Enhance the experience of children in the Museum

- Create spaces and programs that provide children with an enjoyable, age-appropriate Museum experience, with or without their parents
- Integrate content accessible to children into every exhibit

E. Update and enhance all permanent galleries

- Make the flow within galleries logical and easy to understand (where to begin)

F. Improve the interior environment

- Lighting, flooring, HVAC, acoustics, audio/visual
- Make sure exhibited items are in environments that do not compromise preservation

- G. Provide visitors with improved services
  - Survey visitors regarding current and possible new services
  - Provide food and beverages, including food derived from indigenous traditions of the Colorado Plateau
- H. Provide retail space that is attractive and oriented to mission and program
- I. Conduct audience analysis studies
- J. Provide organization and facilities to create successful special events (Heritage program, etc.)
  - Parking
  - Shuttles
  - Tents
  - Signage
  - Alternate admission system
  - Venue design
- K. Make the best use of the exterior courtyards for exhibits and programming

### **III. Improve the visitor experience outside the Exhibits building**

- A. Landscape around the building
  - Mission oriented and interpreted
  - Use docents and volunteers
- B. Hardscape as necessary to provide ADA compliant access
  - Stabilized granite, flagstone
- C. Provide multifunctional program space at the current dance floor area
  - Investigate purchasing a tent for use throughout the summer
- D. Enhance and develop the traditional foods area
  - Current bread oven
  - Traditional foods garden
  - Future piki house
- E. Improve the nature trail and provide safety and content interpretation
- F. Include the outside area in the Museum exhibits plan

### **IV. Provide connectivity and an enhanced visitor experience as the visitor moves from the Exhibits Building to the Research Center.**

(Committee members noted that many elements of the Research Center enhancement are work-in-progress in the master planning effort, and they did not want to duplicate that process in this committee.)

- A. Provide a consistent and clear way to direct visitors from the Exhibits Building to the resources of the Research Center
- B. Provide safe vehicle and pedestrian (including children) crossing of Highway 180
- C. Provide orientation as the visitor drives into the Research Center
  - To find staff and meeting locations
  - To interpret the cultural and natural history
- D. Provide ADA compliant access

- E. Determine the future location of FALA and its relationship to MNA
- F. Enhance the use of the open space on the Research campus
  - Provide an area for camping
  - Provide trails with cultural and natural history interpretation
  - Determine the route of the FUTS trail, if any
  - Create a picnic area
  - Create a multiuse outside meeting area
  - Conduct biological research on the open space parts of the campus and interpret it to visitors

V. **Make sure that the MNA is ADA (American with Disabilities Act) compliant in all places and in all ways.**

## PUBLICATIONS

**Publications Committee:** Susan Olberding, Diane Rechel, Karen Enyedy, Ernie DeVries

Overall: Publications were likened to the voice of the museum.

### Consensus Priorities:

1. Improve website
2. Restore staffing
3. Develop a business plan for *Plateau* magazine
4. Increase production of academic art/science MNA publications such as Bulletins, Research Papers, etc.

#### **I. Improve website:**

- Improve site appearance, navigation and content
  - Publish an annual calendar online to encourage visits from out-of-state travelers.
  - Enhance website content by providing meaningful and timely descriptions of MNA programs, etc.
  - Provide virtual tours of specific Collections such as Navajo textiles and connect the tours with Shop sales.
  - Include Colorado Plateau cultural profiles and scientific content.
  - Improve the humanity conveyed through including visitor testimonials, a photo gallery, artist and staff bios/photos, and sponsorship commitments.
- Provide on-line shopping for publications, shops, Ventures, Discovery and Membership
- Provide on-line donation capability
- Provide database of scientific publications (consider digitizing the publications and assessing whether they should be on the MNA website or not).
- Determine quantity of scientific info and purchasing options
- Increase link reciprocity and develop link policy:
  - Include appropriate links such as Center for Sustainable Environments, Grand Canyon Trust, etc.
- Work toward online sales for Museum Shops

#### **II. Restore staffing:**

- Separate Publications and Heritage Program into two departments
- Add a webmaster position in the future.

#### **III. Develop a business plan for *Plateau* magazine**

- Develop funding strategies:
  - Aim to schedule contents of *Plateau* two years prior to each issue in an effort to help obtain financial sponsorships for each issue.
  - Grow subscription sales through subscriber companies such as Swets Blackwell and EBSCO by increasing advertising presence within subscriber services catalogs.

- Create marketing plan for new sales opportunities for both inventoried and upcoming issues:
  - Reestablish sales with Plateau Partners by marketing them *Plateau*, emphasizing its long shelf life
  - Publicly market each *Plateau* through advertising and public relations aimed at encouraging sales through retail opportunities, conferences, universities, libraries, and scientific organizations.
- Develop public relations plan
- In order to better meet customer needs, create a database detailing past and present *Plateau* issues for easy article author, contents, and photo searching.
- Continue publishing Plateau twice a year.
- Develop 5- to 10-year editorial plan:
  - Content should reflect MNA exhibits, research or programs, unless the proposed topic would be relevant and appreciated by its readers.
  - Strongly tie *Plateau* to MNA exhibits with the idea of creating exhibit catalogs or their functional equivalent.

#### **IV. Increase production of academic art/science MNA publications such as Bulletins, Research Papers, etc.**

- Publish future MNA bulletins and technical series as they become available

**MNA Notes:** [Note: this goal was not discussed at the Retreat but was in the pre-retreat report. Therefore it has no priority number]

- Continue publishing MNA Notes determining the number of times per year (Director 4 times per year).
  - Offer an on-line version for members who might want to “opt out” of print version.
  - Continue subsidizing information on current MNA events with members’ E-notes issued monthly or when needed
  - Archive issues online.
  - Feature the scope of MNA research, people, and programs in MNA Notes.
    - Survey MNA science and cultural staff and associates before recommending any schedule.

## **MARKETING**

**Marketing Committee:** Allan Affeldt, Michele Mountain, Liz Gumerman

### **Consensus Priorities:**

1. Conduct market research
2. Develop tourism strategies
3. Build membership
4. Build attendance
5. Rebrand MNA

### **I. Conduct Market Research**

In 2005, Marketing helped to create the Flagstaff Attractions Survey and Visitor Profile and MNA took part in that survey, as well as a statewide effort by the Arizona Office of Tourism (AOT), MNA's Education Department survey, and a Heritage Insights survey for the Arizona Humanities Council at the 2005 Heritage Program festivals.

- Compile findings from AOT, MNA, and Arizona Humanities Council surveys and apply findings to 2006 Marketing efforts.
- Track visitor zip codes at Front Desk with newly acquired software.
- Do marketing analysis for use of MNA historic sites

### **II. Develop Tourism Strategies**

Marketing works closely with the Flagstaff Convention and Visitors Bureau (FCVB), hosting travel writers, tour operators, travel agents, and meeting planners. Marketing also works with the Grand Canyon Railway, hosting AAA agents from Northern and Southern California. Currently, we host 5–10 familiarization tours per quarter. One-sheets (these generally have more in-depth information and limited images) for both Group Educational Tours and Custom Tours were created in 2005 and are distributed by MNA's Education Department, Marketing, and the FCVB. MNA's Education Department or the Colton House follow up on all CVB leads.

- Work with the Flagstaff CVB to explore new ways to market Ventures to Phoenix and Southern California.
- Work with Education Department to develop 2006 selling points to reach additional tour operator and bus tour contacts. Acquire new contact lists from FCVB.
- Host evenings and tours with campground hosts, hotel managers and front desk personnel and others who deal with tourists.

### **III. Build Membership**

The challenge is the same in Membership as in Marketing—how to increase the numbers without increasing the budget. In 2002, membership dropped to 3,209. Presently membership is 3,582. In 1991 there were 4,769 members. Data between 1991 and 2001 has not yet been recovered in the Membership Department, but we believe the highest number of members the Museum has had is well beyond 5,000.

A goal of 5,500 members by 2011 has been set by MNA's Funding Committee (an 11% increase each year, approximately).

- Direct mail campaigns were conducted in the spring of 2004 and 2005 resulting in 170 and 270 new or rejoining members respectively. It is hoped that Membership will do another campaign in 2006. Both campaigns have either broken even or resulted in a net profit of just under \$2,000.
- Continue membership recruitment through surveys collected in the Exhibits Building.
- Recruit and train volunteers to make personal calls to lapsed members, asking them to rejoin.
- Develop a NAU Membership Campaign. Offer NAU faculty and staff an incentive for new members to join—\$10 off regular membership rate. Offer \$25 student rate to NAU students. Explore no-budget options to communicate incentives to NAU faculty/staff/students.
- As membership recruitment is the most successful at the Front Desk and in the Museum Shop and Bookstore, increase current sales incentive for staff in those locations to earn \$2 on every membership they recruit.
- Outreach to parents of 160 FALA parents.
- Outreach to realtors in the community to learn ways to reach new home owners.
- Hold Chamber mixers at MNA.
- Find ways to partner with Lowell Observatory and the Arboretum at Flagstaff.

#### **IV. Build Attendance**

All of Marketing's current efforts are directed towards both awareness of MNA and attendance at MNA. These include brochures (rack, Ventures, Discovery, and Membership); ongoing advertising on KNAU and in the *AZ Daily Sun*; ongoing public relations efforts; Heritage Program festival and exhibit advertising which includes commercial radio and Channel 2 TV advertising (new in 2005); ads in Sedona map, Flagstaff map, Flagstaff hotel directory, Flagstaff CVB's Visitor Guide, and the Flagstaff Chamber of Commerce's *Destination Flagstaff*. The challenge is continuing to build awareness and attendance without increasing the budget. Attendance has also been effected positively by an increase in visitors to Flagstaff and the lack of political debate over the Museum in the newspapers.

- Create a public e-mail list like *eNotes* to disseminate monthly information to people who are not members. Visitors will complete a survey form at the Front Desk or online to be added to MNA's public e-mail list. Use pdf format of monthly calendar to distribute by e-mail to this list.
- Create ability to donate on MNA's website and communicate that in the monthly calendar, *eNotes*, and on MNA's website.
- Continue to identify new locations for rack brochure distribution.
- Offer free rooms at the Colton Complex to members of the media.

#### **Target diverse audiences missing from MNA visitation**

Most obvious markets missing from MNA's attendance numbers are the general public who have never come to the Museum and younger audiences of all ages,

including twenty somethings. The Flagstaff CVB has informed us that everyday activities for kids, dinosaur exhibits, and evening public activities are the three additions to our public programming that they recognize as ways to easily achieve more visitors. Marketing to these audiences is dependent on the public programming to support these efforts.

- Partner with the Grand Canyon to become a Grand Canyon Information Center to distribute information, including foreign languages, and sell Park Passes.
- Explore possibility of kiosks at Flagstaff Visitor Center, hotels, and airport.
- Continue to explore and build relationships with area hotels.
- Conduct familiarization (FAM) tours twice a year for front line employees of the area's hospitality industry (hotels, taxicab drivers, restaurants, etc.).
- Give free passes to front line employees of the area's hospitality industry.
- Explore possibility of a fundraising day for Museum on KNAU, Arizona Public Radio.
- Continue to develop public relations about Collections and other MNA historical preservation subjects.
- Explore outreach to parents of school group children by giving out family passes to children who are on school tours.
- Investigate how school tours can be increased through direct action with school boards
- Make effort to develop Phoenix area interest in Ventures, other programs, and fund raising including having hosted receptions by Phoenix businesses.
- Place information on collections tours in marketing of brochures.

## **V. Re-brand MNA**

MNA is respected, but is still perceived as chronically troubled. MNA needs to consider an institutional-wide branding initiative to address MNA's image or gestalt (MNA's total experience, which is more than the sum of the elements that make up that experience). Re-branding will address who we are and how we present ourselves, in all interactions throughout our institution, changing:

“troubled” to “having clear direction,”

“old hat” to “imaginative”

“elitist” to “exuberant”

“stuffy” to “competent”

“aloof to accessible”

“overly intelligent” to “fun,” and

“narrow in focus” to “innovative.”

- Marketing suggests that when the opening date of the Collections Center is set, we create a timeline working back from that date, begin the re-branding work 18–24 months in advance of the opening, and implement the re-branding initiatives 12 months in advance of the opening, accompanied by the opening announcement (in time for long leads that work nine months out).

- Re-branding effort before the opening of the Collections Center to include a positive statement about MNA’s future (something like “Our Future is Gold”), a relook at MNA’s historic logo, a groundbreaking event, and hard hat tours.
- The Marketing Plan to be created from this re-branding effort will take into consideration facility development and will include ways to grow admissions, membership, and donations.

**Other:**

**Develop Outreach to Governmental Representatives**

Robert Breunig and Karen Enyedy are MNA’s key governmental contacts and a VIP list is maintained by Marketing and Membership which includes regional governmental contacts. They are presently receiving invitations to all exhibit and festival members’ previews.

- Offer Colton Complex to Flagstaff government officials to host visiting dignitaries.

**Educational Outreach Efforts (Marketing suggests these four items from the Board Retreat be moved to the Education/Public Programs Key Issues).**

- All student visitors receive one free family pass.
- Exhibit at 2–3 Phoenix events/venues to sell Ventures and MNA.
- Create advocates for MNA among tour bus drivers.
- Explore ways to garner more funds for children’s bus tours and disadvantaged youth —approach school board?

## **GOVERNANCE**

**Governance Committee:** Board Governance Committee: Steve Verkamp, Susan Golightly, Carolyn Shoemaker, Linn Montgomery; Katrina Rogers; Robert Breunig

**No rewritten report has been received as of February 23, 2006.**

## FACILITIES

**Facilities Committee:** Sam Henderson, Robert Breunig, Sat Best

*Create a campus environment that will “inspire a sense of love and responsibility for...the Colorado Plateau”*  
*Develop MNA plans and programs to sustain and protect facilities*  
*Insure safe visitor experiences and employee working environments*  
*Involve friends, members, stakeholders, and the community at large*

### Consensus Priorities:

1. Complete safety and OSHA compliance and maintenance planning as needed for AAM
2. Survey historic MNA buildings on or eligible for the National Register for maintenance needs and keep up ones that are on the register
3. Develop a Natural Resources Management Plan
4. Keep working on Heritage Corridor Plan
5. Work on general maintenance
6. Complete the building maintenance survey for condition and costs of care (this is needed for the Master Plan)

Facilities projects discussed by the Institutional Planning Committee, not in order of priority:

### **I. Master Plan**

- \* Complete the Master Plan – Target Date \_\_\_\_\_
- \* Implementation of Master Plan projects
- \* Design and completion of the new collections building
- \* Determine how much of our collections could be housed in the new collections facility with anticipated funding
- \* Determine what additional funding would be needed to house ALL our collections in the new facility.

### **II. Building Inventory and Conditions Assessment**

- \* Campus survey (map) completed as part of Master Plan/collections building process
- \* Complete conditions assessments of buildings, roads, trails, and infrastructure (including utilities, communications and information/data management systems)
- \* Prepare Historic Structures plan
  - Inventory
  - Condition assessment
  - Recommended level of treatment
    - Restoration
    - Benign neglect or removal
    - Adaptive restoration for modern uses

- \* Determine whether individual buildings or the entire campus could or should receive National Historic designation

### **III. Maintenance Management**

- \* Develop a maintenance management system to determine levels of treatment, estimate costs, and prepare schedules for all recurring and non-recurring tasks and projects
- \* Develop a Facilities personnel plan to support the maintenance management plan. Include full-time employees, seasonal employees, and contract labor.
- \* Include vehicles and transportation
  - Purchase or lease
  - Service and upkeep
  - Amortization schedule/program
  - Liability issues
- \* Include Safety –
  - Employee and visitor safety
  - Compliance with OSHA Standards
- \* Include Security
  - Patrol, physical barriers, alarm systems
    - Replace the Sensormatic tag system in the Museum Shop
  - Complete collections security upgrades
  - Develop a comprehensive security plan
- \* Develop an accessibility plan
  - ADA compliance
- \* Develop a communications plan
  - IT and phone system
- \* Provide right-of-ways and let utility companies take over gas and water infrastructure

### **IV. Essential Facilities**

- \* Determine and document those facilities essential to sustain the purpose of MNA – identified through Master Plan
- \* Determine those critical to fulfill MNA mission, now and in the future (Master Plan description)
- \* Residential facilities -
  - Staff uses – workforce housing
    - Providing housing could help MNA hire and retain key employees
    - Consider both new housing and renovating existing buildings
  - Visiting scholars' uses
  - Potential for rent/lease to partners
  - Partner uses of land and facilities
    - Native American farm
    - Community agricultural project
    - Research by NAU, USFS, others
    - Shared partners in curatorial/research facilities (Master Plan)

Neighbors - meetings, socials, education, etc.

## **V. Identify excess property**

- \* Are there excess buildings? -
  - Unneeded/unwanted structures
  - Removal
  - Adaptive restoration
  - Potential uses by partners
- \* Is there excess land surplus to MNA needs now and in the future?
  - Potential for rent, lease, sale
  - If sold, insure perpetual income from any sale - funds go to endowment funds and only interest used for MNA operations/programs
  - Use land in a way that is consistent with the MNA mission, community responsibility and land ethic
  - Conservation Development
  - Look for funding for conservation easements for the 90 acre County parcel and/or other undeveloped parcels
- \* Is there land development potential?
  - Sale to private developer
  - Developed by MNA or in partnership with private developer
  - MNA or developer include housing to support MNA staff
  - Opportunity to purchase a house (not the land – similar to what the City is considering with workforce housing).

## **VI. Natural Resources**

- \* Prepare a Natural Resources Management plan -
  - What will be preserved? (Flora and fauna)
  - How will it be used?
  - By whom?
  - Research, recreation?
- \* Develop a Campus Stewards group to help with the grounds
  - Patrol, invasive plant removal, landscaping
- \* Prepare a Landscape Plan
  - What, where, purposes, maintenance and care
  - Start around the Exhibits Building, where an irrigation system is in place
- \* Develop a Sustainability Plan
  - Reduce, reuse, recycle
  - Reduce energy use
  - Use less toxic products wherever possible
  - Purchase products with recycled content where possible
  - Build using sustainable products and practices

## **VII. Colton Complex**

- \* Investigate the best use for the Colton Complex and develop a business plan
  - Use as Residences?

Tours for fee – “The Coltons and the Making of a Museum”  
Tours by partners - NPS, city, county, others  
Rental for private uses – seminars, conferences, etc.

## **VII. Homestead**

- \* Prepare a Business Plan for the Homestead
  - Residence
  - Hostel
  - Specialty Restaurant - MNA eatery
  - Art Studio
  - Research
  - Partner uses - GC Trust type, United Way, some other non-profit, publisher/printer, private “green” company

## **VIII. Other Issues**

- \* Heritage Corridor
  - Keep MNA staff involved with City, County and State
  - Preserve the entrance/transition assets - scenic, historic and cultural - to and from Flagstaff on Highway 180 in the vicinity of the Museum
  - Screening, landscaping, fencing, general development
- \* AAM accreditation
  - Understand and comply with AAM facilities requirements
- \* Trails systems
  - MNA – in house educational trails
  - City FUTS needs around and/or through MNA property
  - Resolve social trails issues
- \* New development
  - Master Plan proposals
  - Entrance and coordination with ADOT
  - Safe and efficient crossing of Highway 180
- \* Funding
  - Develop a program to look for grants to fund Facilities needs
- \* FALA
  - Make a decision about the near term and long term location of the FALA campus
- \* Timely response needed to some plans (such as housing or food service at MNA) to be sure that zoning and other laws do not change and prevent their future implementation.

## HERITAGE PROGRAM

**Heritage Program Committee:** Diane Rechel, Robert Breunig

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**This report is the same as the pre-retreat report.** Where should this report be placed--within the ten key issues or separately? It was not discussed at the retreat.

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**Establish MNA's Heritage Program as an unparalleled place for gaining knowledge, enjoyment and premiere artwork from Colorado Plateau cultures. Continue to have shows stress art, language, worldview, and philosophy of native cultures.**

**I. Increase financial stability of HP:** Increase festival admission from \$5 to \$7 for adults, increase artist booth fee from \$200 to \$220. Obtain sponsorships for HP art awards from businesses or individuals. Seek grants for cultural speakers and demonstrations, etc. Utilize existing grants. Increase sales and commission (20 to 25 percent) of art submitted by artists who are not represented at booths. Create a HP photo CD and info packet for potential sponsors and donors.

**II. Keep and communicate market niche:** Feature one culture per festival. In addition to art, dance and music, offer insight into traditions behind the art form. Provide experts on language, dress, food, farming, and education. Include cultural demonstrations, storytelling and lectures. Keep it fun, focused and family oriented. Build on MNA's 72-year-tradition of the Hopi Festival of Arts and Culture on July Fourth weekend by emphasizing MNA has the oldest Hopi art show in the world. Begin a quilting award.

**III. Broaden marketing reach through website:** Improve HP website presence by highlighting MNA's relationship with Native cultures through write-ups and photography on various HP participants. Include visitor testimonials. Create online HP photo gallery. Link website to Native-oriented websites worldwide. Highlight sponsors and reason they support HP.

**IV. Strengthen relationships with indigenous cultures on the Colorado Plateau:** Create HP newsletter mailed to artists/participants twice a year. Establish a festival poster or T-shirt contest. Offer HP artist-in-residence programs for studying Collections. Re-establish relationship with Zuni culture by working to feature tribe at small cultural events in 2006. In 2007, bring back the Zuni Festival of Arts & Culture. Continue new tradition of providing a Friday night meal for HP artists. Create a HP advisory board. Initiate discussions with other Colorado Plateau tribes on how they may want to be included.

**V. Collaborate:** Coordinate festivals with Ventures travel program by co-marketing custom and scheduled Ventures trips in HP public relations efforts. Offer HP lectures that reflect art for sale in MNA Shop. Station demos and experts in Shop during each festival. Work with other community organizations to balance Native events offered in July by attempting to obtain additional advertising and marketing funds from State/City or sponsors. Co-ordinate with NAU Elderhostel for tours and international tours to arrive during Heritage Programs.

**VI. Utilize and Reward Volunteers:** Enhance volunteer experience by offering training and written background of featured cultures and art forms. Reward volunteers with an HP keepsake.

**VII. Consistently improve breadth and quality of sales items.** Include unusual and extraordinary quality items.