



2021

Strategic Plan



June 13, 2021

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Introduction

The Midwest Miniatures Museum (MMM) was founded by Francis Light in 2009. Its original home was a building on the grounds of the Gilmore Car Museum in rural Hickory Corners Michigan. In 2019, the Museum sought to make its collection and exhibits more accessible to more people. The Museum purchased its new home, the majestic Robbins House in downtown Grand Haven, a Lake Michigan community some 80 miles to the northwest. Grand Haven attracts millions of summer visitors and is an engaged community that supports its arts and nonprofit organizations.

On the heels of Covid-19, the Midwest Miniatures Museum undertook a comprehensive strategic planning process beginning in March 2021. A planning group was convened by the Board Chair. The group of seven participants included board members, the Museum Administrator, and a long-standing museum consultant. A facilitator was engaged to lead the process. Initial one-to-one interviews were conducted with each of the planning participants.

Building upon a prior planning process conducted in 2017, the group then met for three sessions (two full days and one half-day) to produce six critical time-limited goals. When these goals are accomplished, MMM will be highly regarded and appreciated for its outstanding collection of miniatures and stand as a premier attraction and educational entity in the region, the country, and around the world.

The Board and Staff are enthusiastic about the completion of the plan and fully support its implementation. The plan will be used to guide our decisions over the next three years and beyond.

The plan is a living document with flexibility built in so the board may respond to environmental and internal changes as needed. The plan is designed to be reviewed monthly by the board which will report progress to plan. Every six months the plan will be reviewed in more depth and adjustments made as needed.

MMM heartily thanks Ginger Hentz, Mountain to Lake Creatives, for her insights and skill in leading the planning process to fulfillment.

Ina Whitney
Board Chair and CEO
June 13, 2021



Mission, Vision, Values

Mission

Midwest Miniatures Museum provides universal access for the curious to explore the world of small-scale creation. It celebrates the art and craft of miniatures through education and exhibiting and preserving its expanding collection.

Vision

A world where all are inspired to create, celebrate, and learn about the art and craft of miniatures.

Values

- Midwest Miniatures Museum values quality and excellence in its collection and in all that it does.
- It is a good steward of human, physical, and financial resources.
- It fosters inclusion and an environment that is welcoming to all.

Approved by the Board of Directors 4/26/21



Strategic Planning

Action Plan 2021-2024

May 27, 2021

| Goal/Desired Outcome #1 Organizational Development | | | | By When? | | | |
|--|------------------------|------------------------------------|--|----------|---|---|----|
| <i>Leadership and staff capacity is expanded to better serve patrons</i> | | | | Year | | | |
| <i>Organizational infrastructure is strengthened</i> | | | | | | | |
| Strategic Actions: What strategies get us to our desired outcome? | Who will do? | Financial & Human Resources Needed | Success Indicator(s) | 1 | 2 | 3 | 4+ |
| <p>A. Expand leadership role and capacity of the board</p> <p>1. Create board expansion committee</p> <p style="margin-left: 20px;">a. Identify needed roles and skills such as treasurer and VP</p> <p style="margin-left: 20px;">b. Recruit new board members</p> <p style="margin-left: 20px;">c. Increase board membership for needed skills</p> <p style="margin-left: 20px;">d. Conduct annual self review and evaluation among board members</p> <p>B. Following core standards, create and approve policies including those for collections, emergency preparation, and finance</p> <p>1. Confirm Board policies and procedures that need review and/or adoption</p> <p>C. Continue to transition from all volunteer to staff led operations</p> <p>1. Identify new funding for staff prior to hire</p> <p>2. Identify resources for and create part-time Executive Director position</p> | Board members | Board member time | Critical members added to the board | X | | | |
| | Board Policy Committee | Board member time | Some policies that follow AAM core documents and best practices are in place | X | | | |
| | CEO | Funding for Executive Director | Staff capacity increased | | X | X | X |
| | | Job Descriptions | Executive leadership expanded | | | | |

Goal/Desired Outcome # 2 Collection

Scale miniatures collection is exhibited, expanded, and accessible to a global audience

| Strategic Actions: What strategies get us to our desired outcome? | Who will do? | Resources Needed | Success Indicator(s) | By When? Year | | | |
|--|--|---|---|---------------|---|---|----|
| | | | | 1 | 2 | 3 | 4+ |
| <p>A. Professionalize the Care and Management of the permanent collection</p> <ol style="list-style-type: none"> 1. Plan for rehousing the collection in accord with best practices; get board approval for plan <ol style="list-style-type: none"> a. Review status of inventory, collection condition, cataloging, and photography b. Identify and secure adequate and appropriate climate-controlled storage for current collection and future donations c. Hire part-time registrar to manage collection | <p>Administrator, CEO</p> <p>Board and Contractors</p> <p>Administrator and CEO</p> <p>CEO</p> | <p>Convenient storage space large enough to accommodate current and expanding collection</p> <p>Budget for registrar position</p> | <p>Collection moved to new storage facility</p> | X | | | |
| <p>B. Establish cooperative partnerships with other museums to enable loan and transfer agreements</p> <ol style="list-style-type: none"> 1. Review feasibility of and plan for procurement and transfer of Baker Museum collection <ol style="list-style-type: none"> a. Confirm inventory and produce detailed condition reports | <p>Administrator and Board Subcommittee</p> | <p>New funding for transport and adequate long-term storage for collection</p> | <p>Baker collection transferred and stored</p> | | X | | |
| <p>C. Digitize and launch collection online</p> <ol style="list-style-type: none"> 1. Seek and secure funding for the project 2. Seek tech-savvy volunteers to assist with the project 3. Photograph entire collection for online access 4. Digitize collection records; visually document collections 5. Implement cloud-based data storage via Collective Access <ol style="list-style-type: none"> a. Post collection online | <p>Consultant; College interns supervised by Registrar</p> | <p>Grant Funding from IMLS and others; volunteers</p> | <p>Collection is accessed online</p> | | | X | |

Goal/Desired Outcome #3 Marketing and Community Engagement
Midwest Miniatures Museum is known and favorably received in the region

| Strategic Actions: What strategies get us to our desired outcome? | Who will do? | Resources Needed | Success Indicator(s) | By When? Year | | | |
|--|--|--|---|------------------|---|---|----|
| | | | | 1 | 2 | 3 | 4+ |
| <p>A. Grow awareness of and establish MMM presence in the Tri-Cities community and beyond</p> <ol style="list-style-type: none"> 1. Coordinate with consultant working on community outreach <ol style="list-style-type: none"> a. Develop a press list b. Introduce MMM to arts and wider community c. Establish connections with businesses and nonprofit organizations in the community 2. Work with City of Grand Haven to showcase MMM as a link to the waterfront and old downtown | Consultant, Board volunteers, Administrator | Funding for consultant Budget for development of marketing materials Board member time Staff time Volunteers | Increased numbers of visitors to the Museum | X | X | | |
| <p>B. Initiate, develop and implement a public relations/marketing and community engagement plan that introduces MMM to the community and promotes the MMM collection and its new Robbins House location</p> <ol style="list-style-type: none"> 1. Schedule MMM informational presentations at local service and community group meetings 2. Meet with local Miniatures Club 3. Create and distribute quality marketing materials such as rack cards and/or brochures 4. Set up tables/MMM exhibits at events such as art fairs and community events 5. Develop comprehensive media plan that includes social media, press (articles, releases), and media (radio, TV) 6. Renew permission to utilize Pure Michigan logo 7. Connect with West Michigan Tourism Association | Volunteers, board members. Administrator | Budget for marketing materials and distribution | | X | X | X | X |

| Goal/Desired Outcome #4 Space/Facility (A) | | | | By When? | | | |
|---|---|------------------------------------|---------------------------|----------|---|---|----|
| Phase 1 Museum open to the public | | | | Year | | | |
| Strategic Actions: What strategies get us to our desired outcome? | Who Will Do? | Resources Needed | Success Indicator(s) | 1 | 2 | 3 | 4+ |
| <p>A. Complete Phase 1 renovation (first floor) of building sufficient for Grand Opening</p> <p>1. Operational plan presented to board by Administrator</p> <p>B. Showcase collection</p> <p>1. Install pedestals, display cases, exhibitry, labels, and furnishings</p> <p>2. Complete lighting</p> <p>C. Prepare for Grand Opening</p> <p>1. Organize opening details including recruiting/training volunteers, soft opening, invitations lists, documents that explain the exhibits in the collection</p> <p>2. Hire part-time people to cover front desk</p> | Administrator, Contractors, Architects, Engineers | Budget and funding for renovations | Certificate of Occupancy | X | | | |
| | Administrator Volunteers, consultants | Budget for collection, displays | Museum exhibits displayed | X | | | |
| | | Budget for front desk personnel | Opening of Museum | X | X | | |

| Goal/Desired Outcome #4 Space Facility (B) | | | | | By when? Year | | | |
|--|---|--|---|--|------------------|---|---|----|
| <ul style="list-style-type: none"> Phase 2 MMM's entire space, exhibits, and educational programs are accessible to all | | | | | 1 | 2 | 3 | 4+ |
| Strategic Actions: What strategies get us to our desired outcome? | Who? | Resources Needed | Success Indicator(s) | | | | | |
| <p>A. Design, plan, launch, and implement a Capital Campaign</p> <ol style="list-style-type: none"> Identify and invite stakeholders to participate Commission a capital campaign cabinet/partnership Anticipate campaign-related questions; create FAQ Create and approve campaign budget <ol style="list-style-type: none"> Include funding for programs and education Present architectural plans and budget and proposed Capital Campaign Plan to Board for approval | CEO, Board members, Campaign Cabinet volunteers | <p>Seed money to cover recruitment expenses</p> <p>Budget and new funds for education programs</p> | Necessary resources identified and secured for Phase 2 construction and programming | | X | X | | |
| <p>B. Renovate building as needed to accommodate planned programming and assure accessibility to all floors of the Museum</p> <ol style="list-style-type: none"> Finalize Phase 2 plan and budget Bid work out, select contractors, and monitor progress Demolish, build, and install elevator Develop access and space(s) for storage, classroom, meetings, makers, gift shop, staff, and volunteers | CEO, Contractors | Budget and new funds for construction | Certificate of Occupancy | | | X | X | |

Goal/Desired Outcome # 5 Education Program
Makers, volunteers, community partners, and patrons are enriched by MMM’s robust and diverse educational programs

| Strategic Actions: What strategies get us to our desired outcome? | Who will do? | Resources Needed | Success Indicator(s) | By When? Year | | | |
|---|--|--|--|------------------|---|---|----|
| | | | | 1 | 2 | 3 | 4+ |
| <p>A. Develop comprehensive and phased-in programming and educational plan</p> <ol style="list-style-type: none"> 1. Identify and secure resources needed for volunteers, personnel, and programming <ol style="list-style-type: none"> a. Include educational program needs in Phase II budget including volunteer coordination and staffing 2. Coordinate tours of Museum 3. Recruit, organize, and train educator/volunteer coordinator by Year 2 and first-line volunteers to assist with program development and delivery according to MMM’s plan and vision 4. Engage makers in educational event off site to foster affiliation with the Museum | <p>Lead Champion Volunteer from Board</p> <p>Educator/ Volunteer Coordinator</p> | <p>Budget and new funding for Educator</p> <p>Budget and new funding for Volunteer Coordinator; Volunteers</p> | <p># of participants in educational programs</p> <p>Satisfaction surveys</p> | X | X | X | X |
| <p>B. Showcase specific exhibits at off-site locations such as banks, libraries, churches, and city hall</p> <ol style="list-style-type: none"> 1. Foster partnerships with other community/arts organizations and educational agencies to deliver programs on and off-site | <p>Educator, Volunteers</p> | <p>Transport, pedestals, staff/volunteer time to set up and take down</p> | <p>Wider community learns about and appreciates miniatures</p> | X | | | |

Goal/Desired Outcome # 6 Resilience and Sustainability
Existing and new resources are effectively leveraged

| Strategic Actions: What strategies get us to our desired outcome? | Who will do? | Resources Needed | Success Indicator(s) | By When? Year | | | |
|---|------------------------------|--|---|------------------|---|---|----|
| | | | | 1 | 2 | 3 | 4+ |
| <p>A. Develop and implement a fund development plan that includes a variety of sources, partners, and donors</p> <ol style="list-style-type: none"> 1. Review current year and 2022 projected budgets 2. Recommend new revenue sources for Museum facility, staffing, and programming needs <ol style="list-style-type: none"> a. Seek funding for immediate needs to open Museum b. Apply for MCACA and other grants for facility improvement and expansion c. Identify, seek and secure local, state, regional, and national grant and funding opportunities to support the work of the Museum (ongoing) 3. Evaluate possibility of creating local fund and transferring assets/accounting services | Board, CEO, Administrator | <p>Staff time for writing grants</p> <p>Volunteer board time</p> | <p>Renewal and new revenue generated for operations</p> | X | X | X | X |
| <p>B. Complete internal fiscal operations plan</p> <ol style="list-style-type: none"> 1. Finish, approve, and implement membership and admission fees policies 2. Tighten fiscal accountability and transparency | CEO, Administrator and board | | <p>Plan implemented</p> | X | | | |

2021 Strategic Planning Process Participants

Ina Whitney, Chair and Founding Board member

Hanna Steinmann, Museum Administrator

Holly Burke, Founding Board Member

Deb Killarney, Board Secretary

Gail Hering, Board Member

Henry Matthews, Board Member & Grand Valley State University

Timothy J. Chester & Associates

Ginger Hentz, Planning Consultant, Mountain to Lake Creatives



Contact Information



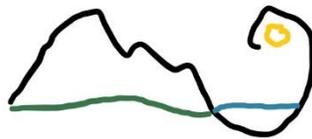
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