



Adopted 4/27/2017

2017-2019 Strategic Directions

Due/ Eval. Date

I. Enhance preservation of local artifacts and archives; better utilize technology to increase public access to resources.

- Rethink Schedule of Fees for reproductions and research services 8/2017
- Purge outdated records (past retention schedule) from Archives 10/2017
- Formalize a process for complete digitization/ cataloging of collection – 3/2018
 - Need more help—train volunteers and/or hire support
 - Utilize Byrns Scholarship fund; pursue grant opportunities
 - Utilize Collections Scope & Plan approved in 2016

II. Prioritize activities and collaborations that promote community-building.

- Market new Free Admission and Thursday evening open hours to enhance visitation and volunteer engagement. 10/2017
- Improve Recognition practices for our volunteers and private/corporate/in-kind donors 11/2017
- History Committee leads execution of Community Survey to gather quantitative data on local audience topical interests, experiences, and real needs Museum could fulfill. 3/2018
- Refine and bolster sustainability of key programming partnerships—esp. Lighthouse Tours (City of St. Joseph); St. Joseph Walking Tours (Krasl Art Center); Benton Harbor History Tours (Morton House Museum); Youth Ambassadors program 10/2017;
Ongoing
- Focus on increasing audience among Benton Harbor residents—outreach to teachers, youth programs, senior center 5/2018
- Increase public access through improved technology Ongoing

VISION STATEMENT - *The Heritage Museum and Cultural Center will become a model for historical research, preservation, and education, where people enjoy history and appreciate how it affects their present and future.*

MISSION STATEMENT - *The mission of HMCC is to engage the public in a vibrant organization that promotes historical preservation, education and research that relates to Benton Harbor, St. Joseph and the surrounding region. We seek to inspire our visitors to make a personal and emotional connection to the past by providing on-going historical exhibits and programs that enable all persons to see their present and future more clearly.*



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III. Build organizational capacity and set up our personnel for success— Board, Staff, and volunteers— through consistent and effective communications tools.

- Annually present clear guidance and expectations for Board Directors / “Board Handbook” *6/2017; Annual*
- Begin ad-hoc Membership Committee to consider levels, benefits, incentives and referrals to maximize utility of our membership program *8/2017*
- Set Transparency/ Reporting Benchmarks through “Dashboard” Form *Quarterly*
- Goal for all to be able to pitch “elevator speech” to a potential supporter/donor at any time. *Ongoing*
- Encourage professional development and training for staff and volunteers *Ongoing*

IV. Plan on paper for operational sustainability by refining our rental program profit model and preparing for anticipated facilities needs.

- Exec Director, Board of Directors, and Committee for Fundraising & Dvpt are ALL key players in cultivation of new donors/ donor relations. *10/2017; ongoing*
 - Grow Annual Giving income by 25% over 2016 totals
- Investigate opportunities/ funding details for HMCC to pursue purchasing our own State Liquor License *10/2017*
- Monitor profitability of rental program *8/2017; ongoing*
 - Evaluate and track effectiveness of increased marketing investment
- Review and improve monthly/annual maintenance schedule *8/2017*
 - Separate in-house tasks from vendor tasks
- Develop list of major equipment status (age, condition) *10/2017*
 - Form ad-hoc Facilities committee when decisions are at hand
 - Apply/Implement major Capital Improvements Grant from MCACA *Now-2018*
 - Prioritize energy efficiency

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