TALLAHASSEE MUSEUM STRATEGIC PLAN

The Foundation for the Future

2019 – 2026
Introduction

Since its founding in 1957, the Tallahassee Museum has served the needs of its communities with great distinction. During this time, the population of Tallahassee, Leon County and the surrounding region has grown, its needs diversified, and its interests have progressed. As our communities have changed, so have the mission, goals, services, programs, and facilities of the Tallahassee Museum. In fact, the Museum has undergone many significant and far-reaching transformations over the years.

The Museum’s scenic fifty-two-acre campus offers hands-on learning opportunities, engaging programs, and creative exhibits to an increasingly diverse audience. It has an award-winning track record for historic preservation and wildlife conservation activities and operates at a level of effectiveness and efficiency that has carried it through many challenges and changes.

Visitors, whether tourists or local residents, quickly discover that the Museum is multi-faceted, and offers multiple ways to share, relax, explore, and discover. They leave the Museum with a strong impression of the region’s natural surroundings and vernacular architecture. The unique blend of landmark buildings, native animals, its natural environment, and engaging programs is why the Museum is consistently voted one of the region’s best-loved places to visit.

Today, our region continues to evolve in terms of its economic development and levels of sophistication. Our community is growing and changing in exciting ways . . . the development and addition of College Town, Cascade Park, and Gaines Street; and the revitalization of Downtown and Midtown are just a few examples. We are challenging ourselves to attract retirees from across the nation and, simultaneously, to keep our brightest and most energetic graduates from leaving Tallahassee. It is a time of great investment and vibrancy!

The Museum must keep pace with and contribute to these changes in meaningful ways. Most importantly, we must meet the needs and interests of our millennials, families, children, and seniors and provide them with a place to learn, share quality time, and make lasting memories. Now is the time for the Museum to undertake another transformation to ensure it remains a vibrant and relevant educational and cultural community asset and is a strong and vital component for our region’s tourism and economic development.

Over the past several years, the Museum made significant investments to carefully plan for its future and make its stories about our region’s history, culture, and natural environment more unified, impactful, and relevant to current and future audiences. In fact, our community has already embraced the additions of Jim Gary’s Twentieth Century Dinosaurs and Tallahassee Tree To Tree Adventures!
Past achievements, however, do not guarantee future success. The Museum’s leadership recognizes the necessity of thoughtful change to ensure it remains vital and relevant in a rapidly changing world, region and environment. New exhibits, programs, buildings, and technologies will be required to effectively tell these stories and themes in engaging, and impactful ways.

Within the contents of this Strategic Plan, our vision and dreams for the Tallahassee Museum’s future begin to take shape. The goals, objectives, strategies, and tasks of this plan are the culmination of a process of self-reflection, public input, and discovery rooted in the Museum’s enduring core purpose and values.

This Strategic Plan establishes the necessary steps to capture our imagination and achieve our bold aspirations for the future. This future lies not only in the hands of our leadership, donors, members, and volunteers but also with the individual and collective leadership of our community.

We look forward to the implementation of this plan to create unrivaled experiences for the museum visitors of Florida.

In closing, our dreams for the Museum can and must happen. Yes, these dreams are big but so were the dreams of our founders over 65 years ago and their successors ever since.

Allen McConnaughhay     Russell S. Daws
Chair, Board of Trustees     President/CEO
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The Development of the Strategic Plan

The development of this strategic plan traces its roots back to 2010 when the Tallahassee Museum initiated an interpretive planning process with Haley Sharpe Design and a multi-disciplinary committee of professional and audience representatives. The goal of the planning process was to develop new and meaningful ways to interpret the Museum for a variety of audiences.

The final Interpretive Plan established new interpretive themes and connections and the visitor's experience encountering these themes. The Plan provided guidelines for the site’s development through a series of interpretive and physical adjacency explorations.

In addition, it provided recommendations for the Museum’s plans for new buildings, exhibits, and orientation experiences.

More importantly, the planning process for the Interpretive Plan heavily relied upon a series of audience feedback surveys, developed and conducted by an independent research firm, to help guide the Interpretive Planning Team’s work. The first survey targeted a broad segment of the community with 1,000 surveys. The second solicited feedback from 271 Museum and community stakeholders and finally, three focus groups separately targeted members of the philanthropic community, community leaders, and educators.

Through this broad and in-depth audience feedback, the Museum could validate the outcomes of its interpretive planning process and set in motion the Museum’s new Interpretive Plan. This feedback also provided valuable input about our community’s thoughts about the Museum, its strengths, and weaknesses, and its wishes for the Museum’s future.

The Interpretive Plan and audience feedback led the Museum to the development of a Master Feasibility Plan addressing the necessary capital improvements needed to fully implement the Interpretive Plan and the preliminary foundations of a Capital Campaign to fund both plans.

Additional SWOT analyses by the Museum’s Board of Trustees and staff helped to identify and prioritize the goals, objectives, strategies, and tasks necessary to continue the implementation of the Interpretive Plan and initiate the Master Feasibility Plan and Capital Campaign.

This work culminated in adopting a new Strategic Plan in the fall of 2019, which was later updated and revised to reflect internal and external changes growing out of the COVID-19 pandemic. This Strategic Plan was adopted by the Museum Board of Trustees at its October 20, 2022, meeting.
Mission
The Tallahassee Museum inspires people to transform their lives, communities, and the world through an enhanced understanding of our region’s natural, historical, and cultural environments.

Vision
The Tallahassee Museum shall enhance our educational, cultural, and economic impact on our region. It shall be a vibrant gathering place to learn about and celebrate our cultural and natural environments while strengthening community development and being recognized as a premier tourist destination.

Core Values
WE VALUE INTEGRITY. We seek to be honest, transparent, respectful, trustworthy, responsible, and helpful.

WE WELCOME EVERYONE. We foster an environment of inclusion and understanding and do not tolerate hate or racism in any form.

• We strive to be friendly and welcoming to our guests and each other.

• We appreciate the diversity of backgrounds, perspectives, and values, and strive to be equitable and inclusive to all in our community.

• We respect each other, our volunteers, our guests, our members, our donors, and our region.

WE SEEK TO BE AUTHENTIC. We use our expertise, campus, and our natural, historical, and cultural resources to create interactive learning experiences that are genuine and transformative.

WE CARE. We focus on creating the best experience possible for our visitors and place them and our region at the center of our mission, operations, and ideas.

• We work with our region to understand and meet their needs.

• We ensure our organization’s financial sustainability and growth.

WE STRIVE FOR EXCELLENCE. We will foster a culture of continuous improvement in all we do.

• We are innovative.

• We balance business, creativity, science, and history as we make decisions.

• We are committed to the advancement of our profession.
TALLAHASSEE MUSEUM STRATEGIC PLAN

Horizon– 7 years
Initially adopted by the Board of Trustees on September 20, 2019, and Later Revised, Extended, and Approved by the Board of Trustees on October 22, 2022.

Goal 1. Enhance our Cultural and Economic Contributions to our Region.

Objective A. Establish ongoing and sustained dialogue with regional leaders in educational, cultural, and economic organizations.

Strategy 1. Assess the educational, cultural, and economic needs of our region and prioritize and target those needs based on the ones the Museum can have the greatest impact upon.

Strategy 2. Identify the leaders and organizations that have the greatest impact on our educational, cultural, and economic community and work to develop meaningful relationships with these groups.

Objective B. More effectively communicate the Museum’s educational, cultural, and historical contributions and opportunities to our region.

Strategy 1. Utilize strategic and innovative communication tools to targeted demographics which highlight our programs and strategic partnership opportunities.

Objective C. Continue to implement the Interpretive and the Master Feasibility Plans.

Strategy 1. Implement wayfinding signage.


Strategy 3. Re-interpret 1880s Big Bend farm.

Strategy 4. Determine space and adjacency needs for new Preschool.

Strategy 5. Develop storyline for 2 hubs.

Strategy 6. Identify artifacts and specimens needed for new storylines.


Strategy 9. Continue improvements to existing exhibits and buildings.

**Goal 2. Improve the Diversity, Scope and Visibility of our Educational Services.**

Objective A. Improve the quality and presentation of our educational and public programming.

Objective B. Develop new educational programs, program topics, and delivery approaches for existing and new audiences.

Objective C. Build a larger and more diverse corps of program presenters.

**Goal 3. Strengthen our commitment to excellence.**

Objective A. The Museum will operate at the highest levels of professional standards.

   Strategy 1. All departments will have clearly defined roles and responsibilities.

   Strategy 2. Operational decisions will be guided by business and performance metrics and professional benchmarks.

   Strategy 3. Implement best sustainable environmental practices.


   Strategy 5. Continually assess existing and future technology and tools to enhance efficiencies.

Objective B. Recruit and retain qualified, professional and diverse staff.

   Strategy 1. Pursue competitive compensation packages.

   Strategy 2. Develop and implement an ongoing training program.

   Strategy 3. Provide a conducive work environment.

   Strategy 4. Facilitate cross-communication and engagement among staff committees.

   Strategy 5. Staff will be encouraged and supported to pursue certifications, training, and career development opportunities within their professional areas of expertise.

   Strategy 6. Continually assess and implement existing and future staff needs to facilitate organizational growth and staff diversity.
Strategy 7. Initiate and implement succession planning for the future retirement of the President/CEO.

**Goal 4. Increase financial sustainability and grow organizational capacity.**

Objective A. Build the Museum’s philanthropic base.

Strategy 1. Increase multi-year pledges.

Strategy 2. Establish an ongoing donor recruitment and stewardship program.

Strategy 3. Establish an evergreen giving and membership option.

Strategy 4. Increase the number of individual annual fund donors to 400 and the average size of annual fund gifts to $350.

Strategy 5. Research and pursue new grant opportunities.


**Goal 5. Ensure the Museum remains vibrant and relevant to the region.**

Objective A. Create a Culture of Philanthropy.

Strategy 1. Engage in meaningful conversations with various constituencies about the Museum's philanthropic plans.

Strategy 2. Provide ongoing development training for Museum staff and board members.

Strategy 3. Create and offer Museum engagement opportunities where upper-level donors can socialize.

Strategy 4. Establish a staff structure to support an effective institutional culture of philanthropy.

Strategy 5. Integrate philanthropic language across multiple aspects of the internal and external communications of the Museum.

Objective B. Ensure materials and organizational structures are in place for Capital Campaign Readiness.

Strategy 1: Launch Phase One of Capital Campaign.

Strategy 2: Develop prospect lists.
Tallahassee Museum Strategic Tasks

Goal/Objective/Strategy | Tasks                                                                                                                  | Department responsible                                      | Timeline                | Cost as estimated in 2022 |
---|---|---|---|---|---|
Goal 1, Objective A, Strategy 1 | Work with local artists to create mural-like art for exterior of Phipps Gallery, Discovery Center, etc. This can be done through the creation of faux walls or direct application. Given the material, fake walls might be necessary. Identify underserved schools in surrounding counties such as Leon, Wakulla, and Gadsden to make the greatest impact on individuals who may not have the resources to visit museums and wildlife. • Contact at least 10 Title 1 schools in surrounding counties each year. • Deliver programs to these schools annually and evaluate the impact through post-program surveys. Develop various platforms to identify the educational, cultural and economic needs of our community and region. • Assemble a list of at least 20 leaders each from the region’s educational, economic and cultural leadership to target for feedback on their needs. • Develop and test platform questions to be included in the platforms that will be targeted to the leaders. • Select which platforms work most effectively to reach the leaders (email, focus groups, online surveys, etc.). | Division of Programs, Executive Leadership Team | 2023-2024 | $10,000 (potential budget for 2023) |
Goal 1, Objective A, Strategy 2 | Reach out to at least 3 surrounding educational social services agencies (example: Boys and Girls Club; Big Brothers, Big Sisters; Hang Tough Foundation) to maintain and/or establish a partnership to meet their needs and maintain/establish program partnerships. | Division of Programs | 2022-2023 | No Cost |
| | Invite new Leadership Tallahassee Class Catalysts to Museum to improve awareness and build relationships with current/future community leaders. | Executive Leadership Team | 2022-2023, then Annually | $500 |
| | Reach out to local universities to establish relationships with outdoor recreation, biology, education and history departments/schools; obtain at least one contact from each subject. | Division of Programs | 2024-2025 | No Cost |
| | Strengthen relationships and visibility within the regional schools; | Division of Programs | 2024-2025 | No Cost |
| | • Attend at least 10 different school outreach events per year. | Division of Programs, Executive Leadership Team | 2024-2025 | $20,000+ per program |
| | Initiate a pilot program to attract artists to the Museum to work on outdoor art/cutlure. | Division of Programs, Executive Leadership Team | 2024-2025 | No Cost |
| | • Begin with one partnership in 2023, and press for expansion in the years after. | Division of Programs | 2024-2025 | Cost of salaries |
| | Identify appropriate points of contact at Florida Agricultural and Mechanical University (FAMU) in order to develop internship opportunities within their Animal Science Undergraduate Degree Program | Division of Programs | 2022-2023 | No Cost |
| | • Obtain 2 FAMU interns per semester to provide them with zoo and animal husbandry knowledge and experience | Division of Programs | 2022-2023 | No Cost |
| | Invite at least 6 leaders annually from the region’s educational, cultural, and economic leadership to learn about the Museum and its programs. | Museum Board and Executive Leadership Team | Initiated 2020-2021, ongoing every other month | Less than $600 if lunch is provided |
| | • Develop a list of leaders from the region’s educational, economic and cultural leadership. | Museum Board and Executive Leadership Team | 2022-2023 | No Cost |
| | • Invite invitations to selected leaders and identify the hosts for their visit (board members, members of Leadership Team and/or Department Heads). | Museum Board and Executive Leadership Team | 2022-2023, then Annually | Less than $600 with lunch provided |
Goal 1, Objective B, Strategy 1 | Develop exit survey for clients to gain data to be utilized for future Tree to Tree course development and to ensure course is remaining popular to the public. | Division of Programs, Executive Leadership Team | 2023-2024 | No Cost |
| | Increase social media following on Facebook and Instagram by 1,000 users. Identify new marketing strategies to better increase awareness of Tree to Tree within regional universities and schools (example: Florida State University, FAMU, Tallahassee Community College, etc.). | Division of Institutional Advancement | 2023-2024 | No Cost |
| | • Implement Strategies | Division of Institutional Advancement, Division of Programs | 2023-2024 | No Cost |
| | Create and distribute partnership documents specific to various local organizations and businesses. | Division of Institutional Advancement | 2022-2023 | $500 |
| | • Assess effectiveness of effort and whether to continue in the future. | Division of Institutional Advancement | 2022-2023; possibly annual if effective | No Cost |
Goal 1, Objective C, Strategy 1 | Design and install (6) Trail Break Café signs along the wildlife and nature trails. | Division of Institutional Advancement, Division of Programs | 2023-2024 | $750 |
| | Update interpretive signage on the Tree To Tree courses providing relevant information on local history, culture, and natural science. Design, edit and erect new trail signs for the Museum grounds and Tree to Tree. • 6-10 signs should be added to the property each year. Priority will be given to outdated signage. | Division of Programs | 2024-2025 | $1,000-$2,000 |
| | Design, edit, and erect new signage for the grounds around the African American buildings. Design and replace existing Commissary exhibit materials. • Review existing material to determine if there are any current files/material that can be recycled in future development. | Division of Programs | 2024-2025 | $300,000 |
| | • Identify any small matching grants that may exist to accommodate the production of a new exhibit. Establish content research goals with the Education Department, establish storylines, and determine a timetable for producing materials for review. | Division of Programs | 2024-2025 | No Cost |
| | • Identify and engage (if necessary) exhibit designers for the production of any component of the exhibit not related to core signage, i.e., electronics, display, 3D elements. | Division of Programs | 2024-2025 | No Cost |
| | • Work with graphic designer and external fabrication company to create core materials. | Division of Programs | 2025-2026 | $15,000 |
Goal 1, Objective C, Strategy 3

| Provide content and storyline assistance to Collections and Exhibits Department for the reinterpretation of the 1880’s Big Bend Farm and where to place interpretive panels for content relationship to the buildings and animals and visibility. | Division of Programs | 2020-2021, Completed | No Cost |
| Research content and develop storylines for new Big Bend Farm interpretive panels. | Division of Programs | 2022-2023 | No Cost |
| Provide content assistance to Collections and Exhibits Department as needed for developing the new “Journey’s” Exhibit in the new interpretive hub. | Division of Programs | 2024-2025 | No Cost |

- Design, edit, and erect new interpretive panels for the Big Bend Farm. | Division of Programs | 2025-2026 | No Cost |
| - Install 21 new interpretive panels on the farm animals, culture and history of Big Bend Farms in North Florida. | Division of Programs | 2020-2021, Completed | No Cost |
| - 300 hours of cross departmental development from the research phase to storyline development, to graphic design to interpretive panel placement. | Division of Programs | 2021-2022 | No Cost |

Goal 1, Objective C, Strategy 4

Determine space and adjacency needs for new Preschool building.

- Determine number of children to be potentially served based on needs assessment, initially planned new space’s square foot availability and desired capacity. | Division of Programs | 2024-2025 | No Cost |
- Work with Museum Administration, Architects and General Contractor to decide if remodelling/expanding the existing Administration building or Visitor Center or building a new facility is more feasible or cost effective. | Executive Leadership Team, Division of Programs | 2025-2026 | Dependent on service fees, etc. |
- Calculate square footage needs (at 35 sq. feet per child); number of bathrooms per child (at least 1 per 15); sewage/Septic tank requirements; teacher to child ratio per Florida Department of Children and Families, Early Learning Coalition, VPK, and Accredited Professional Preschool Learning Environment (APPLE) requirements. | Division of Programs | 2024-2025 | No Cost |

Conduct needs assessment to best position the Preschool to remain competitive among Early Childhood programs in the region.

- Conduct research to determine total number of early childhood programs, number of nature based Early Childhood Education programs, and number of accredited programs serving Voluntary PreKindergarten (VPK) students available in our community. | Division of Programs | 2023-2024 | No Cost |

Goal 1, Objective C, Strategy 5

Research content, develop storylines and design exhibit for new African American Hub (Journey’s) and 3 surrounding historic structures.

- Research content and develop storylines for permanent exhibits for new hubs. | Division of Programs | 2022-2026 | $200,000 |
- Review existing materials available at the museum to determine if anything reusable for repurposing. | Division of Programs | 2024-2025 | No Cost |

Research and Design Hub storylines starting with “Journeys” in 2022. Additional hub locations need to be finalized and identified for order of implementation.

- Identify sources for additional display material to include in research and fabrication. Reach out to the Black Archives at FAMU, African American cultural bodies and Historical societies of all cultures for ideas on how to build a cohesive ‘Journey.’ We will need to determine a relatively good idea what the final layout will be so that we can build the narrative accordingly. | Division of Programs | 2022-2026 | No Cost |
- Develop overall exhibit focus, concepts and storylines in accordance with the Interpretive Plan. | Division of Programs | No Cost |
- Identify and engage exhibit design firm to assist in the development of the exhibit. | Division of Programs | Costs unknown at this Time |
- Identify and engage content experts to work with the design firm/museum in researching the content for the exhibit concepts. | Division of Programs | No Cost |
- Develop and finalize the storyline. | Division of Programs | No Cost |
- Conduct formative evaluation of the storyline. | Division of Programs | No Cost |
- Identify and obtain the collection objects that support and supplement the storyline. | Division of Programs | Costs unknown at this Time |
- Design firm and Museum determine the various formats and media (audio, video, label, program, etc) that will be used to deliver the story line. | Division of Programs | Costs unknown at this Time |
- Final design, Seek fabrication company. | Division of Programs | No Cost |
- Conduct formative evaluation of the design. | Division of Programs | No Cost |
- Fabrication and installation of exhibit. | Division of Programs | Costs unknown at this Time |

Goal 1, Objective C, Strategy 6

Identify appropriate living specimens to support new exhibit storylines.

- Identify appropriate building/facility to house these species. | Division of Programs | 2023-2024 | No Cost |
- Design and build or purchase appropriate enclosures and secure the necessary food and supplies they require. | Division of Programs | 2024-2025 | Unknown dependent on species |
- Write standard operating procedures for the care and feeding of these species and assign staff to these duties. | Division of Programs | 2024-2025 | No Cost |
- Obtain 1-2 new endangered amphibians or reptiles for display or breeding. | Division of Programs | 2025-2026 | Unknown dependent on species |

Construct a new alligator exhibit.

- Research and identify a new suitable location for an alligator exhibit. | Division of Programs | Completed, 2022-2023 | No Cost |
- Start efforts to secure funding for new alligator exhibit. | Executive Leadership Team, Division of Institutional Advancement | Completed, 2022-2023 | $300 travel costs |
- Visit other alligator parks and contact zoo managers for best practices and exhibit designs. | Division of Programs, Executive Leadership Team | Completed, 2022-2023 | $51.50 to $52.500 |
- Research, identify, and meet with a zoo exhibit designer with the appropriate experience to design the new alligator exhibit. | Division of Programs, Executive Leadership Team | Completed, 2022-2023 | Up to $350,000 for all necessary for completion of project |
- Secure the alligator exhibit designer and finalize design plans. | Division of Programs, Executive Leadership Team | 2022-2023 | Up to $350,000 for all necessary for completion of project |
- Identify and secure all other contractors necessary for this project. | Executive Leadership Team, External General Contractor/Designer | 2022-2023 | No Cost |
- Develop interpretive content, storyline and exhibit elements for the alligator exhibit. | Division of Programs, Division of Institutional Advancement | 2023-2024 | No Cost |
- Contractors begin fabrication and construction of new exhibit. | Executive Leadership Team, Division of Programs, External General Contractor/Designer | 2023-2024 | No Cost |
- Confirm all design and construction elements have been completed. | Executive Leadership Team, Division of Programs, External General Contractor/Designer | 2024-2025 | $3,850 |
- Extend A2A Crocodilian Biology and Pathology Research content, develop storylines and Design exhibit. | Division of Programs | 2024-2025 | No Cost |
- Acquire animals and secure food and necessary supplies. | Division of Programs | 2024-2025 | $5,000 |
Goal 1, Objective C, Strategy 7

**Improve accessibility and routes of Museum pathways**
- Install crush granite pathway through Birds of Prey Aviary
- Identify and implement future route of crushed granite walkway to Caboose, Church, Schoolhouse, Bellevue House and Journey’s hub
- Inspect and replace, as needed Boardwalk pilings
- Project 4x2 new pilings on bear Boardwalk.
- Project 36 pilings on alligator/skunk/chimney Boardwalk.
- Inspect 45 new pilings on lower deer bridge Boardwalk.
- Rebuild section of Fox/skunk Boardwalk.

-**Division of Programs, Operations Division**
  - Completed, 2021-2022: $4,500
  - Completed, 2022-2023: No Cost
  - Completed, 2019-2020: $1990
  - Completed, 2021-2022: $2,000 for concrete
  - Completed, 2019-2020: No Cost
  - Completed, 2022-2023: $2,200
  - Completed, 2021-2022: No Cost
  - Completed, 2023-2024: $38,000
  - Completed, 2024-2025: $3,000

**Develop a short-term plan for Collections Storage**
- $3,000

**Add mule fence on 1880’s Big Bend Farm so perimeter fence is no longer primary fence**
- Division of Programs, Operations Division
  - Completed, 2020-2021: $2,400

**Install (2) digital menus in the Trail Break Café**
- Operations Division, Division of Institutional Advancement
  - Completed, 2021-2022: $600

**Install murals inside of Trail Break Café incorporating elements from the hubs/storylines**
- Operations Division
  - Completed, 2023-2024: No Cost

**Renovate Café Kitchen**
- Paint (2) buildings exterior
  - Division of Programs, Operations Division
  - Completed, 2021-2022: $600

**Update Visitor Center hallway flooring**
- Operations Division
  - Completed, 2021-2022: $600

**Make upgrades to Black Bear Exhibit Area**
- Secure fencing company to remove and replace all bear habitat fencing with taller fencing per new Florida Fish and Wildlife Conservation Commission requirements.
- Secure contractor to add new bear pond, pump, and electric to improve aesthetics and welfare.
- Open exhibit to the public

**Division of Programs, Executive Leadership Team, Operations Division, Division of Institutional Advancement**
- Completed, 2021-2022: $2,000
- Completed, 2019-2020: $47,000
- Completed, 2020-2021: No Cost

**Make Upgrades to the Red Wolf Exhibit Area**
- Purchase and install 4 new wolf holding cages
- Build new concrete walls to hold current cages from view and smears concrete walls for a extra hold cages.
- Purchase and install new roofs for holding cages
- Install props and Finish exhibit landscaping
- Upgrade interpretive elements of the exhibit

**Division of Programs, Operations Division**
- Completed, 2020-2021: $500
- Completed, 2021-2022: $17,500

**Redesign and rebuild Birds of Prey Aviaries after Hurricane Michael damage.**
- Identify temporary locations for the bird exhibits during construction and move birds to this location.
- Assess damage to original aviary.
- Work with and negotiate with insurance adjusters to determine loss and reimbursement.
- Make habitat design plans for aviary rehabilitation.
- Identify and secure all contractors necessary for aviary rebuilding.
- Contractors begin construction and fabrication of new exhibit.
- Acquire donated items from local nurseries for the birds.
- Hire pond builder for installation and landscaping of 2 aviary ponds.
- Install props and finish exhibit landscaping.
- Landscape around exhibit and install grates in visitor pathways.
- Move prey birds back on exhibit and open exhibit to the public.
- Hire shade cloth company to add shade sails to new aviary.
- Purchase and install new roofs for exhibit buildings.
- Complete final preparations for the exhibit.
- Identify temporary kitchen and work space while construction is taking place.
- Relocate kitchen and work space to new location.
- Hire contractor and oversee work.
- Relocate temporary kitchen and work space materials back to original location.
- External General Contractor
  - Completed, 2020-2021: No Cost
- Completed, 2021-2022: No Cost
- Completed, 2022-2023: No Cost

**Prepare Animal Facilities Building for cutting removal and replacement.**
- Division of Programs, Operations Division
  - Completed, 2023-2024: No Cost

**Renovate Animal Ambassador Caging Area**
- Identify temporary locations for the animal ambassadors during construction and relocate them.
- Begin construction, concrete, plumbing, electric, and cage fabrication.
- Return ambassador animals to the finished area and cages.
- Rebuild one bear holding area with new concrete slab and shift tunnel for better husbandry practices.
- Remove cage from existing slab.
- Identify and secure concrete and welding contractors.
- Overseas construction and move cage back onto new slab and secure.
- Secure concrete/pool company to repair and refinish pool.
- Secure plumber to remove old drain and replace drain and drain path.
- Inspect and replace Farm structures.
- Repair and replace Farm structures.

**Division of Programs, Operations Division**
- Completed, 2022-2023: $2,768
- Completed, 2021-2022: $625 for welding
- Completed, 2022-2023: $625 for welding
- Completed, 2022-2023: $3,717
- Completed, 2023-2024: $15,275
- Completed, 2023-2024: $17,265

Goal 1, Objective C, Strategy 8

**Conservation Commission requirements.**
- Secure fencing company to remove and replace all bear habitat fencing with taller fencing per new Florida Fish and Wildlife Conservation Commission requirements.
- Acquire donated items from local nurseries for the birds.
- Hire pond builder for installation and landscaping of 2 aviary ponds.
- Install props and finish exhibit landscaping.
- Landscape around exhibit and install grates in visitor pathways.
- Move prey birds back on exhibit and open exhibit to the public.
- Hire shade cloth company to add shade sails to new aviary.
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- Complete final preparations for the exhibit.
- Identify temporary kitchen and work space while construction is taking place.
- Relocate kitchen and work space to new location.
- Hire contractor and oversee work.
- Relocate temporary kitchen and work space materials back to original location.
- External General Contractor
  - Completed, 2020-2021: No Cost
- Completed, 2021-2022: No Cost
- Completed, 2022-2023: No Cost

**Renovate Café Kitchen**
- Paint (2) buildings exterior
  - Division of Programs, Operations Division
  - Completed, 2021-2022: $600

**Update Visitor Center hallway flooring**
- Operations Division
  - Completed, 2021-2022: $600

**Make upgrades to Black Bear Exhibit Area**
- Secure fencing company to remove and replace all bear habitat fencing with taller fencing per new Florida Fish and Wildlife Conservation Commission requirements.
- Secure contractor to add new bear pond, pump, and electric to improve aesthetics and welfare.
- Open exhibit to the public

**Division of Programs, Executive Leadership Team, Operations Division, Division of Institutional Advancement**
- Completed, 2021-2022: $2,000
- Completed, 2019-2020: $47,000
- Completed, 2020-2021: No Cost

**Make Upgrades to the Red Wolf Exhibit Area**
- Purchase and install 4 new wolf holding cages
- Build new concrete walls to hold current cages from view and smears concrete walls for a extra hold cages.
- Purchase and install new roofs for holding cages
- Install props and Finish exhibit landscaping
- Upgrade interpretive elements of the exhibit

**Division of Programs, Operations Division**
- Completed, 2020-2021: $500
- Completed, 2021-2022: $17,500

**Redesign and rebuild Birds of Prey Aviaries after Hurricane Michael damage.**
- Identify temporary locations for the bird exhibits during construction and move birds to this location.
- Assess damage to original aviary.
- Work with and negotiate with insurance adjusters to determine loss and reimbursement.
- Make habitat design plans for aviary rehabilitation.
- Identify and secure all contractors necessary for aviary rebuilding.
- Contractors begin construction and fabrication of new exhibit.
- Acquire donated items from local nurseries for the birds.
- Hire pond builder for installation and landscaping of 2 aviary ponds.
- Install props and finish exhibit landscaping.
- Landscape around exhibit and install grates in visitor pathways.
- Move prey birds back on exhibit and open exhibit to the public.
- Hire shade cloth company to add shade sails to new aviary.
- Purchase and install new roofs for exhibit buildings.
- Complete final preparations for the exhibit.
- Identify temporary kitchen and work space while construction is taking place.
- Relocate kitchen and work space to new location.
- Hire contractor and oversee work.
- Relocate temporary kitchen and work space materials back to original location.
- External General Contractor
  - Completed, 2020-2021: No Cost
- Completed, 2021-2022: No Cost
- Completed, 2022-2023: No Cost

**Prepare Animal Facilities Building for cutting removal and replacement.**
- Division of Programs, Operations Division
  - Completed, 2023-2024: No Cost

**Renovate Café Kitchen**
- Paint (2) buildings exterior
  - Division of Programs, Operations Division
  - Completed, 2021-2022: $600
Create an updated portfolio of high resolution pictures/video of Museum programs and parties for advertising.

Create surveys to assess what is desired from the community in relation to programmatic offerings.

Annually research Florida Department of Education’s Collaborate, Plan, Align, Learn, Motivate and Share (CPALMS) standards to ensure Museum school programs meet at least 3 CPALMS standards.

Create/define more engaging animal encounter/exercise area for on-grounds presentations.

• Obtain estimates for fencing and shade cover for animal presentation area.
• Instill fencing and shade cover for animal presentation area.
• Research and purchase new ambassador alligator enclosure for the Discovery Center/ future building.

Search for continuing education courses on inclusivity to improve how educators deliver programs in history and wildlife.

• Research what other zoos/museums do and who they consult.

Goal 2, Objective A

Establish stronger ties with FAMU, FSU, TCC and Council of Culture and Arts (COCA) to help foster new internship opportunities and relationships with working artists to exhibit on the grounds.

Once every six months create a program with a guest cohost local leaders with similar values.

Reestablish relationships with local arts councils/bodies to foster new and innovative ways to use the Museum and its property as a platform for all arthistry in North Florida. This would manifest in one joint program/show per year with revaluation annually to determine expansion.

During the COVID-19 pandemic, create innovative ways to provide educational information and reach audiences.

• Create educational boxes (Geology, Dinosaurs, 1880’s farm) for sale and deliver them throughout the community.
• Create educational virtual programs to reach schools, individuals, senior living, etc.

Create new, relevant programs based on the needs of the community based upon survey and evaluations results. Also staying informed and involved with other museums and zoo educational activities.

• Create new adult programs. This is complete once they have been added to the website and available for sale.
• Finding new, fun, educational books for library with an Animal educational programs; completed once program boxes are completed and live on the website for people to book.

Research and develop offline programming that reflects the diversity of the Museum’s collection.

• Review methods to take non-animal collections offline for programming based on history of the Big Bend. Materials and lectures should be flexible enough to accommodate K-12, higher education and continued adult learning. These could be focused on more direct themes like Emancipation Day or regional historic dates and anniversaries. Two to four programs a year.

Design, Develop and Implement Early Childhood Educational programming.

• Design, develop and implement new Trails and Tales group for 2-4 year old students.
• Design, develop and implement new Nature Play Group for 2-4 year old students.
• Design, develop and implement new Early Childhood Education day break camps to serve 3-5 year olds during Thanksgiving, Winter and Spring Break.

Add a live streaming bald eagle nest camera when female begins nesting.

• Improve WiFi reliability.

Add an ambassador beaver for educational programming.

• Obtain estimates for behind the scenes pool and enclosure.
• Obtain estimates for behind the scenes pool and enclosure.

Offer private/personal tours/lectures to major parties/donors to support the Museum and Capital Campaign

• Develop a lecture series that highlights the Museum’s collection and speaks to the future exhibits/designs we intend to integrate into the new hubs and Visitor Center. Bi-monthly lectures (six a year).
• Create onsite programming that will explore the collection. This could be through behind the scenes tours, interactive historical walkthroughs, exclusive lecture/merchandise, etc. Monthly offerings that can be booked in advance through the website.

Create a Young Associates (Professionals) group to champion a specific project for development period followed by the first project completed in 2024.

Recruit and retain long-term educational volunteers with diverse backgrounds in history and wildlife.

• Recruit volunteers at various community groups including local senior groups and retired teachers in history and science. Goal to bring in 2 new long term volunteers.

• Update Educator job descriptions to be more specific in terms of responsibilities to better describe the Museum’s needs and expectations.

• Develop a corps of volunteers to enhance the visitor experience through education, interpretation andwayfinding.

Goal 2, Objective C

Review and assess longevity of Guest Animal Exhibit

• Weigh regulations challenges and best practice concerns against revenue benefits

Identify, review and update any interpretive information located in Wildlife Florida and 1880’s Big Bend Farm to ensure it matches with the Museum’s Visible Identity standards and Interpretive Plan

• Research and develop the content and storyline for 10 new conservation Florida panels in accordance with the Interpretive Plan.
• Bend Conservation Florida panels for graphic design and fabrication.
• Review content and storylines of existing Jim Gary Twentieth Century Dinosaurs interpretive panels and assess what should be updated and revised.
• Research content, develop storylines and design twenty new panels for Jim Gary Twentieth Century Dinosaurs. These will act as onsite materials, as well as the foundation templates for the exhibit as it begins to travel.
• Fabricate Jim Gary Twentieth Century Dinosaurs signs and replace those already on the property.

Goal 2, Objective B

Establish stronger ties with FAMU, FSU, TCC and Council of Culture and Arts (COCA) to help foster new internship opportunities and relationships with working artists to exhibit on the grounds.

Once every six months create a program with a guest cohost local leaders with similar values.

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• Develop a corps of volunteers to enhance the visitor experience through education, interpretation and wayfinding.
Goal 3, Objective A, Strategy 1

Create Standard Operating Procedures for Animal Department daily routines
Division of Programs
2022-2023
No Cost

Identify and implement an updated job description software.
Operations Division
2022-2023
$500

Create Animal Enrichment and Training Procedures and Policies
Division of Programs
2022-2023
No Cost

Create Animal Welfare Assessment Tools
Division of Programs
2024-2025
No Cost

Hire full-time employee to re-fill the Education Program Coordinator position.
Division of Programs
2023-2024
$10,000/year over two years

Add new full-time position to the Collections and Exhibits staff.
Division of Programs
2023-2024
No Cost for two full-time and one part-time staff

Obtain new Attending Veterinarian (AV) for living collection (per USDA).
Division of Programs
Completed, 2020-2021
No Cost

Work with department heads to update all job descriptions.
Operations Division
2022-2023
$500

• Upload approved job descriptions to all jobs listed in Paycor

Operations Division
2022-2023
No Cost

Goal 3, Objective A, Strategy 2

Identify and implement a compilation of consistent benchmarks to compare our performance in all of the Museum’s operational centers.
Operations Division, Executive Leadership Team
2022-2023
No Cost

Goal 3, Objective A, Strategy 3

Implement equipment and construction modifications to course to help ensure longevity of trees and reduce maintenance in order to reduce operating costs and increase sustainability.
Division of Programs, Executive Leadership Team
2022-2024
$10,000/year over two years

Assess existing turtle pond location and research sustainable alternatives to our total waste system.
Division of Programs
2022-2023
No Cost

• Install pumps, plumbing, electric, and a new pond for our aquatic turtles
Division of Programs
2024-2024
$15,000

Pursue American Humane Conservation Certification.
Division of Programs
2022-2023
No Cost involved/ possible auditors travel costs (est) $500

• Fill out the application, prepare for, and schedule the on-site audit
Division of Programs
2022-2023
No Cost involved/ possible auditors travel costs (est) $500

Implement Environmental Practices
Division of Programs
2022-2023
No Cost

• 75% of plastic or paper goods be of recyclable/compostable material in the Trail Break Cafe.
Division of Programs
2023-2024
No Additional Cost

• Implement composting program with waste from Trail Break to be used onsite.
Division of Programs
2025-2026
$300

• Install trash bins specific for food waste on the grounds to be used in composting efforts.
Division of Programs
2025-2026
$8,000

• Increase our percentage of eco friendly store merchandise by 10%
Division of Programs
2025-2026
No Additional Cost

• Purchase and Place (2) Recycling Receptacles Visitor Center Exit and yet to be determined location.
Division of Programs
2025-2026
$8,000

• Build (2) Rain Gardens.
Division of Programs, Operations Division
2025-2026
$500

Goal 3, Objective A, Strategy 4

Pursue American Humane Conservation Certification.
Division of Programs
2022-2023
No Cost involved/ possible auditors travel costs (est) $500

Prepare for and maintain American Alliance of Museums (AAM) accreditation
Executive Leadership Team
2022-2023
$6,000

• Review and update, as needed, Emergency, Collections Management, Collections Plan, General Facilities Report and Ethics Policies and Plans for AAM.
Executive Leadership Team Completed, 2022-2023
No Cost

• Complete AAM self Study.
Executive Leadership Team
2022-2023
No Cost

• Prepare for and host AAM site reviewers.
Executive Leadership Team
2022-2023
No Cost

Work towards Association of Zoos & Aquariums (AZA) accreditation
Executive Leadership Team
2019-2026
No Cost

• Review AZA accreditation criteria and scoring.
Division of Programs
2019-2026
No Cost

• Initiate AZA pre-accreditation visit to determine areas of accreditation deficiencies.
Division of Programs
2019-2020
$500

• Begin efforts to address AZA accreditation deficiencies.
Executive Leadership Team, Division of Programs
2019-2026
Most costs are incorporated throughout the tasks in this plan

• Prepare 4.430 linear feet of boardwalk handrails with Trax to meet AZA standards.
Operations Division
2026-2027
$45,000

Pursue the renewal of Accredited Professional Preschool Learning Environment (APPLE) accreditation
Division of Programs
2019-2026
No Cost

• Apply and pay membership fee.
Division of Programs
Completed, 2021-2022
$350

• Complete accreditation application and pay application fee.
Division of Programs
Completed, 2021-2022
$500

• Complete and submit self-study/profile.
Division of Programs
2019-2026
No Cost

• Assist with onsite verification visit.
Division of Programs
2022-2023
No Cost

Goal 3, Objective A, Strategy 5

Install (1) ticketing cash kiosk in Admissions.
Operations Division
2022-2023
$30,000

Install (1) self checkout kiosk in Trail Break Cafe.
Operations Division
2024-2025
$2,000

Implement mobile ordering for Trail Break Cafe to be used on trails by staff/by surrounding locals.
Operations Division
2023-2024
No Cost

Install (20) desktop PCs and (8) replace laptops.
Operations Division
2023-2024
$15,000

Install (10) dual monitors.
Operations Division
2023-2024
No Cost

Migrate to QuickBooks Online to create efficiencies across the Museum.
Operations Division
2023-2024
No Cost

Goal 3, Objective B, Strategy 1

Create new compensation packages for every position using benchmarks.
Executive Leadership Team
2022-2023
No Cost

Implement a policy on tuition/education reimbursement, if feasible.
Executive Leadership Team
2023-2024
No Cost

Implement a 403(b) match program providing full time employees ($*+ years of service) with a match of up to 3% of their annual salary with a cap of $3,000.
Executive Leadership Team
2023-2024
No Cost

Goal 3, Objective B, Strategy 2

Rewrite training manual and modify training procedures for consistency in training for staff standards and procedures.
Executive Leadership Team
2023-2023
No Cost

Create a new welcome orientation program for all new hires to increase employee retention by 5%.
Operations Division
2023-2024
No Cost

Create training schedules and goals for each position.
Operations Division
2023-2024
No Cost

Goal 3, Objective B, Strategy 3

Host staff events and/or team building to promote communication, planning skills, employee motivation and employee collaboration.
Executive Leadership Team
2022-2023, then twice annually
$1,000

Audit staff work areas to ensure they have what’s needed to perform their jobs effectively and efficiently.
Executive Leadership Team
2022-2023, then twice annually
No Cost

Goal 3, Objective B, Strategy 4

Establish (1) staff committees on security/safety, staff retention, and DEAI to provide management with recommendations for improvements.
Executive Leadership Team
2024-2026
No Cost
<table>
<thead>
<tr>
<th>Goal 3, Objective B, Strategy 5</th>
<th>Division of Programs</th>
<th>2023-2025</th>
<th>$1.500 per person/year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tree to Tree manager and maintenance lead will be trained and knowledgeable on ACCT standards.</td>
<td>Strengthen Animal Department staff knowledge and skills.</td>
<td>Division of Programs</td>
<td>Completed, 2021-2022</td>
</tr>
<tr>
<td>• Staff to attend AZA Institutional Records Keeping Training.</td>
<td>• Staff to attend Animal Health Training for current staff.</td>
<td>Division of Programs</td>
<td>Completed, 2021-2022</td>
</tr>
<tr>
<td>• Staff to attend Venomous snake handling training.</td>
<td>• Staff to attend Chemical immobilization for Captive Wildlife Course.</td>
<td>Division of Programs</td>
<td>2022-2023</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Goal 3, Objective B, Strategy 6</th>
<th>Executive Leadership Team</th>
<th>2023-2024; then twice per year</th>
<th>No Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop and implement an internal employee retention survey to be reviewed and acted upon.</td>
<td>Operations Division</td>
<td>2022-2023</td>
<td>No Cost</td>
</tr>
<tr>
<td>Update job postings to incorporate best DEAI practice to attract more diverse candidates for all positions.</td>
<td>Operations Division</td>
<td>2022-2023</td>
<td>No Cost</td>
</tr>
<tr>
<td>Implement Paycor Recruiting with current payroll service to increase onboarding efficiency.</td>
<td>Operations Division</td>
<td>2022-2023</td>
<td>No Cost</td>
</tr>
<tr>
<td>Update all Job Postings and Website with DEAI policy statement.</td>
<td>Operations Division</td>
<td>2022-2023</td>
<td>No Cost</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Goal 3, Objective B Strategy 7</th>
<th>Museum Board of Directors</th>
<th>2023 -2024</th>
<th>No Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create a Museum President/CEO Succession Plan.</td>
<td>Museum Board Chair/Vice Chair</td>
<td>2022-2023</td>
<td>No Cost</td>
</tr>
<tr>
<td>• Establish General Board Process which will be followed upon President/CEO's resignation.</td>
<td>Museum Board Chair/Vice Chair</td>
<td>Completed, 2021-2022</td>
<td>No Cost</td>
</tr>
<tr>
<td>• Develop a search for President/CEO process.</td>
<td>Museum Board Chair Chair and Committee</td>
<td>2024 -2025</td>
<td>$45,000-868,000 (20-30% of total compensation offered)</td>
</tr>
<tr>
<td>• Research and Engage Search Firm to help establish qualifications, compensation, benefits and then recruit and help select best applicant.</td>
<td>Museum Board Chair Chair and Committee</td>
<td>2024-2025</td>
<td>No Cost</td>
</tr>
<tr>
<td>• Establish Transition Process between current and future President/CEO and/or Interim President/CEO</td>
<td>Museum Board Chair Chair and Committee</td>
<td>2024-2025</td>
<td>No Cost</td>
</tr>
<tr>
<td>• Develop strategies to ensure a smooth transition of responsibilities to other members of the Museum's Leadership Team.</td>
<td>Museum Board Chair Chair and Committee</td>
<td>2024-2025</td>
<td>No Cost</td>
</tr>
<tr>
<td>• Develop Strategies to ensure new President/CEO is introduced and welcomed by the community and region</td>
<td>Museum Board Chair Chair and Committee</td>
<td>2024-2025</td>
<td>$5,000</td>
</tr>
<tr>
<td>• Hire Future President/CEO and implement appropriate strategies</td>
<td>Museum Board Chair</td>
<td>2025-2026</td>
<td>Cost of President/CEO's Compensation Package</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Goal 4, Objective A, Strategy 1</th>
<th>Division of Institutional Advancement</th>
<th>2023-2024</th>
<th>No Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implement standardized gift documentation across annual giving, multi-year gift pledges and estate giving.</td>
<td>Division of Institutional Advancement</td>
<td>2024-2025</td>
<td>No Cost</td>
</tr>
<tr>
<td>Increase multi-year pledges by 50%</td>
<td>Division of Institutional Advancement</td>
<td>2024-2025</td>
<td>No Cost</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Goal 4, Objective A, Strategy 2</th>
<th>Division of Institutional Advancement</th>
<th>2024-2026</th>
<th>No Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implement personalized donor stewardship program (thank you calls from Board, invitation to donor receptions) throughout the year</td>
<td>Division of Institutional Advancement</td>
<td>2024-2025</td>
<td>No Cost</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Goal 4, Objective A, Strategy 3</th>
<th>Division of Institutional Advancement</th>
<th>2022-2023</th>
<th>No Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promote evergreen options to constituent base and encourage credit card transactions.</td>
<td>Division of Institutional Advancement</td>
<td>2022-2023</td>
<td>No Cost</td>
</tr>
<tr>
<td>• Decrease membership lapses by 5%</td>
<td>Division of Institutional Advancement</td>
<td>2023-2024</td>
<td>No Cost</td>
</tr>
<tr>
<td>• Outline new program with benefits to be presented to the Board.</td>
<td>Division of Institutional Advancement</td>
<td>2024-2025</td>
<td>No Cost</td>
</tr>
<tr>
<td>• Promote evergreen giving program for restricted and general operations.</td>
<td>Division of Institutional Advancement</td>
<td>2024-2025</td>
<td>No Cost</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Goal 4, Objective A, Strategy 4</th>
<th>Division of Institutional Advancement</th>
<th>2023-2026</th>
<th>No Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase number of new donors by 3%</td>
<td>Division of Institutional Advancement</td>
<td>2024-2025</td>
<td>No Cost</td>
</tr>
<tr>
<td>Develop materials that clearly articulate donor giving opportunities and their benefits to encourage new donations</td>
<td>Division of Institutional Advancement</td>
<td>2024-2025</td>
<td>No Cost</td>
</tr>
<tr>
<td>Develop and institute animal naming/sponsorship policies and procedures.</td>
<td>Division of Institutional Advancement</td>
<td>2022-2023, policy in progress</td>
<td>Unknown startup and maintenance costs</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Goal 4, Objective A, Strategy 5</th>
<th>Division of Institutional Advancement</th>
<th>2024-2025</th>
<th>$1,500 for grant software annually, grant writer contracted at 50.00hr</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase grant applications by 30%</td>
<td>Division of Institutional Advancement</td>
<td>2024-2025</td>
<td>No Cost</td>
</tr>
<tr>
<td>Research and identify potential grant sources for the Preschool Program.</td>
<td>Division of Institutional Advancement</td>
<td>2022-2023, then ongoing</td>
<td>No Cost</td>
</tr>
<tr>
<td>Apply for Early Learning Coalition Grant.</td>
<td>Division of Institutional Advancement</td>
<td>Awarded, 2022-2023</td>
<td>Awarded $15,000</td>
</tr>
<tr>
<td>Research and Pursue Scholarship Funding Opportunities for students.</td>
<td>Division of Institutional Advancement</td>
<td>2023-2024</td>
<td>No Cost</td>
</tr>
<tr>
<td>Secure (1) grant contractor to assist in researching and writing new grants.</td>
<td>Executive Leadership Team</td>
<td>2024-2025</td>
<td>$26,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Goal 4, Objective A, Strategy 6</th>
<th>Division of Institutional Advancement</th>
<th>2024-2025</th>
<th>No Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create forms and documentation to establish endowments.</td>
<td>Division of Institutional Advancement</td>
<td>2024-2025</td>
<td>No Cost</td>
</tr>
<tr>
<td>Establish and promote 3 general operating endowments for education, conservation and historic preservation</td>
<td>Division of Institutional Advancement</td>
<td>2024-2025</td>
<td>No Cost</td>
</tr>
<tr>
<td>Enhance Development Endowment policies for the Museum</td>
<td>Division of Institutional Advancement</td>
<td>2024-2025</td>
<td>No Cost</td>
</tr>
<tr>
<td>Establish Endowment Oversight Committee</td>
<td>Museum Board of Directors, Executive Leadership Team</td>
<td>2024-2025</td>
<td>No Cost</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Goal 5, Objective A, Strategy 1</th>
<th>Division of Institutional Advancement</th>
<th>2023-2024</th>
<th>No Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Invite Museum members of various levels to meetings with the Development team to discuss philanthropic plans</td>
<td>Division of Institutional Advancement</td>
<td>2022-2023</td>
<td>No Cost</td>
</tr>
<tr>
<td>Create individual donor giving strategies for key prospects with timelines</td>
<td>Museum Board of Directors, Executive Leadership Team</td>
<td>Division of Institutional Advancement</td>
<td>2022-2023</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Goal 5, Objective A, Strategy 2</th>
<th>Division of Institutional Advancement</th>
<th>2022-2023</th>
<th>No Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Include Development updates and trainings with Museum Managers once a year at Management meeting</td>
<td>Division of Institutional Advancement</td>
<td>2022-2023</td>
<td>No Cost</td>
</tr>
<tr>
<td>Have Development update at each Board meeting</td>
<td>Division of Institutional Advancement, Museum Board of Directors</td>
<td>2022-2023</td>
<td>No Cost</td>
</tr>
<tr>
<td>Integrate Development into Annual Board retreat</td>
<td>Division of Institutional Advancement, Museum Board of Directors</td>
<td>2022-2023</td>
<td>No Cost</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Goal 5, Objective A, Strategy 3</th>
<th>Division of Programs, Division of Institutional Advancement</th>
<th>Biannually</th>
<th>Cost of catering, salaries for staff present</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plan biannual meet ups at the Museum for upper-level donors catered by Trail Break Cafe with programming to build relationships</td>
<td>Division of Programs, Division of Institutional Advancement</td>
<td>2022-2023</td>
<td>Cost of catering, salaries for staff present</td>
</tr>
<tr>
<td>Provide socialization opportunities to celebrate special times at the Museum.</td>
<td>Division of Programs, Division of Institutional Advancement</td>
<td>2019-2020, Annually</td>
<td>Cost of catering, salaries for staff present</td>
</tr>
<tr>
<td>Host one opening reception of an exhibit per year.</td>
<td>Division of Programs, Division of Institutional Advancement</td>
<td>2023-2025</td>
<td>No Cost</td>
</tr>
<tr>
<td>Goal 5, Objective A, Strategy 4</td>
<td></td>
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<tr>
<td>Include Museum's philanthropic efforts in staff orientation and recruiting processes</td>
<td>Division of Institutional Advancement</td>
<td>2024-2025</td>
<td>No Cost</td>
</tr>
<tr>
<td>Update staff quarterly on philanthropic initiatives and accomplishments</td>
<td>Division of Institutional Advancement</td>
<td>2022-2023</td>
<td>No Cost</td>
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<table>
<thead>
<tr>
<th>Goal 5, Objective A, Strategy 5</th>
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<tbody>
<tr>
<td>Integrate philanthropic messaging on Museum grounds signage.</td>
<td>Division of Institutional Advancement</td>
<td>2023-2024</td>
</tr>
<tr>
<td>Incorporate philanthropic messages in social media posts and email communications.</td>
<td>Division of Institutional Advancement</td>
<td>2023-2024</td>
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<table>
<thead>
<tr>
<th>Goal 5, Objective B, Strategy 1</th>
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<tbody>
<tr>
<td>Ensure materials and organizational structures are in place for Capital Campaign Readiness</td>
<td>Museum Board of Directors, Executive Leadership Team, Division of Institutional Advancement</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Research and enlist the assistance of a Feasibility firm and initiate the readiness and feasibility study</td>
<td>Museum Board of Directors, Executive Leadership Team, Division of Institutional Advancement</td>
<td>2021-2022</td>
</tr>
<tr>
<td>Analyze Findings of Readiness and Feasibility Study and Adjust Campaign Strategies as Goals and needed.</td>
<td>Museum Board of Directors, Executive Leadership Team, Division of Institutional Advancement</td>
<td>2022-2023</td>
</tr>
<tr>
<td>Create and Hire New Membership and Annual Fund Manager</td>
<td>Division of Institutional Advancement</td>
<td>2022-2023</td>
</tr>
<tr>
<td>Develop a compelling case for support and create collateral for Board and other constituencies to articulate the Campaign vision</td>
<td>Museum Board of Directors, Executive Leadership Team, Division of Institutional Advancement</td>
<td>2022-2023</td>
</tr>
<tr>
<td>Revise Capital Campaign Phase One Plans</td>
<td>Museum Board of Directors, Executive Leadership Team, Division of Institutional Advancement</td>
<td>2021-2022</td>
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<tr>
<th>Goal 5, Objective B, Strategy 2</th>
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<tbody>
<tr>
<td>Launch Phase One of Capital Campaign-Strategy</td>
<td>Museum Board of Directors, Executive Leadership Team, Division of Institutional Advancement</td>
<td>2019-2020</td>
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<tr>
<td>Develop donor prospect lists</td>
<td>Division of Institutional Advancement</td>
<td>2023-2024</td>
</tr>
<tr>
<td>Create data-driven donor and prospective donor lists</td>
<td>Division of Institutional Advancement</td>
<td>2023-2024</td>
</tr>
<tr>
<td>Establish lists of prospects at different giving levels and begin the process of cultivation with those prospects</td>
<td>Division of Institutional Advancement</td>
<td>2023-2024</td>
</tr>
</tbody>
</table>