



# Strategic Plan

*2018 – 2022*

Adopted on the 16<sup>th</sup> day of August in the year 2012 by the VMHA Board of Directors. Revised: 17<sup>th</sup>  
day of April, 2014 by the VMHA Board of Directors  
Revised: 16<sup>th</sup> day of April, 2015 by the VMHA Board of Directors  
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**Organizational Profile:** The Valdez Museum & Historical Archive’s mission is to “preserve, present, and interpret, the heritage and culture of Valdez, the Copper River Basin, and Prince William Sound, Alaska.”

Valdez’s first museum was established in 1901 by prospector Joseph Bourke, who put together a small exhibit of curios that was displayed in various Valdez buildings until 1964. These objects are part of the Valdez Museum’s core collection, now numbering approximately 75,000 objects, photographs, and historical documents related to Valdez’s regional history.

In 1976, the Valdez Heritage Board formed, hired a curator, and opened the Valdez Museum. Initially, the Museum functioned as a City of Valdez department with an advisory board providing input on operations.

Formed in 1996, the Valdez Museum & Historical Archive (VMHA) is a private 501c (3) Non-Profit organization. Its purpose is to contract with the city to manage and operate the museum with the goals of decreasing dependence on city funding, increasing the museum's ability to care for and manage the community’s heritage materials, and to continue to serve the community of Valdez. The VMHA Board of Directors governs the corporation and is accountable to the voting membership, made up of the members of the City Council. The membership, in turn, represents the residents of Valdez. The collection remains the property of the city. A non-voting associate membership program that was merged with the Friends of the Museum in 1999 consists of 300 individuals and businesses.

The VMHA is governed by an 11 member volunteer board of directors and staffed with 4 permanent full time professionals, 1 permanent part-time employee, 9 temporary part-time employees and numerous volunteers. Board & staff work closely to develop fund-raising efforts, museum activities, and community relationships that strengthen the museum’s mission to share local and regional history. The museum mounts at least four temporary exhibitions each year. It balances preservation of collections with interpretation by rotating newly acquired artifacts and existing collections in and out of exhibits in a timely manner. This in turn provides access to the remaining collections by researchers and scholars.

Located in the heart of Valdez, AK, the VMHA exhibits are located in two buildings that are four blocks apart. The main building on Egan Drive offers an overview of the region’s history with stories about the 1898 gold rush, Native culture, aviation, tourism, transportation, the oil industry, and a selection of temporary exhibits. At its second location, the annex, the museum provides a broader interpretation of the 1964 Good Friday Earthquake.

Each year, the VMHA serves approximately 20,000 visitors. Of that more than 1000 are local and regional school children, 2,000 participate in multi-generation programs and presentations, and 200 are researchers who access the collections and archives.

Looking to the future, the VMHA board members and staff embarked on a two year strategic planning process that recently came to completion in summer of 2012. In 2017 board and staff reconvened to review, update and re-affirm the Museums strategic direction.

The updated Strategic Plan is a five year road map that articulates the following four goals and associated objectives:

Goal 1: The Valdez Museum & Historical Archive will be a sustainable organization.

Goal 2: The Valdez Museum & Historical Archive will have a diverse program.

Goal 3: The Valdez Museum & Historical Archive will have a dynamic communication program.

Goal 4: The Valdez Museum & Historical Archive will have a consolidated infrastructure.

Embedded within each of the strategic goals are objectives, milestones and action items which will guide board and staff for years to come.

**Goal 1: The Valdez Museum & Historical Archive will be a sustainable organization.**

A. Expand and develop new sources of revenue.

	<b>Milestones</b>	<b>Action Items</b>	<b>Responsible Party</b>	<b>Timeline/ Status</b>	<b>Comments</b>
<b>I.</b>	Write a 5 year business plan to focus on earned revenue sources	Research best practices in developing a business plan	All	Winter/Spring 2019	
<b>II.</b>	Write and implement a Fund Development Plan	Increase unrestricted donations	Executive Director	Ongoing	
		Increase non-city grants	Staff	Ongoing	
		Host 2 cultivation events a year (small scale)	Membership Committee	Spring and Late Fall	
		Implement annual membership drive	Board & Membership Committee	Spring Annually	
		Implement an Annual Appeal	Board & Staff	May Annually	
		Implement 1 Raffle annually	Board	December Annually	
		Increase endowment through strategic planned giving	Endowment Committee & Executive Director	Organizational meeting needed	
<b>III.</b>	Develop mission driven products to sell in the store	Two new products a year (striving for Alaskan made, or made in USA)	Museum Services Manager, Administrative Marketing Coordinator & Staff	Ongoing	
<b>IV.</b>	Develop fee based public programs	Offer 4 year around workshops annually	Curator of Education & Public Programs	Ongoing	

<b>V.</b>	Increase Facility Rentals	Develop marketing materials to promote museum space rental	Administrative Marketing Coordinator & Executive Director	Q3 2018	
		Minimum of 3 per year	Museum Services Manager, Administrative Marketing Coordinator & Staff		
<b>VI.</b>	Increase Archive Revenue	Find 1 new advertising source.	Museum Staff		
		Create a catalog of photos available for print	Curator of Collections & Exhibits / Administrative Marketing Coordinator	Q3 2018	

B. Strengthen human capacity (*board and staff*)

	<b>Milestones</b>	<b>Action Items</b>	<b>Responsible Party</b>	<b>Timeline/ Status</b>	<b>Comments</b>
<b>I.</b>	Develop the Board for maximum participation	Create active-Board Development Committee that meets quarterly	Board President	Quarterly meetings	
		Maintain Annual Calendar for Board Meetings/Events	Administrative Marketing Coordinator	Annually at the beginning of the year	Up on Museum website
		Review Policies and Board Manual Annually for clarity and relevance	Board Development Committee & Executive Director	Ongoing	Completed Q1 2018
<b>II.</b>	Maintain_ volunteer program	Create annual event calendar for which volunteers are needed. Schedule volunteers.	Museum Services Manager, Curator of Collections & Exhibitions, & Curator of	Ongoing	

			Education & Public Programs		
		Maintain monthly volunteer tracking system	Museum Services Manager	Ongoing	Updated Regularly
<b>III.</b>	Provide professional development opportunities for paid staff	Budget for Professional Staff to attend a minimum of 1 conference a year	Finance Committee & Executive Director	Annually	
<b>IV.</b>	Provide enhanced training for summer staff	Develop training materials to include museum history and interpretation. Set training schedule.	Staff	Annually: Spring and	
<b>V.</b>	Build more active relationship with members	Offer 2 Behind the Scenes and 2 Special Tours/Events a year of Museum Collections	Curator of Collections & Exhibitions, & Communication & Marketing Manager	Annually Spring and Fall	<del>2 Offered,</del> Only 1 Completed
		Engage actively with members: ie phone calls	Board President, Membership Chair, and Executive Director	Ongoing	

C. Improve efficiency of existing infrastructure

	<b>Milestone</b>	<b>Action Items</b>	<b>Responsible Party</b>	<b>Timeline/ Status</b>	<b>Comments</b>
<b>I.</b>	Implement energy efficient improvements	Reduce electric energy consumption. Turn on display lighting when first patron of day arrives, turn off display lighting when patrons leave.	All Staff	Ongoing	

**Goal 2: The Valdez Museum & Historical Archive will have a diverse program.**

A. Develop program of work for maximum mission impact.

	<b>Milestones</b>	<b>Action Items</b>	<b>Responsible Party</b>	<b>Timeline/ Status</b>	<b>Comments</b>
<b>I.</b>	Enhance Community Engagement	Broaden and strengthen community collaborations between organizations in the region	All Board & Staff	Ongoing	
		Work with Valdez City Schools for optimal collaboration	Curator of Education & Public Programs	Ongoing	
		Revitalize Native Gallery Committee	Board	Q2 2018	Recruit Board Chair
<b>II.</b>	Maintain and Improve Professional Levels of Collections Care and Management	Catalogue and preserve museum collections and collection records: a) Backlog b) New incoming acquisitions c) Loans d) Provide public access to collections including online resources e) Awareness of collection needs, and expansion of collection as budget and space restrictions allow	Curator of Collections & Exhibits	Ongoing	

<b>III.</b>	Maintain and Improve Permanent and Temporary Exhibits	Present 4 – 5 temporary exhibitions per year: a) Remove and install to professional levels of presentation and care. b) Maintain an exhibits calendar at a minimum of 2 years in advance	Curator of Collections & Exhibits	Ongoing	
		Perform minor upgrades to one long-term history exhibit per year	Curator of Collections & Exhibits	Ongoing	
		Establish programmatic advisory groups for exhibit-specific projects.	Staff	As Needed	
		Maintain existing exhibits, including monitoring, repair and upkeep as needed	Staff	Ongoing	
<b>IV.</b>	Maintain and Improve Educational Programs	Develop an educational program based upon partnerships with Valdez schools	Curator of Education & Public Programs	Ongoing	
		Teach by integrating originals from the VMHA’s collection	Curator of Education & Public Programs	Ongoing	
		Provide opportunities for learners of varying ages	Curator of Education & Public Programs	Ongoing	
		Teach at the museum, in Valdez and the larger region served by the VMHS	Curator of Education & Public Programs	Ongoing	
		Create a well-organized education storage system	Curator of Education & Public Programs	Ongoing	

<b>V.</b>	Maintain and Improve Public Programs	Develop public programs based upon partnerships with Valdez community	Curator of Education & Public Programs	Ongoing	
		Develop public programs that dovetail with the VMHA exhibition plan	Curator of Education & Public Programs	Ongoing	
		Provide a diverse program for a wide array of learners	Curator of Education & Public Programs	Ongoing	
		Offer programs at both museum sites, in the community of Valdez and the broader region the VMHA serves	Curator of Education & Public Programs	Ongoing	
		Create a well-organized system of resources and supplies	Curator of Education & Public Programs	Ongoing	
<b>VI.</b>	Maintain and Improve On-line Presence including website and social media	Train and identify staff necessary to keep online presence up to date.	Executive Director & Administrative Marketing Coordinator	Ongoing	
<b>VII.</b>	Evaluate Museum program of work	Evaluate the visitor experience	Curator of Education & Public Programs	Ongoing	
		Create an assortment of evaluation tools including front end, formative, remedial and summative	Curator of Education & Public Programs	Ongoing	
		Implement a responsive evaluation plan for exhibits, programs and administrative functions	All Staff	Ongoing	



**Goal 3: The Valdez Museum & Historical Archive will have a dynamic communication program.**

A. Increase Public Awareness

	<b>Milestones</b>	<b>Action Items</b>	<b>Responsible Party</b>	<b>Timeline/ Status</b>	<b>Comments</b>
<b>I.</b>	Develop an Advocacy Plan	Create a Communications Plan	Advocacy Committee, Executive Director and Administrative Marketing Coordinator	Q4 2018	
		Create a Case Statement	Advocacy Committee, Executive Director and Administrative Marketing Coordinator	Q1 2019	
<b>II.</b>	Develop a Marketing Plan	Conduct a marketing audit: a) Identify demographics, stakeholder, potential partners, assets and liabilities b) Define best way to market to local, state, regional and national outlets	Advocacy Committee, Executive Director and Administrative Marketing Coordinator	Q1 2019	
		Budget accordingly for optimal local, state, regional and national placements.	Finance Committee, Executive Director	Ongoing	
<b>III.</b>	Maintain a unified VMHA Brand	Create materials to raise awareness	Administrative Marketing Coordinator	Ongoing	

B. Expand & Enhance Technological Resources

	<b>Milestones</b>	<b>Action Items</b>	<b>Responsible Party</b>	<b>Timeline/ Status</b>	<b>Comments</b>
<b>I.</b>	Maintain up to date website for ease of navigation and interaction	Work with Sound Web Solutions to optimize website	Executive Director & Administrative Marketing Coordinator	Ongoing	
		Provide staff training for maintenance and upgrade	Executive Director & Administrative Marketing Coordinator	Ongoing	
		Update educational and programmatic section	Executive Director & Administrative Marketing Coordinator	Ongoing	
		Expand offerings for research and interaction	Executive Director & Administrative Marketing Coordinator	Ongoing	
<b>II.</b>	Develop a technology plan for hardware & software	Work with Arctic IT to develop a course of action	Executive Director	Ongoing	
		Submit Rasmuson Technology Grant for financial support	Executive Director	Ongoing	

**Goal 4: The Valdez Museum & Historical Archive will have a consolidated infrastructure.**

	<b>Milestones</b>	<b>Action Items</b>	<b>Responsible Party</b>	<b>Timeline/ Status</b>	<b>Comments</b>
<b>I</b>	Develop and present a strategy agreement between the City of Valdez and the Valdez Museum	Draft a Memo of Agreement between the VMHA & COV, outlining scope of work between both parties	Building Committee & Executive Director	Q3 2018	Draft MOA submitted in Q2 2018 – under COV Legal review
<b>II</b>	Communicating on Behalf of the Museum	Mount a Did you Know Campaign with the community	Board & Staff	Q4 2018	
		Conduct a public opinion survey	Board & Staff	Q4 2018	Survey is ready to launch
<b>III.</b>	Strategize Interim Changes for Maximum Impact	Be ready for “Plan B” alternate solutions for operations	Board & Staff	?	