**Strategic Plan 2021 - 2026**

*About this Plan*

This Strategic Plan ("The Plan") is separated into three sections: Capital, Means, and Connections, all of which the Museum will strategically advance in order to sustain operations, move the organization forward and deliver its mission to the surrounding communities.

The Plan was developed in 2021 over a series of Zoom meetings that included the Board of Trustees, staff members, and community representatives to review the former Strategic Plan (2015 – 2020) and develop the next five years of the Museum’s future.

*Carrying out The Plan*

To create our 2021 – 2026 strategies, not only was this plan discussed among those mentioned above, but the draft was then submitted to every Board Committee for further review and refinement. These committees are tasked with carrying out specific areas of The Plan, and include members of the community at large.
Mission
(Adopted April 2014, language updated May 2021)

The Brick Store Museum ignites personal connections to local history, art and cultures through exhibitions, education and programs illustrating the human experience in the Kennebunks and the surrounding communities.

Vision
(Adopted April 2014, updated May 2021)

The Museum endeavors to be a place for everyone. Our purpose is to inspire audiences to become empathetic global citizens in an era that requires increased understanding of other peoples and cultures, and an appreciation of our shared humanity. In this goal alone, we must succeed in expanding access to the Museum’s resources to all populations.

The Brick Store Museum believes that exploring history is our roadmap to the future. We learn speedbumps, different landscapes, danger signs, shortcuts, and better ways to get there when discovering the human stories we all share in order to arrive at a better future just over the horizon.
Section 1: FINANCE

GOAL: Achieve long-term financial sustainability of the Museum.

- **Strategy 1.1**: Steadily increase number of constituents contributing to the Museum by expanding avenues of support and diversifying the present profile of the Museum audience through participation in both contributed and earned revenue streams.
  - **Objective 1.1.1**: Increase engagement (membership/supporters, program attendees, and visitors) by at least 2% annually to reach a total 10% increase over 5 years. Annually, 2021 - 2026
  - **Objective 1.1.2**: Create museum advocacy package for use by stakeholders to better tell museum story and needs to community leaders/representatives. FY 2022
  - **Objective 1.1.3**: Implement direct-mail outreach for new homeowners in the Town of Kennebunk, using town hall sales records. FY 2023
  - **Objective 1.1.4**: Deploy Artist-in-Residence Program to propel arts education programs. FY 2022
  - **Objective 1.1.5**: Create outreach story series inviting local constituents to share stories and experiences with audiences. FY 2022
  - **Objective 1.1.6**: Build ticketed workshop creative aging series offerings (particularly in the winter months, annually) for senior adults. FY 2023
  - **Objective 1.1.7**: Work with RSU21 and Kennebunk Recreation Department to develop children’s after-school program/camp at the Museum during the school year. FY 2024

- **Strategy 1.2**: Create a culture of capacity of giving of time and talent among board members and volunteers.
  - **Objective 1.2.1** Create framework of Service Enterprise to identify specific professional needs of the Museum that can be filled by volunteers. FY 2022
  - **Objective 1.2.2** Appoint advisory committees from members of the community (based on Service Enterprise framework, 1.2.1) to counsel Board & Executive
Director on various aspects of Strategic Plan & operations (i.e. Marketing & PR, Human Resources, etc.) FY 2023

- **Objective 1.2.3** Offer 1-2 internal trainings annually for Board, staff and volunteers re: donor development to keep practices updated and emphasize idea of “everyone is a fundraiser” FY 2023
- **Objective 1.2.4** Practice stewardship strategy through Board member participation in Thank You appeals twice/year. FY 2022

- **Strategy 1.3:** Responsibly invest in the Endowment through philanthropy, legacy giving and sound investments to a level that supports Museum operations, ensures financial stability and fulfills adequate levels of staffing.
  - **Objective 1.3.1** Invest $450,000 raised from 2016 Capital Campaign in Endowment account, adding to current $2.5 million position. Cash is currently secured in capital fund account after all pledges were received by 2021. FY 2023
  - **Objective 1.3.2** Emphasize legacy giving by hosting one investment/estate planning workshop per year and building website and marketing materials specifically for this program. FY 2023 - 2024

- **Strategy 1.4:** Strengthen and diversify revenue streams by seeking out major grants, gifts and business support to expand access to and delivery of the Museum’s mission.
  - **Objective 1.4.1** Diversify museum store revenue by investing in Museum-created products based on collections (i.e. historic recipe book, holiday cards, Edith Barry biography, reproduction clothing) FY 2022 - 2023
  - **Objective 1.4.2** Grow relationships with affiliate organizations and local nonprofits to partner in fundraising. Continuing.
  - **Objective 1.4.3** Explore/advocate for potential annual funding for Museum services. FY 2023
GOAL: The Brick Store Museum will expand opportunities for engagement with the collection and enhance the collection through acquisition, preservation, and research.

- **Strategy 2.1:** Improve online access to the collection through continued digitization while investing in and optimizing technology that will aid in outreach and preservation.
  - **Objective 2.1.1** Purchase new server to support growing collections/archival database. FY 2022
  - **Objective 2.1.2** Apply for IMLS grant to hire temporary part-time Collections Assistant to increase digitization of the archival collection and catalogue it into PastPerfect. FY 2024
  - **Objective 2.1.3** Put searchable archival finding aids on Museum website. FY 2024

- **Strategy 2.2:** Grow the conservation budget for collections care by raising awareness of need through public discourse, donor support and annual budget allowance.
  - **Objective 2.2.1** Offer behind-the-scenes tours and social-media-based content highlighting the varied needs of the Museum’s artifacts to inspire community ownership and support. FY 2023
  - **Objective 2.2.2** Create fundraising and education mini-crowdfunding campaign around annual collections conservation treatment (annually). Continuing.
  - **Objective 2.2.3** Cultivate major gift opportunities to support Collections Care. FY 2023 - 2025
**Strategy 2.3:** Modernize the preservation environment of collections storage through investments in new storage equipment and improved climate control.

- **Objective 2.3.1** Purchase new artwork storage system to replace aging system, rehouse the collection. FY 2022
- **Objective 2.3.2** Write NEH grant, Maine Humanities Grant, and Maine Community Foundation grant to support the installation of climate control (with accompanying updates) in Kimball House. FY 2023 – 2024
- **Objective 2.3.3** Cultivate support for Kimball House Capital Campaign (Objective 3.4.2) by community and major donors through behind-the-scenes tours, social media content, and guest-lectures on historic building preservation and conservation of historic textiles. FY 2024

**Strategy 2.4:** Lead the community effort to build and illustrate knowledge of historically-marginalized communities in Southern Maine through organizational partnerships, research and active collection.

- **Objective 2.4.1** Create exhibits and programs to highlight work of Cape Porpoise Archaeological Alliance and other local archaeology projects to expand historical narrative. Continuing.
- **Objective 2.4.2** Support research by local grassroots groups seeking to fill in local BIPOC history for southern Maine, including building a Museum-based web database of local historical formerly enslaved people. Continuing.
- **Objective 2.4.3** Staff outreach to historically-marginalized communities in Maine to guest-curate exhibitions, contribute artwork to exhibitions and carry out educational programs at the Museum. Continuing.

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**Section 3: FACILITIES**

**GOAL:** To modernize and preserve our buildings and land in a socially responsible and environmentally respectful manner to enliven the campus and create a greater sense of belonging for the community.

- **Strategy 3.1:** Establish and sustain an Annual Maintenance Plan for the Museum campus supported by the annual budget.
  - **Objective 3.1.1** Budget $10,000 annually for maintenance projects. FY 2023
  - **Objective 3.1.2** Centralize one Maintenance Log (out of multiple current tracking systems) to track any work done by year in order to develop timeline of rotating building upkeep and preservation. FY 2023

- **Strategy 3.2:** Establish and sustain a Deferred Maintenance Plan to formalize capital works to be completed over five years.
  - **Objective 3.2.1** Conduct an audit of the entire Museum facility. FY 2023
  - **Objective 3.2.2** Prioritize deficiencies based on safety, programmatic needs and operational efficiency. FY 2023
• **Objective 3.2.3** Acquire funding for priority maintenance project and carry out selected project. Continuing.

• **Strategy 3.3:** Establish a long-range Green Plan so that the Museum becomes more environmentally conscious of materials and utility usage; and reduce its carbon footprint to ensure environmental sustainability.
  - **Objective 3.3.1** Conduct an internal green audit of the Museum’s operations and facilities to determine weaknesses. FY 2023
  - **Objective 3.3.2** Review 2019 Energy Audit of the Kimball House to continue to improve efficiency in that building, parallel to the renovation of the Kimball House for collections and programming use. Continuing.

• **Strategy 3.4:** Establish a campus wide plan that considers the evolution of our spaces, integrating the historic buildings and land to respond to the Museum’s growth and increase accessibility to its resources.
  - **Objective 3.4.1** Create Campus Plan, through planning sessions with staff, Trustees and stakeholders, to establish long range plans for all five Museum buildings and its outdoor spaces. FY 2022
  - **Objective 3.4.2** Ensure the renovation and preservation of the Kimball House for programming and collections use and expansion. FY 2021 – 2025
  - **Objective 3.4.3** Launch 3-year, $1 million Capital Campaign to fund renovation of the Kimball House (with additional funds remaining to be placed in continuing Maintenance Fund). FY 2023
  - **Objective 3.4.4** Fund study for the potential of installation of accessible elevator for public and staff use. FY 2024
  - **Objective 3.4.5** Recruit a community-based Historic Garden Committee to research and install historic 1850s garden at the front of the Kimball House, enhancing our outdoor learning space. FY 2024
Section 4: Relationship-Building

GOAL: Nurture and expand relationships to strengthen community and supporter engagement in order to inspire loyalty and stewardship of the Museum.

- **Strategy 4.1:** Provide varied opportunities for participation and engagement between the Museum and diverse audiences.
  - **Objective 4.1.1** Build experiences to be welcoming, meaningful, and accessible so participants can evolve into lifelong supporters of the Museum. Continuing.
  - **Objective 4.1.2** Invite community to participate in annual virtual survey of museum services to continually adjust programming to the needs of our community. Continuing.
  - **Objective 4.1.3** Design a social media and virtual content plan to diversify digital offerings and interactions with the public (i.e. video series on Youtube, tours with the Collections Manager, virtual Q&As, etc.) FY 2022

- **Strategy 4.2:** Establish new partnerships with businesses, members and community that support the Museum’s growth and contribute to an environment of diversity and inclusion.
  - **Objective 4.2.1** Reach out to and invite community and regional groups and organizations to partner with the Museum or guest-curate an exhibition or program. Continuing.
  - **Objective 4.2.2** Staff and Board take part in specific business-networking events, i.e. Chamber of Commerce programming, to support outreach and broaden our networks. Continuing.

- **Strategy 4.3:** Increase Individual, Family, Business and Grantor involvement by building relationships that address their interests and needs alongside those of the Museum.
  - **Objective 4.3.1** Museum Engagement Coordinator schedules “Member Events” more often than just the Annual Meeting, i.e. quarterly behind-the-scenes tours or special exhibit visits. FY 2023 (beginning)
• **Objective 4.3.2** Continue to build database of potential grantors and invite them to personally visit the Museum to learn more about the organization before we apply. Continuing.

• **Strategy 4.4:** Support new relationships with extended virtual audiences that find the Museum through online programs and platforms.
  
  • **Objective 4.4.1** Consider creation of Digital-Only Membership opportunity. FY 2022
  
  • **Objective 4.4.2** Streamline data entry of virtual program attendees into marketing and development software (i.e. PastPerfect and Constant Contact). FY 2023
  
  • **Objective 4.4.3** Establish online portal on the Museum’s website for Museum Members to access their own dashboard/membership renewal information, and access Members-only content. FY 2022
  
  • **Objective 4.4.4** Recruit volunteers skilled in information technology and coordination to successfully manage upkeep of records and changing technology/software needs for content delivery. Continuing.

• **Strategy 4.5:** Promote a clear and compelling Brick Store Museum identity and brand awareness by investing in communication, promotion and public relations that define the Museum’s identity, mission and service to the community.
  
  • **Objective 4.5.1** Expand marketing budget from $3,500 (2022) to $10,000 over 5 years. 2022 – 2026
  
  • **Objective 4.5.2** Attend area nonprofit and cultural networking opportunities like KKA Chamber Nonprofit group, Maine Humanities Council workshops, Maine Cultural Alliance convenings, Kennebunk town events, museum conferences, etc., to market brand identity. Continuing.
  
  • **Objective 4.5.3** Engage with DEI consultant (see Objective 5.4.1, below) to broaden stakeholder groups through active discussion forums that continue to build the role of the Museum in the community. FY 2023

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**Section 5: HUMAN RESOURCES**

**GOAL:** Build and retain a strong organizational infrastructure that will allow the Museum to increase its capacity, broaden its diversity and sustain growth.

• **Strategy 5.1:** Recruit, retain and develop a diverse staff, Board and volunteer team that reflects our communities to address capacity needs.
  
  • **Objective 5.1.1** Hire a Museum Educator as a professional staff member to carry out and expand capacity for educational programming. FY 2022
  
  • **Objective 5.1.2** Invite community to participate in annual virtual survey of museum services to continually adjust programming to the needs of our community. FY 2023
- **Objective 5.1.3** Complete annual Board Member Survey to assess skills, background and diversity to find gaps in our representation and needs. Continuing.
- **Objective 5.1.4** Be aware of Town of Kennebunk strategic planning and demographic information to ensure the Museum continues its forward motion. Continuing.

- **Strategy 5.2:** Strengthen the Volunteer Program in order to support and carry out growing programming and events over and above staff capacity.
  - **Objective 5.2.1** Volunteer Coordinator & Team will attend town/Chamber of Commerce-sponsored Volunteer Fair annually to raise awareness of the Museum as a volunteer organization and reach retired community members interested in volunteering time. FY 2023
  - **Objective 5.2.2** Put Volunteer Form online with potential job descriptions so that new volunteers can easily contact the Museum to sign up. FY 2023
  - **Objective 5.2.3** Research and select Volunteer Tracking software in order to better understand the range of skills and timing volunteers can offer. FY 2023

- **Strategy 5.3:** Maintain a culture of strong support and collaboration across the organization, including volunteers, staff, and board.
  - **Objective 5.3.1** At least once annually, host a celebration of volunteers, staff and Board members for a team building and thank you event. FY 2023
  - **Objective 5.3.2** Research and select Volunteer Tracking software in order to better communicate needs across the organization (so everyone receives the same information). FY 2023

- **Strategy 5.4:** Build an engaged Staff and Board through increased training and professional development opportunities; including diversity trainings to ensure inclusion of race, ethnicity, identity and background in all levels of Museum leadership.
  - **Objective 5.4.1** Begin DEI exploration journey with DEI consultant to include staff, Board, volunteers and other stakeholders. FY 2022
  - **Objective 5.4.2** Integrate our diversity plan (through work with DEI consultant, Objective 5.4.1) into the Strategic Plan, to address DEI needs in staff and Board; programming and exhibitions. FY 2023-2024
  - **Objective 5.4.3** Annual fundraising drive for the Spofford Advancement Fund, which will fund professional development opportunities for Staff & Board. Continuing

- **Strategy 5.5:** Ensure institutional sustainability through succession planning within Board Leadership & for the Executive Director.
  - **Objective 5.5.1** Develop Succession Planning document between Board & Executive Director. FY 2022
  - **Objective 5.5.2** Invest (via the Spofford Fund) in the Museum’s year-round Internship Program to encourage student participation and encourage the next generation of potential museum leaders through familiarity with the Museum. FY 2023
Section 6: EDUCATION & EXHIBITIONS

Goal: Create exhibitions and related programs and events that will engage and inspire our community and varied audiences with its local history, art and cultures that also supports individual learning, storytelling, and inclusion.

- **Strategy 6.1**: Decolonize Museum exhibits and education through training; outside partnerships; and research that create a thorough understanding of diverse local history and its varied cultures.
  - **Objective 6.1.1** Continue to fund and support archaeology work in York County through monetary, in-kind and exhibit/program support. Continuing.
  - **Objective 6.1.2** Engage Indigenous educators and artists to deliver cultural programming and collections curation surrounding Wabanaki culture. FY 2022

- **Strategy 6.2**: Attract new audiences by creating exhibits and educational programs that appeal to multigenerational audiences with diverse backgrounds and experiences.
  - **Objective 6.2.1** Reach out to and invite community and regional groups and organizations to partner with the Museum or guest-curate an exhibition. FY 2022
  - **Objective 6.2.2** Engage Indigenous visiting educators and guest artists to deliver cultural programming surrounding Wabanaki culture. FY 2022
  - **Objective 6.2.3** Continue to fund and support archaeology work in York County through monetary, in-kind and exhibit/program support. Continuing.
  - **Objective 6.2.4** Conduct annual public survey (via digital media) of local interests, questions and needs in order to help schedule meaningful programming and exhibitions. Continuing.
  - **Objective 6.2.5** Convene Community Advisory Committee, formed through work with DEI consultant (see Objective 5.4.1) to gather fresh ideas and survey needs of the communities we serve. FY 2023

- **Strategy 6.3**: Partner with a wide variety of community organizations to co-sponsor exhibitions, programs and events at the Museum.
- **Objective 6.3.1** Reach out to and invite community and regional groups and organizations to partner with the Museum or guest-curate an exhibition. FY 2022
- **Objective 6.3.2** Partner with Maine Arts Commission to broaden the reach of the Museum’s contemporary arts programming. FY 2022
- **Objective 6.3.3** Attend area nonprofit and cultural networking opportunities like KKA Chamber Nonprofit group, Maine Humanities Council workshops, Maine Cultural Alliance convenings, etc., to grow our partnership base. Continuing.

  **Strategy 6.4:** Continue and expand partnerships with school systems including school tours, art shows, and history initiatives.
  - **Objective 6.4.1** Expand Museum Curriculum Kit program (digital or physical) to include new topics for varied grades. FY 2023
  - **Objective 6.4.2** Continue annual Art Show for Kennebunk High School. FY 2023
  - **Objective 6.4.3** Explore potential to build on the Museum’s current High School Senior Awards (Butler History Award and Barry Art Award) to make them scholarships. FY 2024
  - **Objective 6.4.4** Museum educators outreach to underserved grade levels (beyond 3rd and 4th grades currently) to create and establish new annual programming, both for RSU 21 and for neighboring towns. FY 2022 - 2023
  - **Objective 6.4.5** Explore feasibility of creating a museum school and/or regular school/after-school offerings at the Museum, including space requirements, community demand and funding resources. FY 2024

  **Strategy 6.5:** Pay special attention to various points of accessibility of exhibitions and programs in order to naturally grow the reach of these initiatives.
  - **Objective 6.5.1** With expanded staff and volunteer base, offer off-hours visitation for groups requiring special access. FY 2023
  - **Objective 6.5.2** Invite guest curators, speakers, reviewers, etc., when available to share and spread reach. FY 2022
  - **Objective 6.5.3** Market the Museum’s tour robot to homebound communities and senior living facilities for virtual visits. FY 2023
  - **Objective 6.5.4** Create "Welcome to Kennebunk" tour video for visitors to experience a general history of this area when at the Museum. FY 2022

  **Strategy 6.6:** Promote and grow library of virtual offerings (programs and exhibits) to provide learning opportunities to home schoolers, adult residential facilities, and underserved communities and organizations.
  - **Objective 6.6.1** Employ interns to work on concentrated virtual programming/exhibitions for semester projects. FY 2022
  - **Objective 6.6.2** Create rack card and social media marketing materials to expand knowledge of online offerings to varied organizations across learning levels. FY 2023
  - **Objective 6.6.3** Work with local researchers who are interested in sharing their work to create in-depth histories and virtual tours. FY 2024
• **Objective 6.6.4** Museum educators create virtual field trips to extend opportunities to rural school districts in Southern Maine. FY 2024

• **Strategy 6.7**: Increase capacity for programming and outreach utilizing a combination of staff, volunteers, and community partners.
  
  • **Objective 6.7.1** Reach out to and invite community and regional groups and organizations to partner with the Museum or guest-curate an exhibition or program. Continuing.
  
  • **Objective 6.7.2** Create framework of Service Enterprise to identify specific professional needs of the Museum that can be filled by volunteers. FY 2022