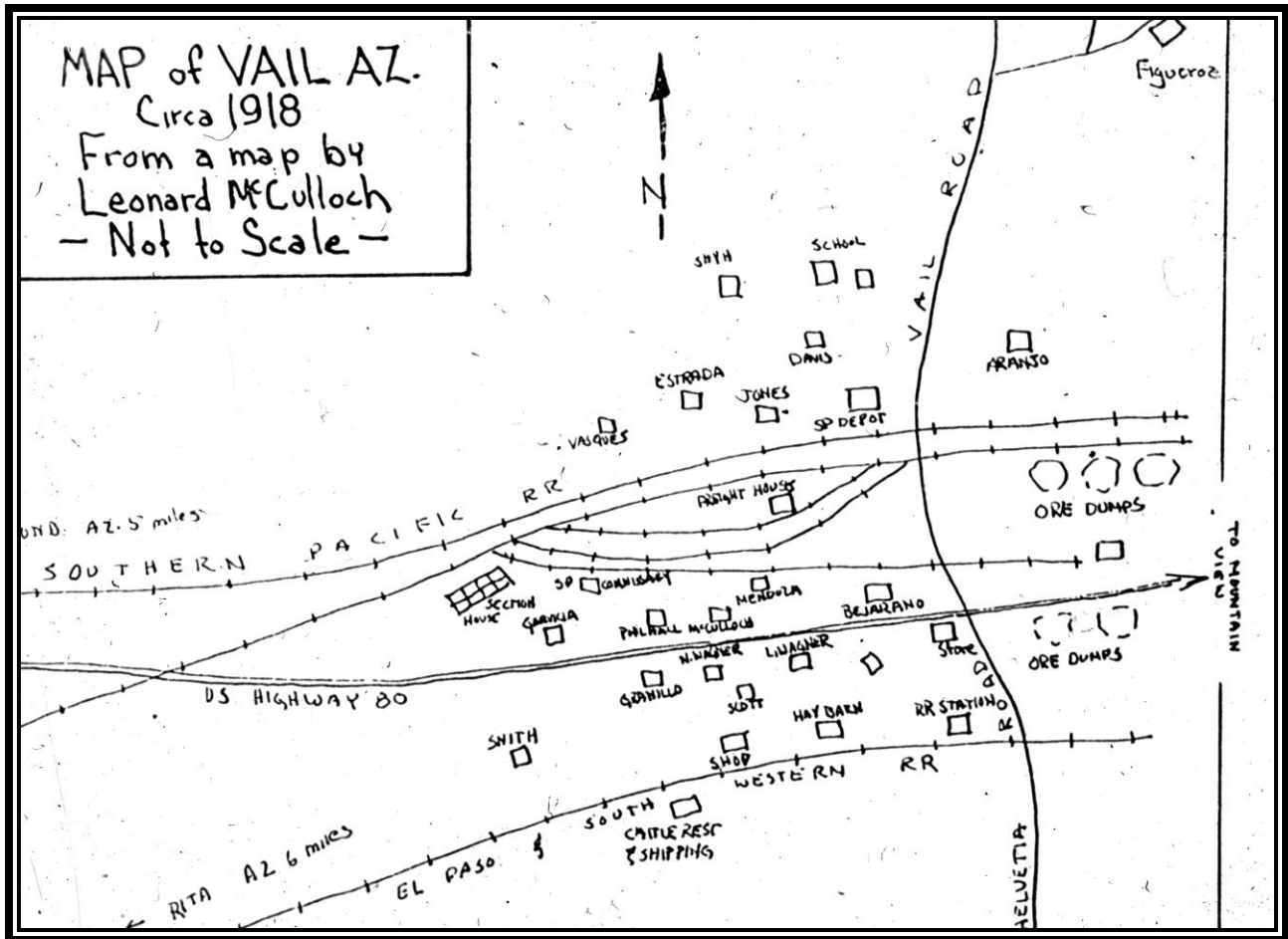

VAIL Preservation SOCIETY

STRATEGIC PLAN

2013

Updated January 2013



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Introduction

The strategic plan of the Vail Preservation Society was created with input from the Board and community. This is the first strategic plan adopted by the organization. We anticipate that this tool will be instrumental for future preservation efforts, development of preservation easement facilitation, community education, events, and financial stability of the organization. As a stakeholder in a future National Historic Register site that is significant to our communities' history we and the community will benefit from a focused strategic plan and structured managerial approach.

History of the Organization

The Vail Preservation Society began as a community action group to preserve the Old Vail Post Office. Late 2006, early 2007 saw promotion of local historical preservation through the start of an annual festival, Between the Tracks. Between the Tracks, an event to celebrate the history of Vail and honor its Pioneers was held for the first time in October 2006. The group decided that applying for non-profit status would facilitate the process of preserving the Post Office. The IRS approved non-profit status in September 2007. Beyond the Post Office, the Society will work to facilitate the preservation of Vail's historic resources and encourage their incorporation into development plans. We believe that preserving our historic resources will give a strong foundation to our growing community.

We began strategic planning in May of 2007. The following document is the result of their efforts and will guide the future direction of the organizations' efforts. The document is essentially a five-year plan, with a dynamic action plan guiding daily efforts. In the future we plan to be a vital part of preservation and community building through citizen involvement and the interpretation of local history.

Vision Statement

The Vail Preservation Society works to preserve and present the history and historic resources of the greater Vail area in ways that recognize, honor and interpret the rich diversity of our community's shared past as the foundation for a strong future. We actively seek to engage

community members of all ages in the work of historic preservation. We utilize our preservation efforts to provide educational opportunities that enrich community life.

Mission Statement

Connecting Community Through Local History

Strategic Goals

Education

- ◆ Expand public knowledge of Vail history, and the Cienega Corridor
- ◆ Develop collaborations with local and state organizations, including area schools
- ◆ Interpretive information center
- ◆ Develop an active exhibits program
- ◆ Develop annual community building events that promote local history and sense of place
- ◆ Develop a structure/program to promote sense of place through design, promotion, business and organizational partnership and collaboration on the National Preservation Trust Main Street® model.

Preservation

- ◆ Identify and preserve historic structures beginning with the Old Vail P.O.
- ◆ Identify the various cultures and pioneer families that have shaped Vail and the communities within the Cienega Corridor
- ◆ Develop a conservation easement program
- ◆ Interpret sites according to historical records
- ◆ Facilitate National Register Nominations
- ◆ Work with local business and developers to integrate historic resources into planning
- ◆ Develop a museum to interpret the history and display objects related to the Cienega Corridor and Vail
- ◆ Work with community and business members to develop an interpretive signage plan for the community – Crossroads Through Time

Development

- ◆ Create, and maintain realistic and effective annual budget
- ◆ Recruit volunteers with skills and interests necessary to meet the strategic goals of the Vail Preservation Society
- ◆ Promote community involvement in preservation

Collections

- ◆ Create collection storage and exhibit environment
- ◆ Align collection management procedures with American Association of Museums standards
- ◆ Collect oral histories

Administration

- ◆ Establish identity
- ◆ Establish board governance that is reflective of the strategic plan and enables its success
- ◆ Develop web presence
- ◆ Develop a brochure and other informational materials

Evaluation

The strategic plan will be reviewed every three to five years for efficacy. Through consensus of the board and staff, adjustments to the plan will be made as barriers are realized. Recommendations for adjustments shall be made in writing and submitted during regular board meetings.

As part of the strategic planning process, suggestions will be solicited from community leaders, educators, and volunteers. The public participation will provide necessary feedback from the community and will encourage the board to re-examine the plan for effectiveness. This public forum approach is usually considered during the initial development of the strategic planning process; however, this is the first of such plans for the organization. Currently, there is very little programming, development or active preservation-taking place. The

goals introduced in the plan require significant increase in resources, and the staff and board will need time to adjust to the newly established goals and successfully participate in them.

Implementation Schedule

The five goal categories have been broken into a schedule for implementation with several elements: goal, solution, steps, responsibility, deadline and priority level. Names and groups designated in the “responsibility” category are subject to change. Where applicable, the first or only name listed is the lead person on the project. Other participants may be added at his/her discretion.

The priority levels supersede the deadline dates. For example, if a project has a deadline of Fall 2007 and a priority level 3, it will wait until appropriate resources are available and/or higher priority level projects are finished.

Task Lists

The Implementation Schedule has been organized into annual task lists. This will contribute to the timely completion of projects.

2007

Summer

- ◆ Complete non-profit application and submit to IRS.
- ◆ Develop Between the Track events and concepts
- ◆ Identify appropriate committees and chairpersons
- ◆ 2008 Bond Support

Fall

- ◆ Begin oral history project
- ◆ Continue Bond Support

Winter

- ◆ Explore benefits of Society membership
- ◆ Informational meetings to position Society in the community

2008

Spring

- ◆ Establish Society identity by creating logo and website
- ◆ Stabilize roof until restoration can be accomplished
- ◆ Meet with local Developers and businesses to develop collaboration for P.O. restoration
- ◆ Annual membership drive
- ◆ Develop method to interpret P.O. to community to promote its restoration
- ◆ Develop sponsorships for specific projects
- ◆ Recruit volunteers
- ◆ Establish committees to plan and implement one annual community event with historic programming
- ◆ Create a restoration goals timeline
- ◆ Define budget to reflect actual spending at site
- ◆ Volunteer job descriptions
- ◆ Begin grant solicitation at local, state and national levels

Summer

- ◆ Form a design committee to work with community, local organizations, and officials for signage.
- ◆ Identify local historic resources for signage
- ◆ Give formal presentations at social, hobby, professional, and other groups
Direct solicitation mailings
- ◆ Establish future uses of Post Office
- ◆ Develop a master plan for the the P.O. and immediate surrounding grounds (identify how much space is needed)
- ◆ Form partnerships and collaborations to accomplish future uses of P.O.

Fall

- ◆ Recruit experts, teachers, and volunteers to help in developing a formal educational program
- ◆ Begin meeting with potential community partners

2009

Spring

- ◆ Develop plan for long-term use by the Society of the Vail P.O. either through Conservation Easement, long-term lease or other means
- ◆ Gather public input for P.O. plans/uses/vision
- ◆ Begin restoration of the P.O.
- ◆ Begin Public Programming at meetings

- ◆ Plan a dedicated educational space in the P.O.
 - ◆ Develop Website
- Summer
- ◆ Work to complete National Register Nomination of P.O.
 - ◆ Begin planning for interpreting grounds with programming and signage
 - ◆ Explore Public Art partnerships
 - ◆ Explore retail means to support VPS
- Fall
- ◆ Begin restoration of P.O.
- Winter
- ◆ Develop an education collection through donation and acquisition for use in discovery kits
 - ◆ Develop educational outreach to include off-site programs using objects as visual
 - ◆ Develop exhibit plans for P.O.
 - ◆ Formalize collecting plan
 - ◆ Formalize conservation plan
- 2010**
- Spring**
- ◆ Develop grounds, develop outdoor exhibits. Use technological tools for outreach, e.g. laptop, LCL projector
 - ◆ Formalize disaster preparedness plan and emergency procedures
 - ◆ Formalize exhibit policy
- Summer
- ◆ Formalize complete catalog of collection including photo-documentation
- Fall
- ◆ Institute regular inventories of collection
 - ◆ Employ CD-ROM technology to create interactive preparation and follow-up for visits
 - ◆ Vail Store & Post Office-National Register Nomination
- Winter
- ◆ Create planned giving materials and give to key individuals in the community
 - ◆ Draft marketing plan to promote community use of the grounds and regular visits to the Museum
 - ◆ Collaborate with educational, recreational and tourism groups
 - ◆ Promote community use of the P.O. as a meeting space Develop workshops and programs

2011

There are no formal tasks for this year, although it is the fifth year of the plan. With the limited volunteer time available, keeping 2011 open will allow for realistic timelines, if extensions are needed. A new strategic plan should be developed in September of this year.

2012

- ◆ The Arizona Centennial is the focus of outreach and education efforts for 2013.
- ◆ Investigation, research and acquisition of historic railroad building.
- ◆ Acquisition of the Vail Store & Post Office.
- ◆ Establish VPS Community Historical Advisory Board
- ◆ Crossroads Through Time-Museum Without Walls -Heritage discovery sites-
- ◆ Shrine of Santa Rita in the Desert National Register Nomination

2013

- ◆ Research Main Street and similar programs
- ◆ Work towards creation of a Vail Historic Preservation Plan
- ◆ Research ways to incorporate public art into Crossroads Through Time sites
- ◆ Acquisition and rehabilitation of 1915 Marsh Station Section Foreman House
- ◆ Establish student preservation projects
- ◆ Investigate actions needed to create JTED Preservation Trades program

Action Plans

A template has been provided for the construction of Action Plans. Each responsible party is to draft the plan and delegate responsibilities where necessary. The table includes: solution, step, action steps, and timeline to completion, responsible parties, costs, and outcome measurements.

As each plan is developed, the board is to be provided a copy for inclusion in their strategic planning binder. If a change is needed in the Implementation Schedule, the change should be defined in the form of an Action Plan and circulated as such.

Organizational Boundaries

The northern boundary will be defined by the southern boundary of the Saguaro National Park East, or Escalante Road if not adjacent or bound by the Park. The eastern and southern boundaries will be defined by the Pima County line and western boundary by Wilmot Road.

Partners

Vail School District
Temecula Historic Soc.
Rincon Institute
Corona de Tucson American Legion
Cienega Corridor Conservation Council
Tohono O’odham Nation
Supervisor Carroll
A.W. Marrs/Windmill Ridge
Vail Family
Arizona Historical Society
Tucson Historic Preservation Foundation
Southern Arizona Transportation Museum
Union Pacific Railroad Foundation
Cienega Watershed Partnership
Santa Rita Foothills Community Association
Montgomery’s
Vail Voice
Arizona Humanities Council

Empire Ranch Foundation
Rincon Valley Coalition
Pima County
Vail Community Action Board
Pima Community College
Vail School District
Vail 4H
Save the Scenic Santa Ritas
San Pedro Heritage Area
Benson Historical Society
N TRAK RR Society
Postal History Foundation
Shrine of Santa Rita
Empire Fagan Coalition
Greater Vail Area Chamber of Commerce
Old Vail Station
Incorporate Vail!
Esmond Station K-8

Potential Partners

U of A
Local Developers-
Estes Homes
Target
Safeway

Raytheon
Pulte Homes
Diamond Ventures
Walmart
Fry’s