

Strategic Plan 2021-2024

Vision: People engage with the unique and diverse stories of Jefferson County.

Mission: Through collections, research, exhibits, and programs, we bring people together to share, learn, and be inspired by Jefferson County arts and heritage.

3 years from now, in order to... / we must... / by focusing our resources to... / we will...

	Objectives (words)	Goals (numbers)	Strategies (words)	Actions / Measures (numbers)	Lead
Community Impact Programs	Inspire curiosity with captivating stories of Jefferson County’s arts, heritage, and culture through the lens of equity and accessibility.	By the end of 2024: <ul style="list-style-type: none"> • Ensure exhibits and education programs reflect diverse perspectives and reach underrepresented communities. • Grow capacity, facility, and accessibility for research resources, services, and activities. • Achieve 75%+ satisfaction with visitor experiences. 	<ul style="list-style-type: none"> • Provide thought-provoking visitor experiences that ignite curiosity and reflect our values. • Offer relevant and relatable programs that welcome people of all ages and cultures. • Renovate research facility to improve Collections Care and Access. • Develop consistent methods to measure and assimilate patron feedback. 	<input type="checkbox"/> Complete a comprehensive History Exhibits Renewal Plan with the following key milestones: a) Interpretive plan by Dec 2021, b) Exhibit design by Dec 2022, c) Build by Spring 2024.	Education Director, Collections Manager, Executive Director
				<input type="checkbox"/> Build systems for gathering patron feedback for key programs and activities through surveys and focus groups by fall 2021.	Education Director, Collections Manager
				<input type="checkbox"/> Complete Phase 2 (HVAC) of Collections Building Renovation by Dec 2021. <input type="checkbox"/> Complete Phase 3 (Conservation Work) by Dec 2024. <input type="checkbox"/> Hire Research Center Assistant by Fall 2021 to build research inquiry systems (including fee structure) to improve customer service and Research Inquiry response times to 2 weeks or less by Spring 2022.	Collections Manager
				<input type="checkbox"/> Develop a re-branding campaign including new visual identity and new website launch by Spring 2024 (to coincide with Exhibit Renewal).	Education Director, Collections Manager, Executive Director, Development Coord.
				<input type="checkbox"/> By the end of 2024, begin development of a Collecting Plan that ensures diverse and inclusive collections of Jefferson County arts and heritage assets across all museum sites.	Collections Manager
Fiscal	Build fundraising capacity to sustain incremental growth and diversify income streams.	Achieve annual Contributed to Earned Income ratio of 60/40% by year-end 2024.	Provide a clear path for individual donors to give and increase engagement.	<input type="checkbox"/> Create a 3-year Development Plan by Q4 2021 to include: <ul style="list-style-type: none"> a) Sustainable donor cultivation strategy b) Inclusive membership growth and support systems (+10%/yr) c) Increase Board engagement for Fundraising: focus on Capital Campaign for Exhibitions Renewal and Major Donor support d) Build Foundations for Annual Fundraising Event (goal: 25K/yr) 	Executive Director, Development Coordinator, Fundraising Committee

Organizational Capacity	Ensure operational excellence and efficiency that brings out the best in our Staff, Board, and Volunteers.	Achieve and support fully functioning Board and Staff by Q2 2024.	<ul style="list-style-type: none"> • Fill staff capacity gaps; optimize outsourcing and partnerships. • Update policies for Board governance and engagement. • Prioritize projects using the strategic plan as a guide. 	<input type="checkbox"/> Create and begin implementation of a 3-year staffing and hiring plan outlining org. structure, responsibilities, succession, and team-building by Q2 2022.	Executive Director
				<input type="checkbox"/> Convene Board & Staff annually to review progress against strategic goals and action plans.	Board, Executive Director
				<input type="checkbox"/> Create 5 one-page summaries by Q4 2021 outlining desired Board: a) composition b) recruitment c) governance d) committees e) succession <input type="checkbox"/> Ensure the following three Board committees are fully operational by Q2 2022: Fundraising, Finance, Governance	Board
Values	Embody the values of Inclusivity, Curiosity, Sustainability, & Accountability.	Naturalize the principles of DEAI throughout the organization by 2024.	Infuse the principles of DEAI in everything we do through education and training.	<input type="checkbox"/> Create a 3-year plan identifying DEAI training for staff and Board. <input type="checkbox"/> Convene Board & Staff annually to review alignment with values and DEAI initiatives.	Executive Director