



ARIZONA HISTORICAL SOCIETY

Mission: Connecting people through the power of Arizona's history

Vision: To be the driving force strengthening Arizona's communities by promoting history through leadership, partnership, and scholarship.

Sunset Review Response

September 1, 2023

Submitted to the Committee of Reference:

Senator Kerr, Chair
Senator Shope,
Vice-Chair
Senator Carroll
Senator Fernandez
Senator Gowan
Senator Sundareshan

Rep. Dunn, Chair
Rep. Gillette, Vice-Chair
Rep. Hernandez
Rep. Jones
Rep. Longdon
Rep. Montenegro
Rep. Payne
Rep. Peshlakai

Courtesy of:

Rachel Andrews
Arizona State Senate
1700 West Washington
Phoenix, Arizona 85007

Table of Contents

Response to Factors

1. Statutory Objectives	2
2. Effectiveness and Efficiency	4
3. Duplicated Objectives	10
4. Consistency with Legislative Mandate	12
5. Public Access to Records	13
6. Complaint Resolution	15
7. Best Practices	17
8. Conflicts of Interest & Safeguards	19
9. Changes to Meet or Amend Statutory Objectives	20
10. Impact of Termination	21

Written Responses

1. Unexpected Negative Consequences	25
2. Addressed Deficiencies	26
3. Authority to Prosecute or Initiate Actions	28
4. Consequences of Consolidation	29

Response to Occupational Regulation

32

Appendices

Appendix 1:	2013 Sunset Review tracking document
Appendix 2:	AHS Collections Report
Appendix 3:	2021 Accreditation Letter
Appendix 4:	Director's Initiative for Financial Controls
Appendix 5:	FY20 - FY24 Budget
Appendix 6:	AHS Organization Chart
Appendix 7:	Partnerships with other governmental agencies or private enterprises
Appendix 8:	Links to AHS Core Documents
Appendix 9:	AHS By-Laws
Appendix 10:	AHS Board Policies
Appendix 11:	Emergency Preparedness Plan

1. The key statutory objectives and purposes in establishing the agency.

The key statutory objectives and purposes of the Arizona Historical Society are the **collection**, **preservation**, and **promotion** of materials relating to the history of Arizona.

The Arizona Historical Society (AHS) was established by an Act of the First Territorial Legislature on November 7, 1864.¹ It is Arizona's oldest historical society. Resolutions and Memorials, Sec. 2, states: "That the object of said society shall be the collection and preservation... of all historical facts, manuscripts, documents, records, and memoirs relating to the history of this Territory."

The Society was reformed on February 9, 1884 as the Society of Arizona Pioneers, and subsequently incorporated after statehood in the recompilation of Arizona statutes in the 1913 Civil Code (Title 42, Chapter VIII) as the Arizona Pioneers' Historical Society.² Current statutes, A.R.S. § 41-821 through 41-827, continue the legislative direction first established in 1864.

It is noteworthy that one of the earliest actions by those engaged in creating a new territorial government was to establish their means for documenting the past and recording contemporary events as they unfolded. These objectives have been affirmed and reaffirmed across the centuries, from the architects of the Territory's code of laws, to the 145 saloonkeepers, merchants, ranchers, freighters, and other citizens who met in 1884, to the First Legislature of the State of Arizona. Each realized the historic significance of their actions and the need to preserve the written and material record of the State's ever-evolving identity and legacy.

State Statute 41-823 best summarizes the continuing mission and purview of the agency after statehood. In adherence to its mission, the Arizona Historical Society's objectives and purposes are to accept, steward, and make available "materials and facilities for investigation of historical, scientific, social, educational and literary subjects" (41-823.A.4). Its scope of coverage includes "materials pertaining to the history of Arizona and the west" (41-823.A.1), "narratives of historical events of the exploration and early settlement of Arizona" (41-823.A.2), and those materials "portraying the past and present conditions and progress of the state" (41-823.A.3). The emphasis on not only stewardship, but application and outreach in the care of Arizona's history is demonstrated as another objective and purpose through the directed publication of the

¹ <https://azmemory.azlibrary.gov/nodes/view/88871>

² <https://azmemory.azlibrary.gov/nodes/view/38228>

quarterly *Journal of Arizona History* (41-824). Most recently, in 2023, a chaptered bill from the fifty-sixth Legislature (HB-2145) expanded this mission to include historic makers for qualifying dude ranches within the Arizona Dude Ranch Heritage Trail program (A.R.S. § 41-867).

2. The agency's effectiveness and efficiency in fulfilling its key statutory objectives and purposes.

Supporting materials for this section:

- Appendix 1: 2013 Sunset Review tracking document
- Appendix 2: AHS Collections Report
- Appendix 4: Director's Initiative for Financial Controls
- Appendix 6: AHS Organization Chart

The **Mission** of AHS is to connect people through the power of Arizona's history. Its **Vision** is to be the driving force strengthening Arizona's communities by promoting history through leadership, partnership, and scholarship.³

Arizona is especially rich in its history. This history extends from the earliest histories of indigenous cultures represented across thousands of years, to the impact and influence of Spanish and Mexican exploration and colonization, to the American expansion and the rugged individuals who trapped, homesteaded, and settled the west, to recent development and urbanization. It is a history of many people, adversity, adaptability, and perseverance. It's in these histories that modern audiences find inspiration and define their shared surroundings. It is a history that, without a coordinated effort for acquisition and preservation, is at perpetual risk of being irreparably lost.

The Arizona Historical Society (AHS) is proud to serve as the steward of Arizona's history. Its collections broadly represent Arizona history, offering a one-of-a-kind resource for Arizona history. The Society is firmly established as a recognized and trusted agency for the state in the care of its history. Its artifact and manuscript holdings offer unique opportunities for public programming, educational outreach, and exhibitions, as well as academic and community-based research. AHS collections provide premier resources for recounting Arizona's past, and they are invaluable tools for promoting public understanding of contemporary issues such as water availability, immigration, free trade, mining, ranching and agribusiness, the defense industry, cultural diversity, and urban development and revitalization.

³ <https://arizonahistoricalsociety.org/ahs-history/>

In fulfillment of its statutory directives, the Arizona Historical Society operates multiple museums and public research facilities, provides archival and educational services, participates as a statutory member on multiple inter-agency Boards and Commissions,⁴ and manages and stewards historic sites, collections, and archives from Arizona's public history that are held in trust for the people of the State. Adhering to the objectives mandated in A.R.S § 41-821 and A.R.S. § 41-823, the AHS staff, together with the good support and oversight of its governing Board, discharge their responsibilities for meeting the agency's mission.

To Collect

- The Arizona Historical Society's curated materials are in excess of **85,000** 3D artifacts and **1.2 million** 2D records. Together, these encompass **47,000** square feet in dedicated storage for stewarded objects and records.⁵
- AHS collections and archival practices are codified through its Collections Management Policy,⁶ which includes its Collecting Plan,⁷ processes for acquisitions, care, and deaccessions of materials to/in/from the public trust.
- The scope of AHS' collections varies from a sealed, 1920s box of the original-recipe Cactus Candies to Barry Goldwater's HAM radio desk, from Wyatt Earp's wedding ring to Geronimo's rifle, and from a 1923 Studebaker Touring Car known as The Sheriff to a complete Baldwin #12 Locomotive.
- Its archives include historic photographs, maps, personal journals and letters, original architectural renderings of iconic buildings, and vary from 30 years of original studio news recordings and reels of the Wallace and Ladmo show, to the first piece of airmail sent from Phoenix, to extensive oral histories from the state's "historymakers" like Marshall Trimble, Barry Goldwater, Karl and Stevie Eller, Paul Fannin, Jon Kyl, Navajo Code Talkers Merrill Sandoval and Joe Kellwood, and Governors Bruce Babbitt and Raúl Castro.
- AHS collections have undergone significant review since 2013, with reforms both to its management systems and deaccessions of large assemblages of non-relevant, duplicative, or severely damaged objects. This process is still ongoing but refines the focus of existing AHS collections squarely on Arizona and creates new storage capacity for the future acquisition of objects both relevant and significant.

⁴ Including the Arizona Historical Advisory Commission (AHAC), Arizona State Board of Geographic and Historic Names (ASBGHN), and the Arizona Historical Records Advisory Board (AHRAB).

⁵ AHC Tempe: 13,815 square feet. AHM Tucson: 31,145 square feet. Pioneer Flagstaff: 1,339 square feet. Yuma: 1,200 square feet.

⁶ https://arizonahistoricalsociety.org/wp-content/uploads/2020/08/CAE20-002-Collections-Management-Policy_final.pdf

⁷ https://arizonahistoricalsociety.org/wp-content/uploads/2020/08/LAC20-001-AHS-Collecting-Plan_final.pdf

To Preserve

- The agency stewards 11 historic buildings across 5 counties in Flagstaff, Strawberry, Tucson, Douglas, and Yuma. Several are on the State or National Register of Historic Places. These include Pioneer Museum (formerly the Coconino County Hospital – 1908), Strawberry Schoolhouse (1885), Charles O. Brown House (late 1840s), Douglas Williams House (1909), and Sanguinetti House Museum & Gardens (1870).
- AHS provides direct financial support through grants, professional services and guidance, and promotional recognition to other, qualifying historical societies and museums across the state.⁸ The Society's work goes beyond its own offices and storage to support all local efforts to best document and preserve important Arizona history. This reach extends to organizations in every county, in every corner of the state.⁹
- AHS has resolved deficiencies in its storage management of collections and archives first identified in the 2013 Sunset Review. All Society collections and archives are now subject to an equal standard of suitable housing for their protection and preservation. A standardized system for cataloging collections and archives has been developed and all four locations are represented and can be publicly searched through AHS catalogs. Finding aids have been created and made available on the AHS website¹⁰ to support public research and inquiry, which are supported by a staff of trained archivists at both of the Society's primary locations in Tucson and Tempe.

To Promote

- The Arizona Historical Society operates four museums statewide: Arizona History Museum (AHM) in Tucson (headquarters), Arizona Heritage Center (AHC) in Tempe, Pioneer Museum in Flagstaff, and Sanguinetti House Museum & Gardens (SHM) in Yuma.
 - The four museums are distributed across the state and provide regional foci, helping to define **community identity**.
 - The scope of all four museums defines the public's education on the **State's identity** from Territorial Days to the present.
 - Visitation in 2023 exceeded pre-pandemic numbers with nearly **23,500** visitors statewide.

⁸ <https://arizonahistoricalsociety.org/visit/ahs-certified-historical-institutions/>

⁹ <https://arizonahistoricalsociety.org/visit/ahs-certified-historical-institutions/region/>

¹⁰ <https://arizonahistoricalsociety.org/research/library-archives/>

- AHS' Education services provide supporting materials for Arizona schools and teachers, including both traditional, on-site field trips and traveling, in-classroom lessons.
 - All educational content aligns with Arizona College and Career Ready Standards, applying the agency's scientific and historical collections and archives for grades K-12.
 - With current restrictions in the time afforded to teach history in the Arizona classroom, AHS is a valuable resource to ensure that the history of Arizona is not excluded from the education of students state-wide.
- AHS provides on-site space and instruction on archives research and sciences to students and classrooms from local colleges, including ASU and UofA at AHC Tempe and AHM Tucson, respectively.
- The Society is the state coordinator for the annual National History Day contest, which inspires teachers and students in schools across the state through challenging classroom activities, after school clubs, weekend workshops, and exciting competitions transforming history education and instruction.¹¹
 - In 2023, NHDAZ hosted 4 Regional Competitions across northern, central, and southern Arizona.
 - 243 students and 20 teachers participated from across the state, representing 17 different schools.
 - 158 students competed in the State Competition.
 - 47 students advanced to the National Competition in Washington D.C.
 - 6 Arizona students were chosen to showcase their projects either online or at Smithsonian Museums.
- In 2023, AHS Education debuted an annual postcard contest to celebrate Arizona's 111th birthday. This program supported 3rd grade reading, writing, and social studies standards for classroom instruction. Students created and sent in postcards based on things learned about Arizona's history.
 - **3,200** 3rd graders participated in the contest
 - **700** entries were submitted
 - **6** winners were announced, representing Pima, Graham, Greenlee, Maricopa and Yuma counties. The postcards can now be purchased at the Arizona History Museum gift shop in Tucson.
- The *Journal of Arizona History* is now in its 64th year of continuous publication. Its reach in 2023 was **5,200** through printed media and **7,500** unique online readers and downloads.

¹¹ <https://arizonahistoricalsociety.org/education/national-history-day-arizona/>
<http://www.nhdaz.org>

- Between 2021 and 2023, AHS boasted **84 public programs** and **14 new exhibits**.¹²
- AHS celebrates contributors and allies to Arizona history through its annual **AI Merito Awards**.¹³ These awards celebrate their 50th anniversary in September 2023.
- In 2023, AHS library and archives supported **3,174** research requests and served **998** researchers in-person in the reading rooms in Tucson and Tempe.
 - AHS provides annual Research Grants to support visiting scholars making use of AHS' on-site collections and archives to research and promote Arizona's history.

To most effectively and efficiently pursue and fulfill its Statutory objectives and purposes, the Arizona Historical Society follows a 5-year Strategic Plan. An Interim Update to its FY21-26 Strategic Plan was recently reviewed and approved by the AHS State Board on Friday, July 28, 2023.¹⁴ These goals, as well as the related strategies and objectives, are the drivers for everything that the Society does.

To Pursue Excellence

- From 2018 through 2021, AHS implemented significant structural reforms to best align with State practices. These reforms included a major response against intra-agency “silos” through the centralization and standardization of operating practices across all four of AHS’ operating facilities, as well as tightened financial controls of public funds with Chapters and outside partners – fulfilling an outstanding 2013 Sunset Review recommendation.
- In 2021, all four of AHS’ operating facilities received **National Accreditation** through the American Alliance of Museums (AAM) in recognition of their national preeminence.¹⁵
- Beginning in 2022, AHS has given priority to its financial management practices. Those areas with a recognized need and given particular focus are top-down, and vary from the macro with the agency’s annual budget to the minute with its function coding. A full account of AHS’ completed and planned financial reforms is provided in Appendix 4: Director’s Initiative for Financial Controls.
- Since 2022, AHS has implemented organizational reforms across departments and staff to better support its core mission. The results of this work have been clearer lines of communication among staff, cleaner reporting structures, reduced duplication of tasks, and a streamlining of processes.

¹² Including seminars; lectures; discussions and workshops for students, educators, professionals, local history museums, and the general public; and national and state-themed holiday celebrations.

¹³ <https://arizonahistoricalsociety.org/al-merito-awards/>

¹⁴ <https://arizonahistoricalsociety.org/strategic-plan-annual-report-budget/>

¹⁵ <https://arizonahistoricalsociety.org/2021/07/30/arizona-historical-society-receives-highest-national-recognition/>



FLAGSTAFF | TEMPE | TUCSON | YUMA

For a young state, Arizona is blessed with so many great and important stories to tell. What the world knows about Arizona comes largely from AHS' collections and archives. The agency provides global access to the images, documents, film, and voices of Arizona history. The Arizona Historical Society stewards the irreplaceable treasures and records that give these stories life, celebrating them through excellence in preservation, interpretation, and dynamic and varied public engagement.

3. The extent to which the agency's key statutory objectives and purposes duplicate the objectives and purposes of other government agencies or private enterprises.

Supporting materials for this section:

- Appendix 7: Partnerships with other governmental agencies or private enterprises

The Arizona Historical Society has no similar, conflicting, or duplicative objectives with any other agency.

AHS holds distinction as the only state agency to collect public – the people's – records of history, not governmental. It documents the histories of Arizona's urban and rural communities, cultures, organizations, large industries, small businesses, families, and individuals.

While other state agencies have complimentary statutory assignments that address discrete aspects of Arizona history (e.g. Arizona State Museum, Arizona State Parks and SHPO, Prescott Historical Society), AHS is a **full service, statewide cultural institution** dedicated to collecting, educating, and publishing. No other Arizona repository does all three. Its collections are **unique**. Its means of preserving and promoting them are **expansive** by their nature. They provide the cultural and historical foundations for Northern, Central, Eastern, Southern, and Western Arizona.

- By Statute, AHS does not duplicate the collecting scope of any state agency or private enterprise.
 - This includes all State University archives and special collections, as well as those of Arizona State Library in its archives public records.
- The Society's comprehensive cultural and historical resources uniquely position the agency to collaborate and support educators statewide with tailored K-12 and post-secondary learning opportunities.
- AHS is the sole publisher of the quarterly *Journal of Arizona History*.
- AHS is the primary state sponsor of National History Day in Arizona.

Far from duplicative, through fulfillment of its statutory objectives and purposes, the Arizona Historical Society provides unique support and services to other State agencies and the public and private sectors.

- Arizona State Library subcontracts to the Arizona Historical Society for its statutory microfilm processing of state records.¹⁶
- AHS is the only known repository in Arizona to offer large-format scanning of privately-held materials.
- AHS provides rented office space to the University of Arizona at the Arizona History Museum in Tucson.
- AHS provides on-site classroom lessons and internships for Arizona State University at the Arizona Heritage Center in Tempe.
- AHS is the only State agency which provides direct support to local, public organizations in support of the preservation and celebration of Arizona’s history and culture. Its Certified Historic Institutions (CHI) program offers annual grants to qualifying organizations.¹⁷
- AHS, through its CHI program, provides professional support and consultation to program members, sharing expertise to advance best practices statewide.

Reflecting the history, development, and cultures of Arizona, the Society’s resources enable diverse audiences to learn about the state’s past and to make predictions about its future through a blend of public programs, educational and research opportunities, museum exhibits, accessible archival and artifact collections, and numerous on-site and virtual activities. While the Arizona Historical Society works closely with its sister agencies in the State Library and State Parks, neither possesses the capacity, training, or mission to preserve and celebrate the state’s entrusted historical resources as AHS. The Arizona Historical Society stands unique within the State of Arizona as steward of the people’s history.

¹⁶ ARS § 39-101 – <https://www.azleg.gov/ars/39/00101.htm>

ARS § 41-151.16 – <https://law.justia.com/codes/arizona/2015/title-41/section-41-151.16>

¹⁷ <https://arizonahistoricalsociety.org/visit/ahs-certified-historical-institutions/>

4. The extent to which rules adopted by the agency are consistent with the legislative mandate.

Supporting materials for this section:

- Appendix 4: Director's Initiative for Financial Controls
- Appendix 8: Links to AHS Core Documents

The Arizona Historical Society is an umbrella agency of the Arizona Department of Administration (ADOA). Consequently, AHS is not a rule-making body. It adheres to all rules, regulations, and procedures adopted by the ADOA that are applicable to AHS and implements them within the agency accordingly. These include, but are not limited to Arizona Administrative Code - Title 2 -01; ADOA Administrative Code 2-05; ADOA State Personnel System, 2-07; ADOA State Procurement Office, 2-10; ADOA Risk Management Division, 2-11; Public Buildings Maintenance, 2-15; ADOA General Services Division; State of Arizona Accounting Manual (SAAM); ADOA Employee Handbook; Arizona State Personnel System (ASPS) HRD policies; Office of the Attorney General Agency Handbook; Conflicts Manual; and Pre-Employment Inquiries.

In July 2022, the AHS State Board approved an extensive update to its By-Laws and Policies, following a 5-month review process and 30-day public notice for comments. These changes best reflect AHS' statutory mandate and reflect recommendations from the 2013 Sunset Review. The AHS State Board continues to make timely changes and updates to its core documents, within all due posting requirements, to reflect current State rules, regulations, and procedures.

In instances of uncertainty of process or when legal clarification is required, AHS engages its legal counsel in the State Attorney General's office for direction and to ensure consistency.

5. The extent to which the agency has provided appropriate public access to records, meetings, and rulemakings, including soliciting public input in making rules and decisions.

The Arizona Historical Society is compliant with Arizona’s Open Meeting Law. Pursuant to A.R.S. § 38-431.02(A)(1), notices of open meetings are posted within the prescribed time limits on the 2nd Floor Bulletin Board, AHS Statewide Administration Dept., 949 E. 2nd St., Tucson, AZ, and on the AHS website.¹⁸ This includes notices of agendas and meeting minutes, as well as 30-day notices for its Annual Meeting or proposed changes to the Society’s By-Laws and Policies.¹⁹ Video copies of AHS Board and Committee meetings are available upon request.

- AHS takes care to observe and log all members of the public in attendance at any of its meetings, and to include a Call to the Public at the meeting’s onset.

All core public documents for the agency, including its By-Laws and Policies, Strategic Plan, 2013 Sunset Review, and Code of Ethics are collated into a single location on the AHS website for ready public access.²⁰ Policies regarding public access to collections are also posted to the website.²¹

The Arizona Historical Society is an agency of the State of Arizona and manages its records retention in accordance with State directives and policy. It complies with all legal requests and instructions on the disclosure of public records. Pursuant to A.R.S § 44-7007²², AHS may retain its records in paper format, but can provide digital copies as requested for public information or legal documentation requests.

Following ADOA policies and guidelines, the Arizona Historical Society also conforms to the rules, regulations, and procedures relevant to requesting public input. Most recently, across 2022 and 2023, AHS undertook two significant updates to its core documents.

- In July 2022, the Society’s State Board approved amendments to its By-Laws and Policies.
- In July 2023, the Board approved an interim update to its FY21-26 Strategic Plan.
- In the months preceding both efforts, the Arizona Historical Society solicited for public comments across the development and drafting stages.

¹⁸ <https://arizonahistoricalociety.org/state-board-directors/>

¹⁹ <https://arizonahistoricalociety.org/strategic-plan-annual-report-budget/>

²⁰ <https://arizonahistoricalociety.org/strategic-plan-annual-report-budget/>

²¹ https://arizonahistoricalociety.org/wp-content/uploads/2020/08/CAE20-002-Collections-Management-Policy_final.pdf

²² <https://www.azleg.gov/viewdocument/?docName=https://www.azleg.gov/ars/44/07007.htm>

This outreach was accomplished primarily through the local efforts of those AHS Board members holding a Chapter seat, a position with ties to AHS' regional partners and networks. In both cases, responses were received from various parties from across the state. The majority of these returned recommendations and suggested edits were ultimately incorporated into the final, approved copies of both documents.

6. The extent to which the agency timely investigated and resolved complaints that are within its jurisdiction.

The Arizona Historical Society routinely investigates any complaints within its jurisdiction. Complaints may relate to service delivery, agency interaction with the public, or interpersonal disagreements between staff. Investigations are generally administered and successfully concluded at the Chief Administrative Officer or Division Director level. Unsuccessful resolutions to public complaints are forwarded to the Executive Director.

Complaints or disciplinary matters of an internal nature are referred to the agency's Human Resources Officer for its handling and resolution, in compliance with ADOA policy as promoted by the State's Chief Human Resources Officer (CHRO). Unsuccessful resolutions, as well as complaints involving a Director or the Chief Administration Officer, are forwarded to ADOA staff as part of their support services provided to small state agencies.

If the scope of an investigation surpasses the agency's ability or authority to resolve the matter, it is referred to the appropriate regulatory or investigative agency. This may include, for example, the Capitol Mall Personnel, the Auditor General, the Attorney General, Department of Public Safety, or Department of Administration. The Society has a long and successful history of excellent cooperation with these agencies. In addition, to ensure that all state mandated personnel policies and rules are rigorously followed, AHS makes use of all current State forms and supporting software for tracking and recording performance, including MAP and AZPerforms.

The Arizona Historical Society is an agency of the State of Arizona and complies with all legal requests and instructions on the disclosure of public records. No complaints have been recorded in this area, but would be managed through the processes described above.

This process was demonstrated during the 2020 Accreditation Review by AAM. During this review, a complaint was lodged with the AAM Board challenging the agency's deaccession policy as detailed on page 5 of the Collections Management Policy.²³ Following a review by their staff, the AHS policy was found to be well within accepted standards of museum practice. The same individual lodged a complaint with the State Ombudsman questioning AHS Board compliance with its own By-Laws and Policies during agency restructuring. The Attorney General's office was silent on this matter and had little interest in rendering an

²³ https://arizonahistoricalociety.org/wp-content/uploads/2020/08/CAE20-002-Collections-Management-Policy_final.pdf

opinion on the agency's internal By-laws and Policies as they did not conflict with State rules and regulations.

7. The extent to which the level of regulation exercised by the agency is appropriate as compared to other states or best practices, or both.

Supporting materials for this section:

- Appendix 2: AHS Collections Report
- Appendix 3: 2021 Accreditation Letter
- Appendix 4: Director's Initiative for Financial Controls

The Arizona Historical Society is not a regulatory agency. Its internal regulatory authority is limited to and describes its stewardship of historic collections and archives; this authority is appropriate as compared to both other states and best practices. Separately, AHS follows the guidelines and direction of ADOA and the State Historic Preservation Office (SHPO) in the care and management of its historic sites and properties.

In 2020, all four of AHS' operating facilities were surveyed and inspected by the American Alliance of Museums (AAM) for their compliance and efforts toward best practices in museum, collections, and archives management. The level of State regulation and Board oversight were considered and found to be appropriate to the mission and best practices. In 2021, AHS received **National Accreditation** at all four locations.²⁴

- This status is held by only **3%** of all active museums across the country, and recognizes an organization's commitment to excellence in the fields of cultural stewardship and public history.
- The Arizona Historical Society's operating museums represent **4 of only 20** museums accredited in Arizona. This accreditation is valid for 10 years.²⁵

The Arizona Historical Society, through its CHI program, provides professional support and consultation to program members, sharing expertise to advance best practices statewide.

The AHS Collections Policy and Collections Plan reflect current practices and adherence to national standards.²⁶ These are active functions and continually reviewed and updated.

²⁴ <https://arizonahistoricalsociety.org/2021/07/30/arizona-historical-society-receives-highest-national-recognition/>

²⁵ <http://ww2.aam-us.org/resources/assessment-programs/accreditation/accredited-museums>

²⁶ <https://arizonahistoricalsociety.org/research/museum-collections/>



FLAGSTAFF | TEMPE | TUCSON | YUMA

In its financial stewardship, AHS works closely with its liaisons within the General Accounting Office (GAO), Joint Legislative Budget Committee (JLBC), and ADOA to effectively manage and report its funds.

8. The extent to which the agency has established safeguards against possible conflicts of interest.

Supporting materials for this section:

- Appendix 1: 2013 Sunset Review tracking document
- Appendix 2: AHS Collections Report
- Appendix 7: Partnerships with other governmental agencies or private enterprises
- Appendix 8: Links to AHS Core Documents

The Arizona Historical Society is an agency of the State of Arizona; it adheres to all rules, regulations, and procedures adopted by the ADOA, especially as they pertain to conflicts of interest. All employees, Board members, and volunteers for the agency are required to complete annual, State-mandated training on this subject (e.g. LAW-2000). Board members appointed to the AHS State Board must complete the State Oath of Office as administered by the Arizona Boards and Commissions.

All AHS staff are required to maintain current disclosure statements, which are enforced relative to an employee's duties in accordance with State of Arizona regulations. Any participation with contracts, requests for information, etc. require a secondary non-disclosure statement within the procurement of services or items individually with each new contract issued.

AHS maintains agency-specific documentation and policy in deterrence of potential conflicts of interest, including its Code of Ethics²⁷ and across its partnership agreements and contracts. This Code of Ethics was part of the AAM accreditation process in 2020, and highlighted in their review. As a state agency uniquely suited to managing the accession or deaccession of collections and archival materials from stewardship in the public trust, additional measures have been taken against the possibility of interceding or preferential personal or private acquisition of historical materials. Contracts and agreements executed with partners include provisions for this considered conflict; it is likewise addressed in all AHS Board and staff training orientations.²⁸

²⁷ https://arizonahistoricalociety.org/wp-content/uploads/2021/03/OPR21-002-AHS-Code-of-Ethics_fillable-1.pdf

²⁸ <https://arizonahistoricalociety.org/wp-content/uploads/2023/07/TEMPLATE-Board-Orientation-Agenda-2023.docx.pdf>

9. The extent to which changes are necessary for the agency to more efficiently and effectively fulfill its key statutory objective and purposes or to eliminate statutory responsibilities that are no longer necessary.

Supporting materials for this section:

- Appendix 8: Links to AHS Core Documents

To continue to best fulfill the agency’s key statutory objectives and purposes, the following changes are recommended:

- A.R.S. § 41-822.B is outdated and should be deleted. This language is duplicative to the archival scope of the Arizona State Library in its archives and public records.²⁹
- A.R.S. § 41-823.C permits the Society to borrow money and issue promissory notes not to exceed \$75,000 “with which to erect or procure needed buildings and equipment.”³⁰ The Arizona Historical Society requests an increase to this permitted sum to a figure that better reflects the cost of new construction in the State of Arizona in 2023.
 - In its FY25 Capital Improvement Plan (CIP), AHS identified \$65,000,000 in new construction costs to resolve current storage and future facility needs at AHC Tempe and AHM Tucson.

No other portions of State statutes relating to AHS prevent its ability to meet objectives; no other changes are suggested.

²⁹ <https://www.azleg.gov/viewdocument/?docName=https://www.azleg.gov/ars/41/00822.htm>

³⁰ <https://www.azleg.gov/viewdocument/?docName=https://www.azleg.gov/ars/41/00823.htm>

10. The extent to which the termination of the agency would significantly affect the public health, safety or welfare.

Supporting materials for this section:

- Appendix 2: AHS Collections Report
- Appendix 6: AHS Organization Chart
- Appendix 7: Partnerships with other governmental agencies or private enterprises

The Arizona Historical Society indirectly benefits both public health and safety through its partnerships, shared programming, and educational efforts. Its efforts contribute directly to community quality of life across Arizona.

A termination of the agency would significantly affect public welfare.

The public welfare of Arizona encompasses the social, material, and economic security of its people. The statewide presence of AHS as a trusted, sustainable cultural institution satisfies all three and is critical to their well-being.

Through its collection, preservation, and promotion of Arizona history at its statewide museums, AHS provides an important and impactful setting for **community engagements and dialogues**. Museums are the modern community forum, where groups gather to use examples of the past to decide their future; termination of the Society would close the door to the State's shared past. If we lose our past experiences, we lose a sense of what we have been through, who we are, and who we have become. With no knowledge of who came before, there is no appreciation for what is required to succeed in the future. A termination would cease the Society's outreach programs to local historical organizations across the state, resulting in significant impacts towards the support of rural communities.

- AHS is the only State agency which provides dedicated support to local and rural communities towards their preservation and celebration of Arizona's history and culture. Its free, Certified Historic Institutions (CHI) program offers professional consultation services and annual grants to its program members.³¹

³¹ <https://arizonahistoricalociety.org/visit/ahs-certified-historical-institutions/>

- If terminated, this loss of funding would immediately negatively impact **57** museums and historical societies across the state.³² The extent of this impact would vary from suspended preservation or security improvements to their outright closure.

AHS' museums and archives provide unique **educational** opportunities and resources, both through the scope of its holdings and offered services for engagement. Preservation of and public access to the content of the past are essential to the health of Arizona. Enlightened discourse over critical issues, public policy, and the very nature of our democracy requires continual reference to the historical context.

- AHS is the state sponsor and organizer of National History Day in Arizona. A termination of the agency would suspend the program, ending Arizona's participation in the national academic contest.
- AHS develops and promotes classroom support and curriculum to fulfill the State's requirement for third grade instruction on Arizona History.
- Eliminating the agency would weaken Arizona's cultural and educational infrastructure; damage its reputation as a "research destination"; threaten its ability to effectively integrate social history and science-based curricula; and significantly decrease educational offerings for students and lifelong learners.

AHS provides essential information and research **services** to the general public, businesses, elementary to postgraduate students, municipal and state agencies and their employees, nonprofits, service organizations, authors, architects, and many more.

- AHS is the only State agency providing microfilming services for other State agencies, educational organizations, and businesses. Arizona State Library subcontracts to the Arizona Historical Society for its statutory microfilm processing of state records.³³
- AHS stewards and maintains the largest portfolio of historic properties in the state, and provides a necessary separation against conflicts of interest in management with SHPO. It coordinates with partners statewide to support their preservation.

AHS museums support tourism, create value for nearby neighborhoods, and provide **economic** benefits to their local communities.

³² <https://arizonahistoricalociety.org/visit/ahs-certified-historical-institutions/region/>

³³ ARS § 39-101 – <https://www.azleg.gov/ars/39/00101.htm>

ARS § 41-151.16 – <https://law.justia.com/codes/arizona/2015/title-41/section-41-151.16>

- AHS actively promotes the culture, legacy, and values of Arizona, advancing its national and international profile through its publications and online presence.
- In 2017 (most recent data), museums in Arizona provided a Gross Value Added (GVA) of **\$935,688,507**.³⁴

The Arizona Historical Society has served the people of Arizona for over 150 years. Its impact has been cumulative, building over time. The Society has collected, preserved, and promoted the material and documented history of Arizona's past – its peoples, businesses, and communities. The individual efforts manifesting this work are too numerous to mention. The work is ongoing and far from over.

- At its height, Arizona boasted over **600** museums.
- Since 2020, **12%** of all museums nationwide have closed permanently.³⁵
- Today, there are only **350** museums still serving the public in Arizona.³⁶

Now, more than ever, there are fewer and fewer cultural organizations left to do the work of collecting, preserving, and promoting Arizona history. Without them, those artifacts and records of its shared past will be forever lost.

Across its history, the Arizona Historical Society has served as the trusted repository for Arizona's history. Time and time again – and most recently since 2020 – the displaced collections of sunsetted or closed agencies, societies, or public or private organizations have been placed on the doorstep of AHS. In fulfillment of its statutory mandate, those orphaned materials found a home and were added to the stewarded holdings of the Arizona Historical Society. Until the date of its termination, the Society will continue to collect, preserve, and promote imperiled collections, filling gaps in the state's ongoing historical record. To-date, it has succeeded where others have failed.

The Arizona Historical Society recognizes that, while history is unchanging, the way it's explored and promoted is anything but. Across its history, AHS has demonstrated flexibility, relevance, and resilience. It is not a relic of the past; it is a modern, adaptive advocate. If terminated, the cultural, educational, and historical loss to current and future generations of Arizonans will be insidious and incalculable.

³⁴ Direct: \$307,452,918; Indirect: \$250,548,922; Induced: \$381,513,799

<https://www.aam-us.org/2018/01/19/museums-as-economic-engines/>

³⁵ <https://www.aam-us.org/wp-content/uploads/2022/02/COVID-19-Snapshot-of-the-Museum-Field-Dec-Jan.pdf>

³⁶

<https://azmuseums.wildapricot.org/AzMuseumsFromHome#:~:text=Arizona%20has%20more%20than%20350,readily%20accessed%20from%20your%20home!>



FLAGSTAFF | TEMPE | TUCSON | YUMA

There is no substitute for the Arizona Historical Society in what it does in service of the public good.

- 1. The extent to which the agency potentially creates unexpected negative consequences that may require additional review by the COR, including increasing the price of goods, affecting the availability of services, limiting the abilities of individuals and businesses to operate efficiently and increasing the cost of government.**

Supporting materials for this section:

- Appendix 7: Partnerships with other governmental agencies or private enterprises

The Arizona Historical Society does not create, nor is it positioned to create, any such negative consequences in performance of its statute and key objectives and purposes.

To the contrary, the unique records and material collections of AHS support the accessibility and availability of those goods and services within its domain.

- AHS frequently assists private contractors and public officials in records searches, including locating unique maps, blueprints, directories, and other materials relevant to city and county projects.
- Film and other media producers routinely make use of the Society's documentary and visual resources, as well as its facilities and grounds.
- Researchers from around the state, nation, and foreign countries come to AHS facilities to study Arizona's military, aviation, and science history; its urban development; its natural resource management; its transportation, economy, and climate; its tourism industry; genealogies; labor; government; health; and public policy history.
- In support of A.R.S. § 39-101 and 41-151.16, AHS recommissioned surplus equipment to become the only State agency to provide microfilm services. It is presently engaged by a variety of State agencies, educational organizations, and businesses, including the Arizona State Library.

2. The extent to which the agency has addressed deficiencies in its enabling statutes.

Supporting materials for this section:

- Appendix 1: 2013 Sunset Review tracking document
- Appendix 2: AHS Collections Report
- Appendix 4: Director's Initiative for Financial Controls
- Appendix 6: AHS Organization Chart

The Arizona Historical Society continually reviews its enabling legislation to ensure the agency has the ability to fulfill its statutory mandate. Efforts since the 2013 Sunset Review have predominantly focused on resolving those deficiencies identified in the COR's ensuing, published report. These deficiencies have been codified, corrected, and reported in Appendix 1: 2013 Sunset Review tracking document.

Board oversight has been strengthened and committee policies have been updated to reflect Sunset oversight responsibilities, as well as Statutory changes in the Board's composition and appointments. The most substantive changes to both the Agency's By-laws and Policies were approved on July 29, 2022.³⁷

Collections Management is fundamental to the AHS mission. This has been an area of concern since 1995. Based on additional follow-up meetings and in consultation with the Auditor General's office, AHS has executed required corrections and provided a Supplemental Report on resolutions to Collection Management deficiencies as Appendix 2. This report documents progress and priorities since the 2013 Sunset Review.

- Online inventories of both AHS' collections and archival materials are publicly available and searchable.³⁸ These inventories are updated daily to reflect new materials when accepted and cataloged into permanent collections.

Financial controls and management have been tightened, in accordance with recommendations from the 2013 Sunset Review. Chapter fundraising obligations and the allocation of 1107 funds in support of those

³⁷ <https://arizonahistoricalsociety.org/strategic-plan-annual-report-budget/>

³⁸ AHS Archives – <https://arizonahistoricalsociety.org/research/library-archives/>
AHS Collections – <https://arizonahistoricalsociety.org/research/museum-collections/>

activities were suspended in January 2021.³⁹ Current reforms to budgets, reports, and investment fund management will support better multi-year planning and more accurate tracking of performance for timelier responses to changing markets. In adherence to recommendations from the 2013 Sunset Review, AHS hired its first Development Officer in 2022.

- In FY23, this position generated **\$185,091.19** in cash and in-kind donations to support programs and services.

To support its planning and resolution of known or later-revealed deficiencies, the Arizona Historical Society maintains an active 5-year Strategic Plan. Its most recent, for FY21-26, was recently amended and approved as an Interim Report for FY24 by the AHS State Board on July 28, 2023, following an 8-month public solicitation and review process.⁴⁰ This new Strategic Plan includes a list of current and outstanding deficiencies. It provides a clear direction for proceeding forward, including a working timeline for their prioritization and allocating resources and staff for their address.

In commencement of the approved FY24 Interim Report, the Arizona Historical Society is currently engaged in two separate development efforts to significantly expand the capacity and profile of AHS in fulfillment of its key statutory objectives and purposes. Both projects would greatly improve AHS' collections and archives preservation efforts by increasing and modernizing its storage capacity, while proactively responding to future facility needs through new construction.

The Arizona Historical Society has made sweeping changes to its organizational structure in the decade since its last Sunset Review. Recommendations surrounding policies and compliance have been resolved, both through the removal of operational silos and adoption of ADOA language and directives in its staff's training and management. Reorganizations between departments and staff have helped to streamline operations while providing for cleaner lines of communication and clearer reporting structures.

The Arizona Historical Society will be 160 years old in 2024. It is an organization which has undergone reinventions and reconstitutions a handful of times over. It has and continues to be an institution which, despite over a century and a half of internal history and clutter, is responsive to identified deficiencies and adaptive in their resolution.

³⁹ <https://arizonahistoricalsociety.org/wp-content/uploads/2021/01/January-8-2021-Board-Meeting-Minutes-Final-Draft.pdf>

⁴⁰ <https://arizonahistoricalsociety.org/strategic-plan-annual-report-budget/>

3. The extent to which the agency has determined whether the Attorney General or any other agency in Arizona has the authority to prosecute or initiate actions.

The enabling legislation for the Arizona Historical Society is found in A.R.S. § 41-821 through 41-826. Other statutes specifically pertaining to the Society include: firstly, A.R.S. § 41-151.20 and 41-835.02 which require an employee of the Society to be a member of various State advisory committees; secondly, A.R.S. § 41-867 on historic markers for the Arizona Dude Ranch Heritage Trail program; and thirdly, A.R.S. § 13-3302 which allows AHS to conduct raffles.

Reviewing the enabling legislation for the Society, there are no specific statutes that regulate criminal acts. However, if an AHS employee is accused of any criminal activity regulated by other statutes or where the Society itself is a victim, the Attorney General's Office has the authority to prosecute those acts on behalf of the state. Furthermore, the Attorney General's Office advises and represents the Society on many diverse matters of a non-criminal nature as, for example, employment issues, tort litigation, contract review, claims, legal opinions, and property sales, purchases, or transfers.

4. The consequences of eliminating the agency or consolidating it with another agency.

Supporting materials for this section:

- Appendix 2: AHS Collections Report
- Appendix 7: Partnerships with other governmental agencies or private enterprises
- Appendix 8: Links to AHS Core Documents
- Appendix 9: AHS By-Laws

As described in the response to question 10 (above), the consequences of eliminating or consolidating the Arizona Historical Society with another agency would be significant and lasting in their damage to the State's historic legacy. Elimination of the Society dishonors a tradition, valuation, and priority of Arizona's leadership that extends forward from 1864. Founded almost one half-century prior to statehood, territorial legislatures recognized early on the importance of preserving Arizona history.

By statute, AHS is not duplicative of any other agency nor is there another agency with the space to store, preserve and provide access to its collections at four statewide locations or the capacity to deliver its services statewide. The key here is maintaining local community identity with the efficiencies of a state agency. AHS provides essential services to the people of Arizona which do not exist elsewhere. No other State agency has the capacity to house, steward, and make publicly accessible the Society's collections and archives, nor to meet the total expanse of all archival and curatorial services offered.

Any termination or consolidation would have far-reaching and negative effects on the state's stewarded, public historical materials and records.

- AHS collections and archives require specialized care and strict environmental controls for their preservation.
- AHS collections and archives could be warehoused or otherwise transferred, but the statewide availability of qualifying storage spaces – state, municipal, or private – is already limited and costly. Warehousing, however temporarily, would result in the outright denial of public access. Regardless of any future acquisition of dedicated storage and display space, consolidation will result in decreased public access.

- The relocation of AHS' extensive and geographically dispersed collections and archives would most likely result in damage or outright destruction of many fragile, irreplaceable items.
- Termination or consolidation would likely result in the closing of existing AHS staff positions, including its Curators and Archivists. The size and scope of AHS holdings require mentorship and direct training to maintain and track to best policies, as well as unique technical certifications and training which restrict future candidate pools.

In the event of dissolution or cessation of the Society, all assets remaining after payment of outstanding liabilities shall be remanded to the State of Arizona.⁴¹ A treatment plan for the disbursement of the AHS' Collections and Archives, in the event of the agency's dissolution has been developed, and adheres to the accession/deaccession policies as approved by the AHS Board of Directors.⁴² The size and scope of the Society's holdings are not duplicative to those of other state or regional entities, and are likely to require significant storage solutions that are not presently available either in whole or in part.

From its inception, membership has always been a cornerstone of the Arizona Historical Society. From the rolls of its members, AHS has received numerous donations of cash, volunteer hours, collections, and archives – to augment appropriated dollars – to support the preservation and promotion of the State's history. Consolidating the Society into a larger state agency would end membership with its many benefits and eliminate broad-based geographic support of the State's citizens. Combining agencies would have a significant and negative impact on private dollars, particularly as ownership in the organization is diluted and donors are no longer confident that their priorities are shared by the newly-formed entity.

- In FY23, total revenue from donations and membership was **\$331,468.67**.

AHS provides considerable resources, including educational curricula materials, exhibits and programs, workshops, consultations, museum tours, and classroom outreach. It partners with other State agencies and sits on State commissions to provide unique expertise and services. Its CHI program provides direct financial support to local and rural historical organizations. The Society is the sole statewide sponsor and coordinator for National History Day.

- Should AHS be terminated or consolidated, its professional and technical services, grant support, and the Certified program for historical organizations would be diminished or disappear altogether.

⁴¹ <https://arizonahistoricalsociety.org/wp-content/uploads/2023/08/APPROVED-AHS-By-Laws-7-29-22-1.pdf>

⁴² https://arizonahistoricalsociety.org/wp-content/uploads/2020/08/CAE20-002-Collections-Management-Policy_final.pdf



FLAGSTAFF | TEMPE | TUCSON | YUMA

The functions of the Arizona Historical Society are those of an accredited institution of national significance. The wide and varied range of activities under its scope in fulfillment of the agency’s statutory mission all demand particular requirements of skill and experience to guide the organization. As other agencies require a skill set consisting of experience, knowledge, and training suited to their objectives, AHS also demands the appropriate expertise to meet its goals and mission. The relevant and necessary requirements of resources, experience, and the public trust would not be realized by terminating or consolidating the agency.

Given its amazingly deep and varied history, the State of Arizona would indeed be impoverished in the absence of a strong Historical Society.



FLAGSTAFF | TEMPE | TUCSON | YUMA

Response to Occupational Regulation

The Arizona Historical Society does not administer an occupational regulation.