## 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's arts, heritage, and culture.

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

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<thead>
<tr>
<th>Objectives (words)</th>
<th>Goals (numbers)</th>
<th>Strategies (words)</th>
<th>Actions / Measures (numbers)</th>
<th>Lead</th>
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| 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:  
- 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. |  
- 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. |  
- 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.  
- Build systems for gathering patron feedback for key programs and activities through surveys and focus groups by fall 2021.  
- Complete Phase 2 (HVAC) of Collections Building Renovation by Dec 2021.  
- Complete Phase 3 (Conservation Work) by Dec 2024.  
- 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.  
- 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 |

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<th>Community Impact</th>
<th>Programs</th>
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<td><strong>Fiscal</strong></td>
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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. |  
- Create a 3-year Development Plan by Q4 2021 to include: 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 |

**Lead**: 
- Education Director,  
Collections Manager,  
Executive Director  
- Education Director,  
Collections Manager  
- Collections Manager  
- Education Director,  
Collections Manager,  
Executive Director,  
Development Coord.  
- Collections Manager
| Organizational Capacity | Achieve and support fully functioning Board and Staff by Q2 2024. | • Fill staff capacity gaps; optimize outsourcing and partnerships.  
• Update policies for Board governance and engagement.  
• Prioritize projects using the strategic plan as a guide. | □ 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 |
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| Values                  | Naturalize the principles of DEAI throughout the organization by 2024. | Infuse the principles of DEAI in everything we do through education and training. | □ Create a 3-year plan identifying DEAI training for staff and Board.  
□ Convene Board & Staff annually to review alignment with values and DEAI initiatives. | Executive Director |
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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.