



**Tallahassee
Museum**

TREE TO TREE ADVENTURES

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 McConnaughay
Chair, Board of Trustees



Russell S. Daws
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.



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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 2. Implement interpretation of African-American, Latinx and Asian exhibits where feasible.

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 7. Assess existing pathways and plan for future pathways.

Strategy 8. Develop a short-term plan for creating Collections storage.

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 4. Pursue professional recognition and awards for the Museum.

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.

Strategy 6. Build endowment.

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.	Division of Programs, Executive Leadership Team	2023-2024	\$10,000 (potential budget for 2023).
	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.	Division of Programs	2022-2023	No Cost
	• Contact at least 10 Title 1 schools in surrounding counties each year.	Division of Programs	On-going with 10 different schools serviced each year.	No Cost
	• Deliver programs to these schools annually and evaluate the impact through post-program surveys.	Division of Programs	On-going with 10 different schools serviced each year.	No Cost
	Develop various platforms to identify the educational, cultural and economic needs of our community and region.	Division of Institutional Advancement	2022-2023	No Cost
	• 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	Division of Institutional Advancement	2022-2023	No Cost
	• Develop and test platform questions to be included in the platforms that will be targeted to the leaders	Division of Institutional Advancement	2022-2023	No Cost
	• Select which platforms work most effectively to reach the leaders (email, focus groups, online surveys, etc.)	Division of Institutional Advancement	2022-2023	No Cost
	• Initiate the most effective platforms and questions for each leader group	Division of Institutional Advancement	2022-2023, then Annually	No Cost
	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. Invite new Leadership Tallahassee Class Catalysts to Museum to improve awareness and build relationships with current/future community leaders.	Division of Programs	2022-2023
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.		Executive Leadership Team	2022-2023, then Annually	\$500
		Division of Programs	2024-2025	No Cost
Strengthen relationships and visibility within the regional schools;		Division of Programs	On-going with 10 different schools serviced each year.	No Cost
•Attend at least 10 different school outreach events per year.		Division of Programs	2022-2023	Cost of Salaries
Initiate a pilot program to attract artists to the Museum to work on outdoor art/sculpture.		Division of Programs, Executive Leadership Team	2024-2025	\$20,000+ per program
• Begin with one partnership in 2023, and press for expansion in the years after.		Division of Programs	2024-2025	No Cost
• Develop exhibit specific programs to accompany each so that it becomes an expectation within the community that 'new' things will appear yearly.		Division of Programs	2024-2025	Costs unknown at this time
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
• Initiate invitations to selected leaders and identify the hosts for their visits (board member, 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
	Increase social media following on Facebook and Instagram by 1,000 users.	Division of Institutional Advancement	2025-2026	No Cost
	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, Division of Programs	2022-2023	Dependent on marketing strategies selected (ex. paper, radio, web, flyer, etc.)
	• 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	2,500
	• 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.	Division of Programs	2024-2025	\$1,000-\$2,000
	• 6-10 signs should be added to the property each year. Priority will be given to outdated signage.	Division of Programs	2024-2025	No Cost
		Division of Programs	2024-2025	\$20,000-25,000
Goal 1, Objective C, Strategy 2	Design, edit, and erect new signage for the grounds around the African American buildings. Design and replace existing Commissary exhibit materials.	Division of Programs	2024-2025	\$300,000
	• Review existing material to determine if there are any current files/material that can be recycled in future development.	Division of Programs	2024-2025	\$20,000
	• Identify any small matching grants that may exist to accommodate the production of a new exhibit.	Division of Programs	2024-2025	No Cost
	• 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
		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 "Journeys" Exhibit in the new interpretive hub.	Division of Programs	2024-2025	No Cost
	•Begin the research and development of new educational and public programs for use when the new hub and "Journeys" exhibit comes on-line.	Division of Programs	2025-2026	No Cost
	Design, edit, and erect new interpretive panels for the Big Bend Farm.	Division of Programs	2020-2021, Completed	Actual Cost \$20,067 (Grant awarded \$10,500)
• Install 21 new interpretive panels on the farm animals, culture and history of Big Bend Farms in North Florida.	Division of Programs	2021-2022	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.	Division of Programs	2024-2025	No Cost
	• 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	2023-2024	No Cost
	• Work with Museum Administration, Architects and General Contractor to decide if remodeling/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	Division of Programs	2023-2024	No Cost
	• 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 Pre-kindergarten (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 (Journeys) and 3 surrounding historic structures.	Division of Programs	2022-2025	\$200,000
	Research content and develop storylines for permanent exhibits for new hubs.	Division of Programs	2025-2026	at this time (2022). This will be a multi-six figure project from research to execution
	• Review existing materials available at the museum to determine if there is 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.	Executive Leadership Team, Division of Programs, Operations Division	2022-2025	\$100-200,000 per hub
	• 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 of 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	Division of Programs	2023-2024	No Cost
	• 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.	Division of Programs	2022-2023	No Cost
	• 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	Completed, 2022-2023	No Cost
	• 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	\$51,500 to \$52,500
	• 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, 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
• Attend AZA Crocodylian Biology and Professional Management Course.	Division of Programs	2024-2025	\$2,000	
• Acquire animals and secure feed and necessary supplies.	Division of Programs	2024-2025	\$5,000	

Goal 1, Objective C, Strategy 7

Improve accessibility and routes of Museum pathways	Division of Programs, Operations Division	2025-2026	No Cost
• Install crushed granite pathway through Birds of Prey Aviary	Division of Programs, Operations Division	Completed, 2021-2022	\$4,500
• Identify and implement future route of crushed granite walkway to Caboose, Church, Schoolhouse, Bellevue House and Journey's hub	Division of Programs, Operations Division	2023-2024	\$8,000
• Install crushed granite walkway from Birds of Prey Aviary to Upper Deer Bridge Boardwalk entrance	Division of Programs, Operations Division	2024-2025	\$10,000
Inspect and replace, as needed Boardwalk pilings	Division of Programs, Operations Division	2021-2024	No Cost
• Install 42 new pilings on bear Boardwalk.	Division of Programs, Operations Division	Completed, 2021-2022	\$33,000
• Install 36 pilings on alligator/panther/bobcat Boardwalk.	Division of Programs, Operations Division	Completed, 2022-2023	\$32,000
• Install 45 new pilings on lower deer bridge Boardwalk.	Division of Programs, Operations Division	2023-2024	\$38,000
• Rebuild portion of Fox/Skunk Boardwalk	Division of Programs, Operations Division	2024-2025	\$3,000

Goal 1, Objective C, Strategy 8

Develop a short-term plan for Collections Storage	Division of Programs	Completed, 2019-2020	\$239 per month
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Goal 1, Objective C, Strategy 9

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 (3) digital menus in the Trail Break Café	Operations Division, Division of Institutional Advancement	Completed, 2021-2022	\$600
Install murals inside of Trail Break Cafe incorporating elements from the hubs/storylines	Operations Division, Division of Institutional Advancement	2025-2026	\$3,000
Update (5) bathrooms throughout the Museum	Operations Division	2025-2026	\$60,000
Renovate Cafe Kitchen	Operations Division	2022-2023	\$6,000
Paint (2) buildings exterior.	Division of Programs, Operations Division	2025-2026	\$40,000
Update Visitor Center hallway flooring.	Operations Division	Completed, 2021-2022	\$6,000
Make upgrades to Black Bear Exhibit Area.			
• Build temporary yard for bears while exhibit is being renovated.	Division of Programs	Completed, 2019-2020	\$2,000
• Secure fencing company to remove and replace all bear habitat fencing with taller fencing per new Florida Fish and Wildlife Conservation Commission requirements.	Division of Programs	Completed, 2019-2020	\$47,000
• Secure contractor to add new bear pond, pump, and electric to improve aesthetics and welfare.	Division of Programs	Completed, 2019-2020	\$42,000
• Open exhibit to the public.	Division of Programs	Completed, 2020-2021	No Cost
Make Upgrades to the Red Wolf Exhibit Area	Division of Programs		
• Purchase and install 4 new wolf holding cages	Division of Programs	Completed, 2019-2020	\$1,200
• Build new concrete walls to hold current cages from view and enlarge concrete slabs for 2 extra hold cages.	Division of Programs	Completed, 2019-2020	\$1,990
• Purchase and install new roofs for holding cages	Division of Programs	Completed, 2020-2021	\$500
• Upgrade interpretive elements of the exhibit	Division of Programs	Completed, 2021-2022	\$1,500
Redesign and rebuild Birds of Prey Aviaries after Hurricane Michael damage.	Division of Programs		
• Identify temporary locations for the prey birds during construction and move birds to this location.	Division of Programs	Completed, 2019-2020	No Cost
• Assess damage to original aviary.	Executive Leadership Team	Completed, 2019-2020	No Cost
• Work with and negotiate with insurance adjusters to determine loss and reimbursement.	Executive Leadership Team	Completed, 2019-2020	No Cost
• Make habitat design plans for aviary rebuild.	Division of Programs	Completed, 2020-2021	No Cost
• Identify and secure all contractors necessary for aviary rebuild.	External General Contractor	Completed, 2020-2021	No Cost
• Contractors begin construction and fabrication of new exhibit.	Operations Division	Completed, 2020-2021	No Cost
• Acquire donated trees from local nursery for the birds.	Division of Programs	Completed, 2021-2022	No Cost
• Hire pond builder for installation and landscaping of 2 aviary ponds.	Division of Programs	Completed, 2021-2022	\$10,000
• Install props and finish exhibit landscaping.	Division of Programs	Completed, 2021-2022	No Cost
• Landscape around exhibit and install gravel in visitor pathway.	Operations Division	Completed, 2021-2022	\$10,072
• Move prey birds back on exhibit and open exhibit to the public.	Division of Programs	Completed, 2021-2022	No Cost
• Hire shade cloth company to add shade sails to new aviary.	Division of Programs, Executive Leadership Team, External General Contractor	Completed, 2021-2022	\$35,000
Prepare Animal Facilities Building for ceiling removal and replacement.	Division of Programs, Operations Division	2022-2023	No Cost
• Identify temporary kitchen and work space while construction is taking place.	Division of Programs	2022-2023	No Cost
• Relocate kitchen and work space to new location.	Division of Programs, Operations Division	2022-2023	No Cost
• Hire contractor and over see work.	Operations Division	2022-2023	Costs Unknown at this Time
• Relocate temporary kitchen and work space materials back to original location.	Division of Programs	2022-2023	No Cost
Renovate Animal Ambassador Caging Area			
• Identify temporary location(s) for the animal ambassadors during construction and relocate them.	Division of Programs	2022-2023	No Cost
• Begin construction, concrete, plumbing, electric, and cage fabrication.	External General Contractor	2022-2023	Costs Unknown at this Time
• Return ambassador animals to the finished area and cages.	Division of Programs	2022-2023	No Cost
Rebuild one bear holding area with new concrete slab and shift tunnel for better husbandry practices.			
• Remove cage from existing slab.	Division of Programs	Completed, 2021-2022	No Cost
• Identify and secure concrete and welding contractors.	Division of Programs	Completed, 2021-2022	\$625 for welding
• Oversee construction and then move cage back onto new slab and secure.	Division of Programs	Completed, 2021-2022	\$2,000 for concrete
Upgrade goose pool on 1880's Big Bend Farm.			
• Secure concrete/pool company to repair and refinish pool.	Division of Programs	Completed, 2021-2022	\$2,768
• Secure plumber to remove old drain and replumb drain and drain path.	Division of Programs	Completed, 2021-2022	\$2,717
Repair and replace Farm structures.	Division of Programs	2022-ongoing	After roof repairs and upcoming maintenance we will be between 100-150,000.
• Reroof Farmhouse	Division of Programs	Completed	\$67,500* Buildings below are under same project
• Reroof Farmhouse Kitchen	Division of Programs	Completed	*
• Reroof Chicken Coop	Division of Programs	Completed	*
• Reroof Blacksmith Shop	Division of Programs	Completed	*
• Stabilize Farmhouse Porch	Division of Programs	Completed	Waiting for final numbers
• Rebuild the Reconstructed Cane Syrup kiln and Chimney	Division of Programs	Completed	\$37,600
• Stabilize Mule Shed	Division of Programs	2022-2023	\$2,200
• Reroof Bellevue House's reconstructed kitchen	Division of Programs	2022-2023	\$25,800
• Replace deteriorated logs on historic potato house	Division of Programs	2022-2023	\$5,061
• Rebuild Chimney on Farmhouse kitchen	Division of Programs	2022-2023	\$17,265 chimney, \$6,000 cypress wood
• Paint interior and exterior of Caboose; address wood deterioration as needed.	Division of Programs	2022-2023	\$5,600 inside, \$7,600 outside
• Rebuild Chimney on Slave Cabin	Division of Programs	2023-2024	\$15,275

Review and assess longevity of Guest Animal Exhibit	Division of Programs, Executive Leadership Team	2023-2024	No Cost
• Weigh regulations challenges and best practice concerns against revenue benefits	Division of Programs, Executive Leadership Team	2023-2024	No Cost
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.	Division of Programs, Operations Division	2024-ongoing	\$50,000+ (this is with design from an offsite professional)
• Research and develop the content and storylines for 10 new Conservation Florida panels in accordance with the Interpretive Plan.	Division of Programs	2022-2023	No Cost
• Send Conservation Florida panels for graphic design and fabrication.	Division of Programs	2023-2024	\$10,000
• Review content and storylines of existing Jim Gary Twentieth Century Dinosaurs interpretive panels and assess what should be updated and revised.	Division of Programs	2023-2024	No Cost
• 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.	Division of Programs	2023-2024	\$15,000
• Fabricate Jim Gary Twentieth Century Dinosaurs signs and replace those already on the property.	Division of Programs	2023-2024	\$7,000

Goal 2, Objective A

Create an updated portfolio of high resolution pictures/video of Museum programs and parties for advertising.	Division of Programs, Division of Institutional Advancement	2022-2023	7,500
Create surveys to assess what is desired from the community in relation to programmatic offerings.	Division of Programs, Division of Institutional Advancement	Annually	No Cost
Create a programs survey to be emailed to participants.	Division of Programs, Division of Institutional Advancement	Annually	No Cost
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.	Division of Programs	Initiated 2020-2021; annually on-going	No Cost
Create/define more engaging animal encounter/exercise area for on-grounds presentations.			
• Obtain estimates for fencing and shade cover for animal presentation area.	Division of Programs, Operations Division	Completed, 2021-2022	\$1,800/\$1,500 estimates
• Install fencing and shade cover for animal presentation area.	Division of Programs, Operations Division	2022-2023	Costs unknown at this Time
• Research and purchase new ambassador alligator enclosure for the Discovery Center/ future building.	Division of Programs	2022-2023	\$1,200
Search for continuing education courses on inclusivity to improve how educators deliver programs in history and wildlife.	Division of Programs	2024-2025	No Cost for search. Cost of Continuing Education courses unknown at this time.
• Research what other zoos/museums do and who they consult.	Division of Programs	Ongoing	No Cost

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.	Division of Programs Division of Institutional Advancement, Division of Programs	2022-2023 2022-2023, then biannually	No Cost \$600.00 for catering
Once every six months create a program with a guest cohort/ 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 art/history in North Florida. This would manifest in one joint program/show per year with reevaluation annually to determine expansion.	Division of Programs	2022-2023	No Cost. Having a budget that demonstrates we are active in this aspect of the community would afford us an opening tool for conversations.
During the COVID-19 pandemic, create innovative ways to provide educational information and reach audiences.	Division of Programs	Completed, 2019-2021	
• Create educational boxes (Geology, Owl, Jim Gary Dinosaur, 1880's farm) for sale and deliver them throughout the community.	Division of Programs	Completed, 2019-2020	\$500
• Create educational virtual programs to reach schools, individuals, senior living, etc.	Division of Programs	Completed, 2020-2021	\$500
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.	Division of Programs Division of Programs	Initiated 2020-2021; On-going 2022-2023	No Cost No Cost
• Create new adult programs. This is complete once they have been added to the website and available for sale.	Division of Programs	2021-2022, on-going and updated as needed	\$200
• Finding new, fun, educational books for Story with an Animal educational programs; completed once program boxes are completed and live on the website for people to book.	Division of Programs		Cost dependent on staff hours and potential production of physical materials, i.e. books, pamphlets, etc.
Research and develop offsite programming that reflects the diversity of the Museum's collection.	Division of Programs	2024-2025	
• Review methods to take non-animal collections offsite 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.	Division of Programs	2023-2024	No Cost. Staff and scheduling dependent
Design, Develop and Implement Early Childhood Educational programming			
• Design, Develop and implement new Trails and Tales group for 2-4 year old students.	Division of Programs	Completed, 2021-2022	No Cost
• Design, develop and implement new Nature Play Group for 2-4 year old students.	Division of Programs	Completed, 2021-2022	No Cost
• Design, develop and implement new Early Childhood Education day break camps to serve 3-5 year olds during Thanksgiving, Winter and Spring Break.	Division of Programs	2022-2023	Staff Salary
Add a live streaming bald eagle nest camera when female begins nesting.	Executive Leadership Team, Division of Programs	2023-2024	\$400 camera, \$100 per year for service
• Improve WiFi reliability.	Executive Leadership Team, Division of Programs	2023-2024	Unknown Costs at this time
Add an ambassador beaver for educational programming.			
• Obtain estimates for behind the scenes pool and enclosure.	Division of Programs	2023-2024	\$8,000 (est)
• Oversee construction and obtain ambassador beaver.	Division of Programs	2024-2025	\$400 for transport (est)
Offer private/personal tours/lectures to major parties/donors to support the Museum and Capital Campaign	Division of Programs	2023-2024	No Cost
• 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)	Division of Programs	2023-2024	No Cost
• Create onsite programing that will explore the collection. This could be through behind the scenes tours, interactive historical walkthroughs, exclusive lecture/dinner/drinks, etc. Monthly offerings that can be booked in advance through the website.	Division of Programs	2023-2025	Cost dependent on guest fees and accompanying food/beverages

Goal 2, Objective C

Create a Young Associates (Professionals) group to champion a specific project for development period followed by the first project completed in 2024.	Division of Programs	2023-2025	No Cost
Recruit and retain long-term educational volunteers with diverse backgrounds in history and wildlife	Division of Programs	2023-2024	No Cost
• Recruit volunteers at various community groups including local senior groups and retired teachers in history and science. Goal to bring on 2 new long term volunteers.	Division of Programs	2023-2024	No Cost
• Update Educator job descriptions to be more specific in terms of responsibilities to better describe the Museum's needs and expectations.	Division of Programs	2023-2024	No Cost
• Develop a corps of volunteers to enhance the visitor experience through education, interpretation and wayfinding	Division of Programs	2023-2024	\$1,000

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	2023-2024	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	\$36,000 plus benefits
	Add new full-time position to the Collections and Exhibits staff.	Division of Programs	2023-2024	Salary 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
	• Write and implement contract for new Attending Veterinarian and schedule required visits.	Division of Programs	Completed, 2020-2021	No Cost - veterinary services donated
	Work with department heads to update all job descriptions.	Operations Division	2022-2023	No Cost
	• 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	2024-2025	\$10,000
	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			
	• 50% of plastic or paper goods be of recyclable/compostable material in the Trail Break Cafe.	Operations Division	2023-2024	No Additional Cost
	• Implement a composting program with waste from Trail Break to be used onsite.	Operations Division	2025-2026	\$300
	• Install trash bins specific for food waste on the grounds to be used in composting efforts.	Operations Division	2025-2026	\$8,000
	• Increase our percentage of eco friendly store merchandise by 10%.	Operations Division	2025-2026	No Additional Cost
• Purchase and Place (2) Recycling Receptacles Visitor Center Exit and yet to be determined location.	Operations Division	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.			
	• 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
	Prepare for and maintain American Alliance of Museums (AAM) accreditation	Executive Leadership Team	2022-2023	\$5,000
	• 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	2019-2025	No Cost
	• Review AZA accreditation criteria and expectations	Division of Programs	2019-2020	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
• Replace 4,430 linear feet of boardwalk handrails with Trex to meet AZA standards.	Operations Division	2026-2027	\$45,000	
Pursue the renewal of Accredited Professional Preschool Learning Environment (APPLE) accreditation				
• 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	\$550	
• Complete and submit self study/portfolio.	Division of Programs	2022-2023	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	2025-2026	\$20,000
	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	\$10,000
	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
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 (3+ years of service) with a match of up to 3% of their annual salary with a cap of \$3,000.		Executive Leadership Team	2025-2026	up to \$20,000
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 (3) staff committees on security/safety, staff retention, and DEAI to provide management with recommendations for improvements.	Executive Leadership Team	2024-2025	No Cost

Goal 3, Objective B, Strategy 5	Tree to Tree manager and maintenance lead will be trained and knowledgeable on ACCT standards.	Division of Programs	2023-2025	\$1,500 per person/year
	Strengthen Animal Department staff knowledge and skills.			
	• Staff to attend AZA Institutional Records Keeping Training.	Division of Programs	Completed, 2021-2022	\$3,500
	• Staff to attend Chemical Immobilization for Captive Wildlife Course.	Division of Programs	Completed, 2021-2022	\$2,500
	• Staff to attend Venomous snake handling training.	Division of Programs	2020-2023	\$2,500
Goal 3, Objective B, Strategy 6	Develop and implement an internal employee retention survey to be reviewed and acted upon.	Executive Leadership Team	2023-2024; then twice per year	No Cost
	Update job postings to incorporate best DEAI practice to attract more diverse candidates for all positions.	Operations Division	2022-2023	No Cost
	Implement Paycor Recruiting with current payroll service to increase onboarding efficiency.	Operations Division	Completed, 2021-2022	\$750
	Update all Job Postings and Website with DEAI policy statement.	Operations Division	2022-2023	No Cost
Goal 3, Objective B Strategy 7	Create a Museum President/CEO Succession Plan.	Museum Board of Directors	2023 -2024	No Cost
	• Establish General Board Process which will be followed upon President/CEO's resignation.	Museum Board Chair/Vice Chair	Completed, 2021-2022	No Cost
	• Determine Experience, Skill Sets, Personality Traits desired in Searching for President/CEO	Museum Board Chair/Vice Chair	Completed, 2021-2022	No Cost
	• Research and Engage Search Firm to help establish qualifications, compensation, benefits and then recruit and help select best applicant.	Museum Board Search Committee Chair and Committee	2024 -2025	\$45,000-\$68,000 (20-30% of total compensation offered)
	• Establish Transition Process between current and future President/CEO and/or Interim President/CEO	Museum Board Search Committee Chair and Committee	2024-2025	No Cost
	• Develop strategies to ensure a smooth transition of responsibilities to other members of the museum's Leadership Team.	Museum Board Search Committee Chair and Committee	2024-2025	No Cost
	• Develop Strategies to ensure new President/CEO is introduced and welcomed by the community and region	Museum Board Search Committee Chair and Committee	2024-2025	\$5,000
	• Hire Future President/CEO and implement appropriate strategies	Museum Board Chair	2025-2026	Cost of President/CEO's Compensation Package
Goal 4, Objective A, Strategy 1	Establish standardized gift documentation across annual giving, multi-year gift pledges and estate giving	Division of Institutional Advancement	2023 -2024	No Cost
	Increase multi-year pledges by 20%	Division of Institutional Advancement	2024-2025	No Cost
Goal 4, Objective A, Strategy 2	Implement personalized donor stewardship program (thank you calls from Board, invitation to donor receptions) throughout the year	Division of Institutional Advancement	2024-2025	No Cost
Goal 4, Objective A, Strategy 3	Promote evergreen options to constituent base and encourage credit card transactions.	Division of Institutional Advancement	2022-2023	No Cost
	• Decrease membership lapses by 5%.	Division of Institutional Advancement	2025-2026	No Cost
	• Outline this new program with benefits to be presented to the Board.	Division of Institutional Advancement	2022-2023	No Cost
	• Promote evergreen giving program for restricted and general operations.	Division of Institutional Advancement	2024-2025	No Cost
Goal 4, Objective A, Strategy 4	Increase number of new donors by 20%	Division of Institutional Advancement	2025-2026	No Cost
	Develop materials that clearly articulate donor giving opportunities and their benefits to encourage new donations	Division of Institutional Advancement	2024-2025	No Cost
	Develop and institute animal naming/sponsorship policies and procedures.	Division of Institutional Advancement, Division of Programs	2022-2023, policy development in progress	Unknown startup and maintenance costs
Goal 4, Objective A, Strategy 5	Increase grant applications by 30%	Division of Institutional Advancement	2024-2025	\$1,500 for Grant software annually, Grant writer contracted at 30.00/hr
	Research and identify potential grant sources for the Preschool Program.	Division of Institutional Advancement and Division of Programs	2022-2023, then ongoing	No Cost
	Apply for Early Learning Coalition Grant.	Division of Institutional Advancement and Division of Programs	Awarded, 2022-2023	Awarded \$15,000
	Research and Pursue Scholarship Funding Opportunities for students.	Division of Institutional Advancement and Division of Programs	2023-2024	No Cost
	Secure (1) grant contractor to assist in researching and writing new grants.	Executive Leadership Team	2024-2025	\$20,000
Goal 4, Objective A, Strategy 6	Create forms and documentation to establish endowments.	Division of Institutional Advancement	2024-2025	No Cost
	Establish and promote 3 general operating endowments for education, conservation and historic preservation	Division of Institutional Advancement	2024-2025	No Cost
	Enhance Development Endowment policies for the Museum	Division of Institutional Advancement	2024-2025	No Cost
	Establish Endowment Oversight Committee	Museum Board of Directors, Executive Leadership Team	2024-2025	No Cost
Goal 5, Objective A, Strategy 1	Invite Museum members of various levels to meetings with the Development team to discuss philanthropic plans	Division of Institutional Advancement	2023-2024	No Cost
	Create individual donor giving strategies for key prospects with timelines	Museum Board of Directors, Executive Leadership Team, Division of Institutional Advancement	2022-2023	No Cost
Goal 5, Objective A, Strategy 2	Include Development updates and trainings with Museum Managers once a year at Management meeting	Division of Institutional Advancement	2022-2023	No Cost
	Have Development update at each Board meeting	Division of Institutional Advancement	2022-2023	No Cost
	Integrate Development training into Annual Board retreat	Division of Institutional Advancement, Museum Board of Directors	2022-2023	No Cost
Goal 5, Objective A, Strategy 3	Plan biannual meet ups at the Museum for upper-level donors catered by Trail Break Cafe with programming to build relationships	Division of Programs, Division of Institutional Advancement	Biannually	Cost of catering, salaries for staff present
	Provide socialization opportunities to celebrate special times at the Museum.	Division of Institutional Advancement and Division of Programs	2022-2023	Cost of catering, salaries for staff present
	Host one opening reception of an exhibit per year.	Division of Institutional Advancement and Division of Programs	2019-2020, Annually	Cost of catering, salaries for staff present

Goal 5, Objective A, Strategy 4	Include Museum's philanthropic efforts in staff orientation and recruiting processes	Division of Institutional Advancement	2024-2025	No Cost
	Update staff quarterly on philanthropic initiatives and accomplishments	Division of Institutional Advancement	2022-2023	No Cost
Goal 5, Objective A, Strategy 5	Integrate philanthropic messaging on Museum grounds signage.	Division of Institutional Advancement	2023 -2024	Costs Unknown at the time
	Incorporate philanthropic messages in social media posts and email communications.	Division of Institutional Advancement	2023 -2024	No Cost
Goal 5, Objective B, Strategy 1	Ensure materials and organizational structures are in place for Capital Campaign Readiness	Museum Board of Directors, Executive Leadership Team, Division of Institutional Advancement	Ongoing	No Cost
	Research and enlist the assistance of a Feasibility firm and initiate the readiness and feasibility study	Museum Board of Directors, Executive Leadership Team, Division of Institutional Advancement	2021-2022	\$43,000
	Analyze Findings of Readiness and Feasibility Study and Adjust Campaign Strategies as Goals and needed.	Museum Board of Directors, Executive Leadership Team, Division of Institutional Advancement	2022-2023	No Cost
	Create and Hire New Membership and Annual Fund Manager	Division of Institutional Advancement	2022-2023	\$50,000
	Develop a compelling case for support and create collateral for Board and other constituencies to articulate the Campaign vision	Museum Board of Directors, Executive Leadership Team, Division of Institutional Advancement	2022-2023	Costs Unknown at this time
	Revise Capital Campaign Phase One Plans	Museum Board of Directors, Executive Leadership Team, Division of Institutional Advancement	2021-2022	No Cost
Goal 5, Objective B, Strategy 2	Launch Phase One of Capital Campaign-Strategy	Museum Board of Directors, Executive Leadership Team, Division of Institutional Advancement	2019-2020	No Cost
	Develop donor prospect lists	Division of Institutional Advancement	2023 -2024	No Cost
	Create data-driven donor and prospective donor lists	Division of Institutional Advancement	2023 -2024	No Cost
	Establish lists of prospects at different giving levels and begin the process of cultivation with those prospects	Division of Institutional Advancement	2023 -2024	No Cost