

Manchester-by-the-Sea Museum

2024-2027 Strategic Plan



Overview:

We are pleased to share our 2024-2027 Strategic Plan. As a blueprint for guiding and transforming the Manchester-by-the-Sea (MBTS) Museum to better serve the community, we have identified six strategic goals.

We embarked on our comprehensive planning process in 2023, the year will celebrated the bicentennial of our Museum's home. We interviewed and engaged stakeholders, assessed the organization's needs, opportunities, strengths, and weaknesses, and enlisted the help of experts.

The resulting plan captures the collective ideas of Trustees and staff – both current and former members – on how best to chart the course to help the Museum deliver on its mission and achieve its vision. The plan – which was approved by the Board of Trustees on February 14, 2024 – will help us balance our aspirations with our resources and set in motion detailed work plans for our staff and volunteer Board. Everything we do should align with these goals.

To support the six goals of the Strategic Plan, first-year objectives and action items/tactics were provided by:

- *Finance Team*
- *Curatorial/Archives Team*
- *Building/Grounds Team*
- *Brand ID/Communications Team*
- *Governance Team*
- *Program/Events Team*
- *Development Team*
- *Membership Team*

During our three-year journey, the plan will be revisited and updated as we learn more. Each major milestone reached will be acknowledged and celebrated.

Thanks to all – especially our members – who shared their ideas and aspirations for our Museum.

Museum Trustees

Museum Tagline:

History, Art, Community

Vision:

To inspire and engage our community by preserving and sharing
Manchester-by-the-Sea's history.

Mission

To celebrate and serve the community by:

- Fostering an appreciation of the quality and diversity of life – past and present – in Manchester-by-the-Sea.
- Collecting and preserving archival materials, art, and artifacts of significance to the Town.
- Engaging community interest and involvement through the collections and programming.

In every aspect, the Museum aspires to the highest standards and seeks to engage the broadest audience.

Six Strategic Goals

Over the next three years, the Manchester-by-the-Sea Museum will focus on the following six goals that comprise the Museum's Strategic Plan:

1. Achieve Long-Term Financial Sustainability

Attain a sustainable financial model with both contributed and earned revenue.

- Adhere to approved operating budget and our Endowment Fund's Financial Policy.
- Grow Endowment by 10 percent.
- Fundraising/Development
 - Establish Board Member commitment requirements.
 - Consider creating named/funded positions – such as Archivist or Director.
 - Encourage members to include MBTSM in estate planning
- Increase number of Museum members to increase recurring revenue stream.
- Develop additional income streams (merchandise and other endeavors).
- Grow and engage new audiences through combined investments in programs and marketing.

Next 12 months:

- Increase membership by 20 percent per year.
- Hire (on a project basis) grant writer to identify and apply for appropriate grants.
- Complete Bicentennial Capital Campaign.
- Create a new income stream.

2. Objects Collections to Support Narrative of Town History

- Every object supports MBTS narrative.
- Collections includes historic Abigail Hooper Trask house itself.
- Accession only objects that support MBTS narrative.
- Manage Appraisals
- Identify areas for Conservation
- Identify gaps in Collections and create plan to add to Collections.

Next 12 months:

- Complete narratives and renovations of permanent exhibition rooms.
- Restore building's original Portico.



*Portrait of MBTS Capt. Richard Trask
In Collection of MBTS Museum*



*Table by MBTS Cabinetmaker &
Innovator John Perry Allen
In Collection of MBTS Museum*



*Sculpture by MBTS Artist
Katharine Lane Weems
In Collection of MBTS Museum*

3. Archival Collection as Unique Repository of Town History

- Organize, Digitize, Protect (including off-site back-up) the Archival Collection.
- Manage Appraisals.
- Improve accessibility of the Archival Collection.

Next 12 months:

- Complete Archive's PastPerfect database transfer to cloud.
- Digitize more of our materials.
- Reconfigure first- & second-floor office/archival spaces to create a more efficient Archives.



More than 10,000 photos, documents, manuscripts, records, and other items are in MBTS Museum's digital Archival Collection.

4. Brand Identity & Communications

- Strengthen communications:
 - Understand the interests of visitors, current and prospective members, and donors.
 - Develop messaging that resonates with these different audiences.
 - Leverage a mix of communications channels to best reach these audiences.
- Create awareness of our Mission and offerings.
- Build equity in the Manchester-by-the-Sea Museum brand.
- Invest in digital – website, social media, database marketing.

Next 12 months:

- Develop and execute a Marketing Communications Plan.
- Collect and analyze all visitor and event attendance information.

5. Events & Programs to Support Mission

- Develop lectures, events, and programs to attract all ages.
- Create seasonal exhibit drawn from Archives with support from Objects Collections.
- Open on weekends; Develop Docent Program to help expand hours on weekends.
- Curated Art Show
- Develop partnerships with community organizations.

Next 12 months:

- Increase visitors, including repeat visitors, by 10 percent.

More Lectures

More Events

More Art Shows

New Exhibits

= More Visitors

6. Strengthen the Museum's staff, facility, and technology infrastructure to help achieve goals and leverage opportunities.

- Staff
 - Continue to develop staff.
- Volunteers
 - Develop cadre of well-organized and informed volunteers.
- Facility
 - Preserve the Museum's historic house; manage repair and maintenance plan.
- Technologies
 - Invest in Cloud Archives and Database Marketing.



Postcard of MBTS Train Station (above) & Watercolor of Dana Island by MBTS Artist Charles S. Hopkinson (on cover) in Collection of Manchester-by-the-Sea Museum