



2021

Strategic Plan



June 13, 2021

Table of Contents



	Page
Introduction.....	2
Vision, Mission, Values.....	3
Action Plan.....	4
Strategic Planning Process Participants.....	11
Contact Information.....	12

Introduction

The Midwest Miniatures Museum (MMM) was founded by Francis Light in 2009. Its original home was a building on the grounds of the Gilmore Car Museum in rural Hickory Corners Michigan. In 2019, the Museum sought to make its collection and exhibits more accessible to more people. The Museum purchased its new home, the majestic Robbins House in downtown Grand Haven, a Lake Michigan community some 80 miles to the northwest. Grand Haven attracts millions of summer visitors and is an engaged community that supports its arts and nonprofit organizations.

On the heels of Covid-19, the Midwest Miniatures Museum undertook a comprehensive strategic planning process beginning in March 2021. A planning group was convened by the Board Chair. The group of seven participants included board members, the Museum Administrator, and a long-standing museum consultant. A facilitator was engaged to lead the process. Initial one-to-one interviews were conducted with each of the planning participants.

Building upon a prior planning process conducted in 2017, the group then met for three sessions (two full days and one half-day) to produce six critical time-limited goals. When these goals are accomplished, MMM will be highly regarded and appreciated for its outstanding collection of miniatures and stand as a premier attraction and educational entity in the region, the country, and around the world.

The Board and Staff are enthusiastic about the completion of the plan and fully support its implementation. The plan will be used to guide our decisions over the next three years and beyond.

The plan is a living document with flexibility built in so the board may respond to environmental and internal changes as needed. The plan is designed to be reviewed monthly by the board which will report progress to plan. Every six months the plan will be reviewed in more depth and adjustments made as needed.

MMM heartily thanks Ginger Hentz, Mountain to Lake Creatives, for her insights and skill in leading the planning process to fulfillment.

Ina Whitney
Board Chair and CEO
June 13, 2021



Mission, Vision, Values

Mission

Midwest Miniatures Museum provides universal access for the curious to explore the world of small-scale creation. It celebrates the art and craft of miniatures through education and exhibiting and preserving its expanding collection.

Vision

A world where all are inspired to create, celebrate, and learn about the art and craft of miniatures.

Values

- Midwest Miniatures Museum values quality and excellence in its collection and in all that it does.
- It is a good steward of human, physical, and financial resources.
- It fosters inclusion and an environment that is welcoming to all.

Approved by the Board of Directors 4/26/21



Strategic Planning

Action Plan 2021-2024

May 27, 2021

Goal/Desired Outcome				#1 Organizational Development				By When?			
Leadership and staff capacity is expanded to better serve patrons				Organizational infrastructure is strengthened				Year			
Strategic Actions: What strategies get us to our desired outcome?		Who will do?		Financial & Human Resources Needed		Success Indicator(s)		1	2	3	4+
A. Expand leadership role and capacity of the board 1. Create board expansion committee a. Identify needed roles and skills such as treasurer and VP b. Recruit new board members c. Increase board membership for needed skills d. Conduct annual self review and evaluation among board members B. Following core standards, create and approve policies including those for collections, emergency preparation, and finance 1. Confirm Board policies and procedures that need review and/or adoption C. Continue to transition from all volunteer to staff led operations 1. Identify new funding for staff prior to hire 2. Identify resources for and create part-time Executive Director position		Board members		Board member time		Critical members added to the board		X			
		Board Policy Committee		Board member time		Some policies that follow AAM core documents and best practices are in place		X			
		CEO		Funding for Executive Director Job Descriptions		Staff capacity increased Executive leadership expanded			X	X	X

Goal/Desired Outcome # 2 Collection							
Scale miniatures collection is exhibited, expanded, and accessible to a global audience							
Strategic Actions: What strategies get us to our desired outcome?	Who will do?		Resources Needed	Success Indicator(s)	By When? Year		
					1	2	3 4+
A. Professionalize the Care and Management of the permanent collection 1. Plan for rehousing the collection in accord with best practices; get board approval for plan <ul style="list-style-type: none"> a. Review status of inventory, collection condition, cataloging, and photography b. Identify and secure adequate and appropriate climate-controlled storage for current collection and future donations c. Hire part-time registrar to manage collection 	Administrator, CEO Board and Contractors Administrator and CEO CEO		Convenient storage space large enough to accommodate current and expanding collection Budget for registrar position	Collection moved to new storage facility	X		
B. Establish cooperative partnerships with other museums to enable loan and transfer agreements 1. Review feasibility of and plan for procurement and transfer of Baker Museum collection <ul style="list-style-type: none"> a. Confirm inventory and produce detailed condition reports 	Administrator and Board Subcommittee		New funding for transport and adequate long-term storage for collection	Baker collection transferred and stored		X	
C. Digitize and launch collection online 1. Seek and secure funding for the project 2. Seek tech-savvy volunteers to assist with the project 3. Photograph entire collection for online access 4. Digitize collection records; visually document collections 5. Implement cloud-based data storage via Collective Access <ul style="list-style-type: none"> a. Post collection online 	Consultant; College interns supervised by Registrar		Grant Funding from IMLS and others; volunteers	Collection is accessed online			X

Goal/Desired Outcome #3 Marketing and Community Engagement

Midwest Miniatures Museum is known and favorably received in the region

Strategic Actions: What strategies get us to our desired outcome?	Who will do?	Resources Needed	Success Indicator(s)	By When? Year			
				1	2	3	4+
A. Grow awareness of and establish MMM presence in the Tri-Cities community and beyond 1. Coordinate with consultant working on community outreach <ol style="list-style-type: none"> Develop a press list Introduce MMM to arts and wider community Establish connections with businesses and nonprofit organizations in the community 2. Work with City of Grand Haven to showcase MMM as a link to the waterfront and old downtown	Consultant, Board volunteers, Administrator	Funding for consultant Budget for development of marketing materials Board member time Staff time Volunteers	Increased numbers of visitors to the Museum	X	X		
B. Initiate, develop and implement a public relations/marketing and community engagement plan that introduces MMM to the community and promotes the MMM collection and its new Robbins House location 1. Schedule MMM informational presentations at local service and community group meetings 2. Meet with local Miniatures Club 3. Create and distribute quality marketing materials such as rack cards and/or brochures 4. Set up tables/MMM exhibits at events such as art fairs and community events 5. Develop comprehensive media plan that includes social media, press (articles, releases), and media (radio, TV) 6. Renew permission to utilize Pure Michigan logo 7. Connect with West Michigan Tourism Association	Volunteers, board members. Administrator	Budget for marketing materials and distribution		X	X	X	X

Goal/Desired Outcome #4 Space/Facility (A)					By When?			
Phase 1 Museum open to the public					Year			
Strategic Actions: What strategies get us to our desired outcome?	Who Will Do?		Resources Needed	Success Indicator(s)	1	2	3	4+
A. Complete Phase 1 renovation (first floor) of building sufficient for Grand Opening 1. Operational plan presented to board by Administrator	Administrator, Contractors, Architects, Engineers		Budget and funding for renovations	Certificate of Occupancy	X			
			Budget for collection, displays	Museum exhibits displayed	X			
			Budget for front desk personnel	Opening of Museum	X	X		
B. Showcase collection 1. Install pedestals, display cases, exhibitry, labels, and furnishings 2. Complete lighting	Administrator Volunteers, consultants							
C. Prepare for Grand Opening 1. Organize opening details including recruiting/training volunteers, soft opening, invitations lists, documents that explain the exhibits in the collection 2. Hire part-time people to cover front desk								

Goal/Desired Outcome #4 Space Facility (B)					By when? Year			
<ul style="list-style-type: none"> Phase 2 MMM's entire space, exhibits, and educational programs are accessible to all 								
Strategic Actions: What strategies get us to our desired outcome?	Who?		Resources Needed	Success Indicator(s)	1	2	3	4+
A. Design, plan, launch, and implement a Capital Campaign <ol style="list-style-type: none"> 1. Identify and invite stakeholders to participate 2. Commission a capital campaign cabinet/partnership 3. Anticipate campaign-related questions; create FAQ 4. Create and approve campaign budget <ol style="list-style-type: none"> a. Include funding for programs and education 5. Present architectural plans and budget and proposed Capital Campaign Plan to Board for approval 	CEO, Board members, Campaign Cabinet volunteers		Seed money to cover recruitment expenses Budget and new funds for education programs	Necessary resources identified and secured for Phase 2 construction and programming		X	X	
B. Renovate building as needed to accommodate planned programming and assure accessibility to all floors of the Museum <ol style="list-style-type: none"> 1. Finalize Phase 2 plan and budget 2. Bid work out, select contractors, and monitor progress 3. Demolish, build, and install elevator 4. Develop access and space(s) for storage, classroom, meetings, makers, gift shop, staff, and volunteers 	CEO, Contractors		Budget and new funds for construction	Certificate of Occupancy			X	X

Goal/Desired Outcome	# 5 Education Program
<i>Makers, volunteers, community partners, and patrons are enriched by MMM's robust and diverse educational programs</i>	

Makers, volunteers, community partners, and patrons are enriched by MMM's robust and diverse educational programs

Strategic Actions: What strategies get us to our desired outcome?	Who will do?		Resources Needed	Success Indicator(s)	By When? Year			
					1	2	3	4+
A. Develop comprehensive and phased-in programming and educational plan 1. Identify and secure resources needed for volunteers, personnel, and programming a. Include educational program needs in Phase II budget including volunteer coordination and staffing 2. Coordinate tours of Museum 3. Recruit, organize, and train educator/volunteer coordinator by Year 2 and first-line volunteers to assist with program development and delivery according to MMM's plan and vision 4. Engage makers in educational event off site to foster affiliation with the Museum	Lead Champion Volunteer from Board		Budget and new funding for Educator	# of participants in educational programs	X	X	X	X
	Educator/Volunteer Coordinator		Budget and new funding for Volunteer Coordinator; Volunteers	Satisfaction surveys	X			
B. Showcase specific exhibits at off-site locations such as banks, libraries, churches, and city hall 1. Foster partnerships with other community/arts organizations and educational agencies to deliver programs on and off-site	Educator, Volunteers		Transport, pedestals, staff/volunteer time to set up and take down	Wider community learns about and appreciates miniatures	X			

Goal/Desired Outcome # 6 Resilience and Sustainability <i>Existing and new resources are effectively leveraged</i>								
Strategic Actions: What strategies get us to our desired outcome?	Who will do?		Resources Needed	Success Indicator(s)	By When? Year			
					1	2	3	4+
A. Develop and implement a fund development plan that includes a variety of sources, partners, and donors 1. Review current year and 2022 projected budgets 2. Recommend new revenue sources for Museum facility, staffing, and programming needs a. Seek funding for immediate needs to open Museum b. Apply for MCACA and other grants for facility improvement and expansion c. Identify, seek and secure local, state, regional, and national grant and funding opportunities to support the work of the Museum (ongoing) 3. Evaluate possibility of creating local fund and transferring assets/accounting services	Board, CEO, Administrator		Staff time for writing grants Volunteer board time	Renewal and new revenue generated for operations	X	X	X	X
B. Complete internal fiscal operations plan 1. Finish, approve, and implement membership and admission fees policies 2. Tighten fiscal accountability and transparency	CEO, Administrator and board			Plan implemented	X			

2021 Strategic Planning Process Participants

Ina Whitney, Chair and Founding Board member

Hanna Steinmann, Museum Administrator

Holly Burke, Founding Board Member

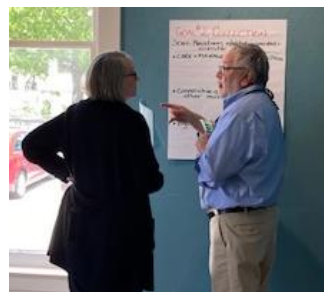
Deb Killarney, Board Secretary

Gail Hering, Board Member

Henry Matthews, Board Member & Grand Valley State University

Timothy J. Chester & Associates

Ginger Hentz, Planning Consultant, Mountain to Lake Creatives



Contact Information



Midwest Miniatures Museum

20 S 5th St, Grand Haven, MI 49417

info@midwestminiaturesmuseum.com

(616) 414-5809

www.midwestminiaturesmuseum.com



Ginger Hentz, Planning Consultant

Mountain to Lake Creatives

gahentz@gmail.com

(269) 209-0200

www.MountainToLakeCreatives.com