

2019-2028 Lacey Museum Strategic Plan

Approved by the Lacey Historical Commission on August 21, 2019

Introduction

The Lacey Museum strategic plan was developed out of two processes. Beginning in 2015, the Historical Commission approved enrollment into the Standards and Excellence Program for History Organizations (StEPs) sponsored by the American Association of State and Local History. An ad hoc committee that included staff and Commissioners took on the task of using the workbook to evaluate the current status of the museum in comparison with best practices in the museum and history fields. Second, the City of Lacey Parks & Recreation Comprehensive Plan (updated in 2017) includes seven strategic goals, each with corresponding objectives. All of the goals and objectives identified in this plan came directly out of one or both of these processes.

Goal #1: Plan and build the new Lacey Museum & Civic Center.

Near-Term Objectives:

- a. Complete the depot trail amenity as the visual and historic anchor for the site.
- b. Provide parking and access to the new museum site and trail amenity.
- c. Develop a finalized site plan.
- d. Create construction documents with a strategy for phasing as funds become available.

Mid-Term Objectives:

- a. Secure funding for phase 1 of capital construction.
- b. Develop an operations and interpretive plan for the new facility.
- c. Provide equipment and supplies for all museum functions.

Long-Term Objectives:

- a. Open the museum to the public.
- b. Secure funding for Phase 2 of capital construction.

Goal #2: Create and deliver high-quality experiences at the Lacey Museum & Civic Center.

Near-Term Objectives:

- a. Continue to provide mission-driven programs, outreach and events.
- b. Develop an education trunk program for teachers.
- c. Update the exhibit in the current museum facility.
- d. Create a part-time benefitted educator position.
- e. Identify pre-opening programming that could be implemented at the new site.

Mid-Term Objectives:

- a. Develop and implement an annual free community event.
- b. Develop and construct the core exhibit at the new museum facility.
- c. Develop a five-year changing exhibit plan for the new facility.

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- d. Develop policies for community exhibits, events and facility rentals.
- e. Develop education and exhibits staffing needs as identified in the operations and interpretive plans.
- f. Develop a field-trip program for North Thurston Public Schools.

Long-Term Objectives:

- a. Revisit education and exhibits staffing needs as identified in the operations and interpretive plans.
- b. Create a quiet research room with public access to frequently used materials.
- c. Develop a history festival event targeted to reach all 4th grade students.
- d. Begin planning for the museum's 50th anniversary in 2030-31.

Goal #3: Preserve, care for and manage collections professionally.

Near-Term Objectives:

- a. Continue to process and catalogue new acquisitions as well as the backlog.
- b. Continue to make the collections accessible through the online portal.
- c. Continue to regularly review and publish collection policies.
- d. Develop and implement procedures for collections stewardship based on the policies adopted in 2018.
- e. Ensure that new facility plans meet the needs for collections preservation.
- f. Continue to retain professionally-trained collections preservation staff and provide them with ongoing professional development.

Mid-Term Objectives:

- a. Complete the comprehensive collections inventory.
- b. Prepare the collections to move to the new facility.
- c. Develop collections staffing needs as identified in the operations plan.
- d. Develop a prioritized list for collections care improvements.
- e. Update the disaster recovery plan.

Long-Term Objectives:

- a. Move the collections to the new facility.
- b. Revisit collections staffing needs as identified in the operations plan.
- c. Develop a collecting plan.
- d. Secure funding to rehouse collections to meet a professional standard of care.

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Goal #4: Identify and secure stable, long-term funding and revenue sources for the museum.

Near-Term Objectives:

- a. Prepare for and implement the 2019-2021 Heritage Capital Grant.
- b. Continue to request funds for priority projects through the Thurston County Heritage grant, CLG Grant and Nisqually Charitable funds program.
- c. Request additional funding through the lodging tax process.
- d. Write a Heritage Capital Grant for the 2021-2023 biennium.
- e. Implement recommendations from the sponsorship insights plan.
- f. Partner with the PARC foundation to secure, manage and invest privately-raised funds for the museum capital campaign.
- g. Pursue a museum social media account

Mid-Term Objectives:

- a. Conduct a fundraising feasibility study.
- b. Identify sources of revenue for and conduct a capital campaign.
- c. Develop a facility rental plan.
- d. Plan and implement a small gift shop space for the new museum.
- e. Develop a membership strategy.
- f. Partner with the PARC foundation to secure, manage and invest privately-raised funds for ongoing museum operations.

Long-Term Objectives:

- a. Develop an annual fundraising event.
- b. Develop an annual giving campaign.
- c. Partner with the PARC foundation to develop an endowment fund.

Goal #5: Increase museum awareness, visibility and value throughout the city and region.

Near-Term Objectives:

- a. Continue the quarterly museum newsletter.
- b. Contribute to city media and publications with heritage stories and images.
- c. Continue to regionally promote museum programs and events.
- d. Create and install a "coming soon" sign on the new building.
- e. Develop a museum communication plan in partnership with Public Affairs.
- f. Pursue obtaining museum standalone social media accounts.

Mid-Term Objectives:

- a. Develop a name, logo and marketing strategy for the new museum.
- b. Develop wayfinding signage for the museum site.
- c. Add a mural to the south side of the building to enhance the Lacey story in a visually pleasing manner.

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Long-Term Objectives:

- a. Develop a system of program, facility and exhibit evaluation.

Goal #6: Build and foster community partnerships to increase capacity and sustainability.

Near-Term Objectives:

- a. Develop a list of potential community champions and partners.
- b. Pursue partnership opportunity with Olympia Genealogical Society.
- c. Develop an internship and/or work study program with Saint Martin's University, Evergreen State College, South Puget Sound Community College or other appropriate traditional or online educational institutions.

Mid-Term Objectives:

- a. Create an educators committee to assist in developing the interpretive plan.
- b. Develop a History Day partnership with North Thurston Public Schools.

Long-Term Objectives:

- a. Evaluate community partnership opportunities and challenges.