



# Archaeology Southwest

Exploring and protecting the places of our past

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## Strategic Plan 2015

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# Archaeology Southwest

Exploring and protecting the places of our past



## We envision

a society where the places of the past are valued as the foundations for a vibrant future.

### Guiding Principle: Transparency

Intentionally shared information flowing between staff, board, and management. Openness, communication, and accountability that make it easy to see why decisions are being made.

## Vision

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A society where the places of the past are valued as the foundations for a vibrant future.

We envision a future in which Archaeology Southwest:

- Preserves a significant number of important sites, the study of which enhances a broad understanding of the human experience.
  - Is recognized as one of the foremost archaeological research institutions in the region.
  - Engages an ever-expanding group of people, businesses, and funders giving of their time, talent, and resources in support of the mission.
  - Is a financially stable and sustainable institution with a robust endowment.
  - Finds common ground for collaboration with a broad, diverse coalition of individuals, communities, and organizations.
  - Works with tribal leaders to identify and preserve sites and resources of importance to native communities.
  - Serves as a central hub for students, scholars, and professionals engaged in resource management.
- Offers quality programming across the Southwest that connects citizens and policy makers with the principles of Preservation Archaeology.
  - Supports a dynamic learning environment for students, staff, preservation fellows, volunteers, and accomplished and prominent researchers.

## Mission

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Exploring and protecting the places of our past.

We do this through a unique integration of site preservation, scholarly research, and education that includes:

- Identifying, prioritizing, acquiring, and protecting endangered cultural resources.
  - Sharing the values, vision, and purpose of Preservation Archaeology.
  - Shifting public attitudes and behavior that foster meaningful connections to the past and respectful protection of irreplaceable resources.
  - Developing a comprehensive plan for preserving Southwest cultural resources in conjunction with stakeholders: Native communities, private landowners, policy makers, and researchers.
  - Pursuing big-picture research questions that further protection goals and stimulate the public imagination, while using existing collections and minimizing the impact on archaeological sites.
  - Influencing and collaborating with scholars, policy makers, and the general public regarding the importance of site preservation.
- Providing educational and field opportunities for students, volunteers, and scholars that foster the Preservation Archaeology ethic.
  - Bringing Preservation Archaeology to life for the public through –
    - Relevant, accessible, and scholarly publications that are aesthetically attractive;
    - Outreach, education, interactive exhibits, tours, and experiential programs;
    - Volunteer participation in research and protection programs, when appropriate.

## Values

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**Preservation and Stewardship: “To keep alive or in existence; make lasting; to keep safe from harm or injury; to protect.”**

We preserve and protect the places of the past. We limit excavation. We advise others about what and how to preserve, and provide a preservation model to emulate.

**Passion: “To be compelled by intense emotion or strong feeling.”**

We are passionate about Preservation Archaeology. We intentionally seek out and engage others who are passionate about our mission to serve as employees, board members, volunteers, and collaborative partners. We foster passion in others through our education and advocacy efforts.

**Relevance: “Connected to the matter at hand.”**

We reach beyond the field of archaeology to engage others in the Preservation Archaeology ethic. We strive to make archaeological information accessible to the interested public of today.

**Collaboration: “The act or process of working with one another; cooperating.”**

We seek out partnerships and build alliances with likely and unlikely allies. We are open and inclusive. We communicate clearly and broadly. We are receptive to new ideas and ways of thinking. We integrate our research, outreach, and preservation in unique ways to maximize public accessibility. We are committed to working with a diverse set of stakeholders. We actively engage diverse communities in all of our work.

**Learning: “(1) Knowledge acquired by systematic study in any field of scholarly application; (2) The act or process of acquiring knowledge or skill. (3) The modification of behavior through practice, training, or experience.”**

We are constantly seeking knowledge, listening, and learning from others. We look for the most accessible and relevant ways to share our learning with others. We base our policies, programs, decisions, and actions on research and evidence. We create and follow thoughtful, knowledge-based planning.

## Values, continued

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**Creativity and Innovation: “The ability to transcend traditional ideas, rules, patterns, relationships, or the like, and to create meaningful new ideas, forms, methods, and interpretations; originality, progressiveness, or imagination.”**

We foster an environment that provides the freedom, funding, and tools needed for creativity and innovation in research, preservation, and education, as well as leadership and organizational development and systems.

**Integrity: “(1) Adherence to moral and ethical principles; soundness of moral character; honesty. (2.) The state of being whole, entire, or undiminished.**

We are forthright, honest, and fair in our dealings with people both inside and outside the organization. We are transparent in our actions and sharing of

information. We adhere to professional ethics and standards. We produce the highest quality professional work.

**Excellence: “The fact or state of surpassing others; being superior in a specific respect or area.”**

We recruit, hire, retain, and foster the professional development of the best, most talented people in their respective fields.

**Accountability: “The state of being responsible, liable or answerable.”**

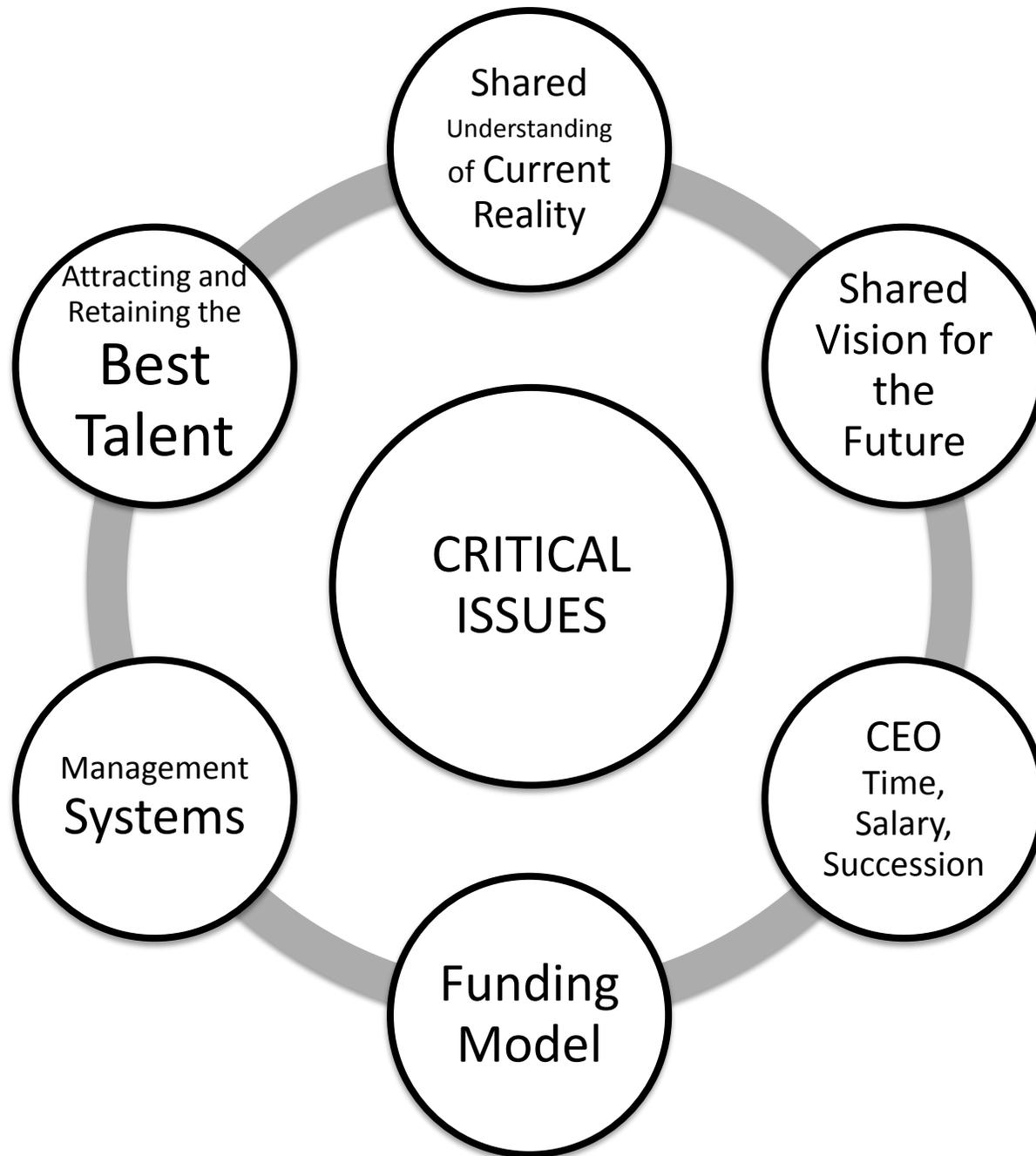
We are accountable to each other, our donors and funders, our stakeholders, and the general public. We are responsible citizens of our world, understanding our connection to the critical social and scientific issues facing our world.

## Accomplishments

- Archaeology Southwest has a strong record of success spanning nearly thirty years
- 17 archaeological sites or landscapes have been preserved through purchase or preservation easements
- Significant “big-picture” research programs have been completed focusing on the San Pedro region and, subsequently, on the Salado phenomenon
- Membership has grown to over 1,000 members, with a subset being committed, long-term donors
- The Preservation Archaeology ethic has been communicated to multiple audiences through such successful vehicles as *Archaeology Southwest Magazine*, an annual Field School, and a strong Internet presence
- The organization’s endowment and other restricted funds have grown to over \$5,000,000, providing a foundation for future initiatives and further growth in investable assets

## CURRENT REALITY: SITUATION ANALYSIS

<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>• Unique mission focusing on all dimensions of Preservation Archaeology – Site Protection, Research, and Outreach</li> <li>• Strong reputation within the archaeological community</li> <li>• Ownership / stewardship of archaeological sites</li> <li>• Success in obtaining National Science Foundation research grants</li> <li>• Quality and tenure of <i>Archaeology Southwest Magazine</i></li> <li>• Highly regarded Executive Director with reputation for outstanding leadership, commitment, and performance</li> </ul>	<p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>• Lack of a full-time Executive Director</li> <li>• Lack of Executive Director succession plan</li> <li>• Need to build a broader base of support and increase fundraising</li> <li>• Lack of agreement at the board level on best strategy to address ongoing operating budget deficit and ensure financial sustainability of the organization</li> <li>• Insufficient resources for fund development</li> <li>• Organizational “siloeing” and sense that information flow is inadequate</li> </ul>
<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>• A new research focus to build on success of the San Pedro and Salado research programs</li> <li>• Partnerships with organizations with broader reach, such as government preservation agencies, and national parks and monuments, as well as national organizations with a broader membership base</li> <li>• Providing experiences and learning opportunities that communicate the Preservation Archaeology ethic and attract new members / supporters to the organization</li> <li>• Expanding volunteer opportunities to deepen the relationship with interested members / supporters</li> </ul>	<p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>• More challenging environment for obtaining grants, especially from the National Science Foundation</li> <li>• Political environment that threatens to weaken preservation laws and governmental actions to preserve archaeological sites and landscapes</li> <li>• Continuing development in archaeologically rich areas</li> <li>• Competition for donor funds with organizations that often attract large donations, such as those working in social services, medicine, and the arts</li> </ul>



## **Guiding Principle: Transparency**

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Through the strategic planning process, Archaeology Southwest discovered a need for greater transparency and flow of information throughout the organization between staff, board, and management. Poor transparency leads to misunderstandings, misinformation, poor assumptions, and, ultimately, fear and distrust – even when everyone’s intentions are good.

Greater transparency implies openness, communication, and accountability. It involves operating in such a way that it is **easy** for others to see what decisions are being made, and what actions are performed. Simply stated, it is the perceived quality of ***intentionally shared information***.

For ASW, this means disclosure of information regarding the budget, finances and fund development, including the distribution and explanation of program budgets. It also means keeping the planning documents in front of staff and the Board of Directors, with clear metrics that are monitored and shared with everyone.

## **Goals**

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- I. Expand Preservation Archaeology initiatives that lead to measurable increases in the protection of cultural resources in the region.
- II. Develop a strong, sustainable leadership structure.
- III. Attract and retain talented, passionate people committed to the mission.
- IV. Build a robust financial future.
- V. Inspire a broader audience of people to engage with the mission of Archaeology Southwest.

**Goal I: Expand Preservation Archaeology initiatives that lead to measurable increases in the protection of cultural resources in the region.**

**Metrics:**

- a) Formal written “New Initiatives” policy in place and implemented, meeting the criteria outlined in Goal IA.
- b) Three new partnerships with national parks and monuments and/or collaborative partners with the potential to assist in the pursuit of initiative detailed in Goal IB.
- c) Increased numbers of members from the new initiatives targeted geographic areas.
- d) Add 2 preservation properties/year and resources to support them.
- e) Increase funds for site protection endowment by \$25,000/yr. by 12/31/18.
- f) Increase funds for site purchase by \$150,000 by 12/31/18.
- g) One peer-reviewed publication per year focused on the practice of Preservation Archaeology.
- h) Database upgrade plan developed by 6/30/16.

<b>Goal I OBJECTIVES</b>	<b>ACTION STEPS</b>	<b>TIMELINE</b>	<b>RESPONSIBILITY</b>	<b>RESOURCES NEEDED</b>
A. Create a formal process for engaging staff/board in the creation of new initiatives that meet specific organizational criteria.	1) Discuss plan among staff, draft plan for comment, finalize.	12/31/15	Executive Director, Deputy Director and staff	Current resources adequate
	2) Ensure that all new initiatives meet the following criteria: (a) Integrate the goals of site protection, research and education; (b) Seek to engage Native American communities; and (c) Inspire a broader audience to embrace Preservation Archaeology.	12/31/15 and ongoing thereafter	Executive Director, Deputy Director and staff	Current resources adequate

Goal   OBJECTIVES	ACTION STEPS	TIMELINE	RESPONSIBILITY	RESOURCES NEEDED
	3) Continue to focus our work around “the archaeology of the human experience” and the themes of migration, identity, and social networks.	Ongoing	Executive Director, Deputy Director and staff	Current resources adequate
B. Develop a new initiative focusing on national monuments, parks, and other key public lands, for example Agua Fria, Tonto Basin, Great Bend of the Gila.	1) Pursue networking opportunities that support the development of this initiative and subsequent collaborations.	Begin immediately, with focus increasing in intensity as other projects draw to a close. (See Appendix: <i>Preservation Archaeology Projects with Timeline.</i> )	Executive Director with full staff	Relationships with collaborative partners and potential collaborative partners, for example ASU-School of Human Evolution and Social Change, Conservation Lands Foundation.
	2) Focus the January 2017 <i>Archaeology Southwest Magazine</i> on National Monuments of the Southwest.	1/31/17	<i>Archaeology SW Magazine</i> Editor, Executive Director	Current resources adequate
	3) Seek new members and donors in the surrounding communities and from friends groups affiliated with the parks/monuments.	As new initiatives are launched	Deputy Director, with assistance from staff	Additional budget dollars for travel, member acquisition, and outreach. (Budgets to be developed for each initiative.)

<b>Goal   OBJECTIVES</b>	<b>ACTION STEPS</b>	<b>TIMELINE</b>	<b>RESPONSIBILITY</b>	<b>RESOURCES NEEDED</b>
	4) Seek new funding sources matched to the new site protection, research and education opportunities involved with this initiative.	As new initiatives are launched	Deputy Director, with assistance from staff	Additional budget dollars for travel, member acquisition, and outreach. (Budgets to be developed for each initiative.)
C. Continue acquiring important properties (or easements on them).	1) Continue to use priority planning to guide acquisitions. 2) Build site acquisition and site protection funds.	Achieve resources needed target levels by 12/31/18.	Field Representative, Deputy Director, Executive Director, Board Fundraising Committee	\$25,000 annually for endowment; plus a total of \$150,000 over three years for site acquisition
D. Train academic/CRM archaeologists in Preservation Archaeology strategies and priority planning.	1) Conferences, publications, applied research, field school.	One peer-reviewed publication annually	Executive Director and staff engaged with students and professionals.	\$50,000/annually to support field school
E. Upgrade database capacity to facilitate research, and to preserve and protect sites and collections.	1) Develop upgrade plan with budget and funding plan.	6/30/16	Field Representative, 1 Preservation Archaeologist, Consultant	Budget and funding plan
	2) Implement upgrades with legacy content and new content.	2017	Team identified in plan	Budget and funding plan
F. Research and determine feasibility of technological upgrades for the Field School to include digital documentation.	1) Research, create a plan with budget, and secure funding for upgrades.	12/31/17	Field School Director, Digital Media Specialist	Budget TBD in plan

**Goal II: Develop a strong, sustainable leadership structure.**

**Metrics:**

- a) President/CEO builds up to full time by 1/1/18 (2 days/week by 1/1/16; 3 days/week by 1/1/17).
- b) President/CEO is paid beginning 1/1/16 in proportion to percentage of time committed.
- c) President/CEO Succession Plan adopted by the Board by 12/31/15.

<b>Goal II OBJECTIVES</b>	<b>ACTION STEPS</b>	<b>TIMELINE</b>	<b>RESPONSIBILITY</b>	<b>RESOURCES NEEDED</b>
A. Establish a full-time Executive Director.	1) Establish/affirm job description and requirements.	12/31/15	Board of Directors with input from staff	Current resources adequate
	2) Determine salary and benefits package.	12/31/15	Board of Directors	Current resources adequate
	3) Adopt a funding plan for the position.	12/31/15	Board of Directors	A total \$240,000 over three years
B. Adopt a succession plan for the President/ CEO.	1) Review and complete draft succession plan.	Adopted by the board by 12/31/15.	Board of Directors	Current resources adequate
C. Hire Director of Operations.	1) Create job description and salary structure.	9/30/15	Executive Director with input from staff	\$81,000 including ERE, annually
	2) Hire Director of Ops.	12/31/15	Executive Director, Deputy Director	Hiring Plan
D. Transition Deputy Director to full-time fund development.	1) Create a job description.	9/30/15	Executive Director, Deputy Director	Current resources adequate

<b>Goal II OBJECTIVES</b>	<b>ACTION STEPS</b>	<b>TIMELINE</b>	<b>RESPONSIBILITY</b>	<b>RESOURCES NEEDED</b>
	2) Transition to full-time after Director of Ops is on board.	3/1/2016	Deputy Director, Director of Operations	Director of Operations hired
E. Foster management that encourages autonomy, provides supportive evaluation, and communicates clear goals & expectations.	A. Update all job descriptions.	12/31/15	Executive Director, Deputy Director, Staff	Current resources adequate
	B. Implement work plans for all staff that are based on the strategic plan.	12/31/15	Staff members in consultation with supervisor.	Current resources adequate
	C. Implement annual performance evaluations.	12/31/15	Managerial staff	Current resources adequate
F. Improve internal communication and transparency.	1) Implement financial updates at all staff meetings.	Immediate and ongoing	Executive Director, Deputy Director transitioning to Director of Operations	Current resources adequate
	2) Distribute Board Meeting minutes to staff.	Immediate and ongoing	Deputy Director, transitioning to Director of Operations	Current resources adequate

**Goal III: Attract and retain talented, passionate people committed to the mission.**

**Metrics:**

- a) Employee Satisfaction (set baseline)
- b) Employee Morale (set baseline)
- c) Employee Retention (set baseline)
- d) Grow the board to 12 diverse members
- e) 100% Board giving
- f) 100% of Board participation in fundraising
- g) Board satisfaction (as reflected in board assessment; need baseline)

<b>Goal III OBJECTIVES</b>	<b>ACTION STEPS</b>	<b>TIMELINE</b>	<b>RESPONSIBILITY</b>	<b>RESOURCES NEEDED</b>
A. Ensure competitive compensation and benefits for employees.	1) Conduct market analysis and review compensation and benefits package, including PTO, merit-based rewards.	3/31/16, semi-annually thereafter	Deputy Director transitioning to Director of Operations	Current resources adequate
B. Evaluate employee morale, satisfaction, etc.	1) Conduct employee survey.	Spring 2016 and annually thereafter	Deputy Director transitioning to Director of Operations, Outsource to HR Service	Employee Satisfaction Survey system or software
C. Actively and intentionally inform employees regarding budget, financial status, program budgets, revenue streams, and funding for their positions.	1) Present and review budget and financials at staff meetings.	Immediate and ongoing	Deputy Director transitioning to Director of Operations	Current resources adequate

<b>Goal III OBJECTIVES</b>	<b>ACTION STEPS</b>	<b>TIMELINE</b>	<b>RESPONSIBILITY</b>	<b>RESOURCES NEEDED</b>
	2) Continue to involve staff in the annual budgeting process.	Immediate and ongoing	Executive Director Deputy Director transitioning to Director of Operations	Current resources adequate
	3) Continue to provide program budgets to each staff member monthly.	Immediate and ongoing	Deputy Director – transitioning to Director of Operations	Current resources adequate
	4) Inform staff via email when gifts and grants above \$10,000 are received.	Immediate and ongoing	Deputy Director	Current resources adequate
D. Actively promote positive interactions and collaboration among staff.	1) Hold periodic informal social gatherings for staff.	12/31/15 and periodically thereafter	Staff Hospitality Committee	Budget, Staff volunteers for Hospitality Committee
	2) Hold an annual staff retreat.	Annually	Director of Operations, Staff Hospitality Committee	Budget
	3) Celebrate successes via email blasts and staff meetings.	Monthly	Staff	Current resources adequate
E. Ensure Personnel Policy/Manual follows best HR practices.	1) Review Personnel Policies.	Policies adopted by board 12/31/16	Board Policy Committee, Director of Ops, Attorney	Current resources adequate
	2) Keep staff well-informed throughout review process.	Ongoing	Director of Ops	Current resources adequate
F. Build an engaged, effective, diverse board that will enhance the organization's	1) Maintain an ongoing list of potential board prospects throughout the year.	Ongoing	Board Development Committee	Current resources adequate

<b>Goal III OBJECTIVES</b>	<b>ACTION STEPS</b>	<b>TIMELINE</b>	<b>RESPONSIBILITY</b>	<b>RESOURCES NEEDED</b>
stature, build network, and increase fundraising capacity.				
	2) Conduct face-to-face cultivation visits with potential prospects, discuss application process, and request resume.	12/31/15	Board Development Committee	Current resources adequate
	3) Interview all viable prospects.	12/31/15	Board Development Committee	Current resources adequate
	4) Create and submit slate of candidates for board review and passage.	12/31/15	Board Development Committee	Current resources adequate
	5) Develop and implement a training schedule for board members, including culture of philanthropy and fund development.	12/31/15	Board Development Committee	Training dollars or resources
	6) Craft all board meeting agendas according to the goals of the strategic plan.	12/31/15	Board President Board Chair	Sample
	7) Review progress of the strategic plan/dashboard at every board meeting.	12/31/15	Board President Board Chair	Completed dashboard, Staff support

## Goal IV: Build a robust financial future.

### Metrics

- a) Long-range budget completed.
- b) Written Funding Model policy completed.
- c) Add 2-3 new board members with capacity, connections, and willingness to assist in fundraising.
- d) 100% board participation in fundraising activities.
- e) 100% board giving.
- f) Completed annual fundraising plan with metrics.
- g) Completed grant-writing plan with metrics.<sup>1</sup>
- h) Increase the endowment by \$5M over five years.
- i) Increase new grants and CESU contracts by \$50,000 by 12/31/17 and \$100,000 by 12/31/18.
- j) Create metrics for measuring increases in revenue from sales and earned income.

Goal IV OBJECTIVES	ACTION STEPS	TIMELINE	RESPONSIBILITY	RESOURCES NEEDED
A. Determine financial needs for the next 5 – 10 years (including land protection capital).	1) Create a detailed budget with existing revenue and expenses, and additional revenue and expenses associated with strategic plan.	12/31/15 with ongoing updates throughout the plan period	Deputy Director, Finance Committee	Current resources adequate
B. Adopt funding model <sup>2</sup> to meet the organization's financial needs.	1) Research and select funding model.	Model adopted by Board by 10/30/16	Board Finance Committee, Board Fundraising Committee, ED, Deputy Director	Sample models

<sup>1</sup> Metrics could include: proposals submitted, proposals received, dollars acquired.

<sup>2</sup> Funding model refers to the mix and emphasis on different ways of generate income. Includes a wide variety of fundraising methods, as well as grants, contracts, fee-for-services, sales, etc. See articles on funding models.

<b>Goal IV OBJECTIVES</b>	<b>ACTION STEPS</b>	<b>TIMELINE</b>	<b>RESPONSIBILITY</b>	<b>RESOURCES NEEDED</b>
C. Build fundraising board.	1) Recruit new board members.	By 12/31/15	Board Development Committee, Board Fundraising Committee, Deputy Director	Board Development Plan, Recruitment materials, willing volunteers
	2) Recharge the Board Fundraising Committee.	Convene by 11/30/15	Board Chair, Fundraising Committee Chair	Willing volunteers
	3) Write Fundraising Committee charter and work plan.	Presented and adopted by the board by 12/31/15	Fundraising Committee Chair	Current resources adequate
	4) Provide fundraising training and practice opportunities for the board.	Present schedule for the year with work plan by 3/31/16	Fundraising Committee	Training materials and dollars
D. Increase revenue necessary to meet annual operating objectives, as identified in the strategic plan.	1) Create an annual fundraising plan <sup>3</sup> , with metrics and responsibilities.	Annually in conjunction with budget.	Deputy Director, Executive Director, and Board Fundraising Committee	\$225,000 additional operating revenue over three years
	2) Implement plan and remain accountable.	Ongoing	Deputy Director, ED, and Board Fundraising Committee	Dashboard
	3) Identify projects/ needs that could be funded via grants.	Plan completed by 6/30/16.	Deputy Director	Current resources adequate
	4) Research potential grant sources.	Plan completed by 6/30/16.	Deputy Director or assignee	Software/Membership

<sup>3</sup> Fundraising plan could include a variety of specifics identified in retreat, including crowd funding, restricted appeals, events, sponsorships, naming opportunities, etc.

<b>Goal IV OBJECTIVES</b>	<b>ACTION STEPS</b>	<b>TIMELINE</b>	<b>RESPONSIBILITY</b>	<b>RESOURCES NEEDED</b>
	5) Create a grant-writing plan with deadlines and key metrics.	Plan completed by 6/30/16.	Deputy Director or assignee	Current resources adequate
	6) Write grants.	Ongoing	Deputy Director or assignee	Current resources adequate
E. Grow the endowment.	1) Decide whether or not to do a feasibility study to determine donor interest and willingness to give, feasibility of goal.	12/31/15	Board of Directors, Executive Director, Deputy Director	Fundraising consultants to conduct the study (approx. \$30,000).
	2) Conduct a \$5M Endowment Campaign.	2016-2017	Deputy Director	Campaign Budget \$10,000/year
F. Increase Cooperative Ecosystem Study Unit (CESU) partnerships.	1) Increase usage of CESU funding for current/future initiatives.	Ongoing	Executive Director and Preservation Archaeologists	Current resources adequate

**Goal V: Inspire a broader audience of people to engage with the mission of Archaeology Southwest.**

**Metrics:**

- a) 50% increase in membership in three years.
- b) Donor/member retention rate of 60% or higher over the three years.
- c) 15% increase in unique web visitors annually.
- d) Determine measurement for constituent advocacy and set baseline.

<b>Goal V OBJECTIVES</b>	<b>ACTION STEPS</b>	<b>TIMELINE</b>	<b>RESPONSIBILITY</b>	<b>RESOURCES NEEDED</b>
A. Develop an Education and Outreach Plan that reaches a broader audience, making the mission and work more accessible.	1) Expand geographic reach to communities across Arizona and New Mexico.	6/30/16	Executive Director, Deputy Director, Outreach Unit	Current resources adequate
	2) Reach out to affinity interest groups such as environmental conservationists, humanities, Native cultures.	TBD by plan	Executive Director, Deputy Director, Outreach Unit	TBD by plan
	3) Create a plan to further develop and strengthen the Hands-On program.	Immediate and ongoing	Executive Director, Hands-On Specialists	TBD by plan
	4) Create a plan to further develop and strengthen the Chronological Virtual Reality Program.	3/31/16	Executive Director, Digital Media Specialist	Current resources adequate

B. Develop opportunities for constituents to interact with, and provide feedback to, Archaeology Southwest.	1) Create a plan incorporating ideas, such as surveys, mapping or tourism app, new features on Facebook, website and other social media.	6/30/16	Outreach Unit with Deputy Director	Resources TBD by plan (but will definitely be needed)
	2) Develop and continue programming that meets the interests and needs of constituents, such as magazine, Archaeology Café.	Ongoing	Outreach Unit with Deputy Director	Resources TBD by plan
C. Develop a member/donor acquisition plan to increase numbers and broaden demographics.	1) Research, identify and evaluate ROI on possible acquisition strategies: direct mail, social media, magnet events, contests.	6/30/16	Deputy Director	Current resources adequate
	2) Implement plan.	7/1/16	Deputy Director	Resources TBD by plan
D. Redesign Website	1) Identify website consultant.	3/31/16	Outreach Unit, Website consultant	Current resources adequate
	2) Develop website master plan with website consultant.	9/1/16	Outreach Unit, Website consultant	\$35,000
	3) Implement plan.	1/1/17	Outreach Unit, Website consultant	TBD by plan

## Appendix A: Budget

	EXPENSES						
Specific Objective(s)	Growth Initiative	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>TOTAL</u>
I-C-2	Site Acquisition fund	50,000	50,000	50,000	50,000	50,000	250,000
I-C-2	Site Protection endowment	25,000	25,000	25,000	25,000	25,000	125,000
I-D-1	Field school funding	50,000	50,000	50,000	50,000	50,000	250,000
II-A-3	President/CEO	43,930	65,894	129,792	133,686	137,696	510,998
II-C-1	Director of Operations	81,120	83,554	86,060	88,642	91,301	430,677
III-B-1	Employee Satisfaction Survey system	500	500	500	500	500	2,500
IV-E-1	Endowment Feasibility Study	30,000	0	0	0	0	30,000
I-B-3, I-B-4, IV-D-4, IV-E-2, V-C-2	Fundraising budget increases	10,000	10,000	10,000	10,000	10,000	50,000
V-A-2	Marketing budget increases	5,000	5,000	5,000	5,000	5,000	25,000
V-D-2, V-D-3	Website redesign and upgrades	35,000	0	0	10,000	0	45,000
<i>see note below</i>	Other initiatives with budgets TBD	2,000	25,000	25,000	25,000	25,000	102,000
	<b>TOTAL</b>	<b>332,550</b>	<b>314,948</b>	<b>381,352</b>	<b>397,828</b>	<b>394,497</b>	<b>1,821,175</b>
	<b>Ongoing annual deficit</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>250,000</b>
	<b>TOTAL ADDITIONAL NEEDED</b>	<b>382,550</b>	<b>364,948</b>	<b>431,352</b>	<b>447,828</b>	<b>444,497</b>	<b>2,071,175</b>
	<b>ADDITIONAL REVENUE</b>						
IV-E-2	from campaign, for site acquisition/endowment	75,000	75,000	75,000	75,000	75,000	375,000
IV-D-1	increase in annual unrestricted giving	50,000	75,000	100,000	125,000	150,000	500,000
	additional earnings on increased endowment balances	20,000	48,000	80,000	116,000	156,000	420,000
	additional gifts committed	40,000	60,000				100,000
	remaining from 2015 \$200,000 one-time gift	100,000					100,000
IV-D-6, IV-F-1	new grants, CESU, earned income, classes, tours, sales	0	50,000	100,000	125,000	150,000	425,000
	<b>Total additional revenue</b>	<b>285,000</b>	<b>308,000</b>	<b>355,000</b>	<b>441,000</b>	<b>531,000</b>	<b>1,920,000</b>
	<b>deficit, to be raised, earned, borrowed, or allocated from quasi-endowment</b>	<b>-97,550</b>	<b>-56,948</b>	<b>-76,352</b>	<b>-6,828</b>	<b>86,503</b>	<b>-151,175</b>

NOTE: The "Other initiatives with budgets TBD" line is an estimate to acknowledge that there are a number of initiatives in the strategic plan that will have new costs associated with them that have not yet been determined. The specific objectives include:

I-E-1, I-E-2, I-F-1, III-D-1, III-D-2, III-F-5, IV-C-4, V-A-3, V-B-1, V-B-2

## Appendix B: Dashboard

<b>Outcome Metric</b>	<b>Goal 2016</b>	<b>Goal 2017</b>	<b>Goal 2018</b>	<b>Actual 2016</b>	<b>Actual 2017</b>	<b>Actual 2018</b>
1. New Partnerships for National Parks/Monuments (NPM) Initiative	-	-	3			
2. New Members from vicinity of NPM Initiative	TBD	TBD	TBD			
3. Preservation properties acquired	2	2	2			
4. Increase funds for site protection endowment	\$25,000	\$25,000	\$25,000			
5. Increase funds for site purchase	\$150,000 over three years.					
6. Peer-reviewed publication on the practice of Preservation Archaeology	1	1	1			
7. Database upgrade	Plan completed	implemented				
8. President/CEO full time and paid accordingly	.4 FTE	.6 FTE	1 FTE			
9. Director of Operations hired	As of Jan 1					
10. Employee Satisfaction	Est. Baseline					
11. Employee Morale	Est. Baseline					
12. Employee Retention	Est. Baseline					
13. Board size	12					
14. Board giving	100%	100%	100%			
15. Board participation in fundraising	100%	100%	100%			
16. Board satisfaction	Est. Baseline					
17. Endowment	\$5 million over 5 years					
18. Long-range budget	Completed	Completed	Completed			
19. Written Funding Model Policy	Completed					
20. Annual fundraising plan with metrics	Completed	Completed	Completed			
21. Annual grant writing plan with metrics	Completed	Completed	Completed			
22. CESU contracts and grants increase		\$50,000	\$100,000			
23. Revenue from sales and earned income	\$	\$	\$			
24. Membership	50% increase in 3 years.					
25. Unique web visitors	15%	15%	15%			
26. Donor retention rate	60%+ over the three years.					
27. Determine measurement for constituent advocacy and set baseline						

## Appendix C: Preservation Archaeology Projects with Timeline

Project	2015-16	2017	2018	2019++
<b>Salado</b>	Wrapping up with lecture series, Spring 2016 tour, Amerind event, peer-reviewed article, and <i>ASWM</i> issue. (Jeff, Lewis)			
<b>Chaco</b>	Legacy work complete			
	Networks (Matt, Jeff, Paul)			
	Advocacy (Paul)			
	Digital (Paul)			
<b>Upper Gila/Mimbres</b>	Mule Creek (Jeff, Karen)			
	Lichtys (Jeff, Karen)			
	Plant and Animal Remains (Karen)			
<b>Quemado</b>	(Paul, Matt)			
<b>Great Bend</b>	(Andy, Aaron)			
<b>Experiential</b>	Field School (Allen)			
	Local (Allen)			
<b>Isotopes</b>	(Karen)			
<b>National Monuments &amp; Parks</b>	New Initiative			
<b>N. Rio Grande</b>	Simmering			