



Progress Update  
4/16/25

2021-2024\*

Strategic Plan



\*Updated & extended through April 2025  
by unanimous Board consent



## **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

\* Progress Update April 16, 2025

Goal/Desired Outcome #1 Organizational Development					By When?			
<i>Leadership and staff capacity is expanded to better serve patrons Organizational infrastructure is strengthened</i>					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+	
<b>A. Expand leadership role and capacity of the board</b> 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>B. Following core standards, create and approve policies including those for collections, emergency preparation, and finance</b> 1. Confirm Board policies and procedures that need review and/or adoption  <b>C. Continue to transition from all volunteer to staff led operations</b> 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  <b>* Complete</b>	X				
	Board Policy Committee	Board member time	Some policies that follow AAM core documents and best practices are in place  <b>* Not Complete/ Keep</b>	X				
	CEO	Funding for Executive Director  Job Descriptions	Staff capacity increased  Executive leadership expanded  <b>* Complete</b>		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+
<b>A. Professionalize the Care and Management of the permanent collection</b> 1. Plan for rehousing the collection in accord with best practices; get board approval for plan <ol style="list-style-type: none"> <li>Review status of inventory, collection condition, cataloging, and photography</li> <li>Identify and secure adequate and appropriate climate-controlled storage for current collection and future donations</li> <li>Hire part-time registrar to manage collection</li> </ol>	Administrator, CEO	Convenient storage space large enough to accommodate current and expanding collection	Collection moved to new storage facility  <b>* Complete</b>	X			
	Board and Contractors						
	Administrator and CEO	Budget for registrar position				X	
<b>B. Establish cooperative partnerships with other museums to enable loan and transfer agreements</b> 1. Review feasibility of and plan for procurement and transfer of Baker Museum collection <ol style="list-style-type: none"> <li>Confirm inventory and produce detailed condition reports</li> </ol>	Administrator and Board Subcommittee	New funding for transport and adequate long-term storage for collection	Baker collection transferred and stored  <b>* Complete</b>		X		
	Consultant; College interns supervised by Registrar	Grant Funding from IMLS and others; volunteers	Collection is accessed online  <b>* In Progress</b>			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+
<p><b>A. Grow awareness of and establish MMM presence in the Tri-Cities community and beyond</b></p> <ol style="list-style-type: none"> <li>1. Coordinate with consultant working on community outreach                             <ol style="list-style-type: none"> <li>a. Develop a press list</li> <li>b. Introduce MMM to arts and wider community</li> <li>c. Establish connections with businesses and nonprofit organizations in the community</li> </ol> </li> <li>2. Work with City of Grand Haven to showcase MMM as a link to the waterfront and old downtown</li> </ol>	<p>Consultant, Board volunteers, Administrator</p>	<p>Funding for consultant</p> <p>Budget for development of marketing materials</p> <p>Board member time</p> <p>Staff time</p> <p>Volunteers</p>	<p>Increased numbers of visitors to the Museum</p> <p><b>* A Uneven; More Work Needed; Retain Goal</b></p>	X	X		
<p><b>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</b></p> <ol style="list-style-type: none"> <li>1. Schedule MMM informational presentations at local service and community group meetings</li> <li>2. Meet with local Miniatures Club</li> <li>3. Create and distribute quality marketing materials such as rack cards and/or brochures</li> <li>4. Set up tables/MMM exhibits at events such as art fairs and community events</li> <li>5. Develop comprehensive media plan that includes social media, press (articles, releases), and media (radio, TV)</li> <li>6. Renew permission to utilize Pure Michigan logo</li> <li>7. Connect with West Michigan Tourism Association</li> </ol>	<p>Volunteers, board members. Administrator</p>	<p>Budget for marketing materials and distribution</p>	<p><b>* B Continuing; Incomplete; Retain Goal</b></p>	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+
<p><b>A. Complete Phase 1 renovation (first floor) of building sufficient for Grand Opening</b></p> <p>1. Operational plan presented to board by Administrator</p> <p><b>B. Showcase collection</b></p> <p>1. Install pedestals, display cases, exhibitry, labels, and furnishings</p> <p>2. Complete lighting</p> <p><b>C. Prepare for Grand Opening</b></p> <p>1. Organize opening details including recruiting/training volunteers, soft opening, invitations lists, documents that explain the exhibits in the collection</p> <p>2. Hire part-time people to cover front desk</p>	Administrator, Contractors, Architects, Engineers	Budget and funding for renovations	<p><i>* Complete</i></p> <p>Certificate of Occupancy</p>	X			
	Administrator Volunteers, consultants	Budget for collection, displays	Museum exhibits displayed	X			
		Budget for front desk personnel	Opening of Museum	X	X		

Goal/Desired Outcome #4 Space Facility (B)					By when? Year			
<ul style="list-style-type: none"> <li>Phase 2 MMM's entire space, exhibits, and educational programs are accessible to all</li> </ul>					1	2	3	4+
Strategic Actions: What strategies get us to our desired outcome?	Who?	Resources Needed	Success Indicator(s)					
<p><b>A. Design, plan, launch, and implement a Capital Campaign</b></p> <ol style="list-style-type: none"> <li>1. Identify and invite stakeholders to participate</li> <li>2. Commission a capital campaign cabinet/partnership</li> <li>3. Anticipate campaign-related questions; create FAQ</li> <li>4. Create and approve campaign budget               <ol style="list-style-type: none"> <li>a. Include funding for programs and education</li> </ol> </li> <li>5. Present architectural plans and budget and proposed Capital Campaign Plan to Board for approval</li> </ol>	CEO, Board members, Campaign Cabinet volunteers	<p>Seed money to cover recruitment expenses</p> <p>Budget and new funds for education programs</p>	<p>Necessary resources identified and secured for Phase 2 construction and programming</p> <p><b>* Feasibility Study in Progress; Retain Goal</b></p>		X	X		
<p><b>B. Renovate building as needed to accommodate planned programming and assure accessibility to all floors of the Museum</b></p> <ol style="list-style-type: none"> <li>1. Finalize Phase 2 plan and budget</li> <li>2. Bid work out, select contractors, and monitor progress</li> <li>3. Demolish, build, and install elevator</li> <li>4. Develop access and space(s) for storage, classroom, meetings, makers, gift shop, staff, and volunteers</li> </ol>	CEO, Contractors	Budget and new funds for construction	<p>Certificate of Occupancy</p> <p><b>* Not complete; Retain Goal</b></p>			X	X	

## Goal/Desired Outcome # 5 Education Program

*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+
<p><b>A. Develop comprehensive and phased-in programming and educational plan</b></p> <ol style="list-style-type: none"> <li>1. Identify and secure resources needed for volunteers, personnel, and programming               <ol style="list-style-type: none"> <li>a. Include educational program needs in Phase II budget including volunteer coordination and staffing</li> </ol> </li> <li>2. Coordinate tours of Museum</li> <li>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</li> <li>4. Engage makers in educational event off site to foster affiliation with the Museum</li> </ol>	<p>Lead Champion Volunteer from Board</p> <p>Educator/Volunteer Coordinator</p>	<p>Budget and new funding for Educator</p> <p>Budget and new funding for Volunteer Coordinator; Volunteers</p>	<p># of participants in educational programs</p> <p>Satisfaction surveys</p> <p><b>* Not Complete</b></p>	X	X	X	X
<p><b>B. Showcase specific exhibits at off-site locations such as banks, libraries, churches, and city hall</b></p> <ol style="list-style-type: none"> <li>1. Foster partnerships with other community/arts organizations and educational agencies to deliver programs on and off-site</li> </ol>	<p>Educator, Volunteers</p>	<p>Transport, pedestals, staff/volunteer time to set up and take down</p>	<p>Wider community learns about and appreciates miniatures</p> <p><b>* Continuing</b></p>	X			

**Goal/Desired Outcome # 6 Resilience and Sustainability**  
*Existing and new resources are effectively leveraged*

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+
<p><b>A. Develop and implement a fund development plan that includes a variety of sources, partners, and donors</b></p> <ol style="list-style-type: none"> <li>1. Review current year and 2022 projected budgets</li> <li>2. Recommend new revenue sources for Museum facility, staffing, and programming needs               <ol style="list-style-type: none"> <li>a. Seek funding for immediate needs to open Museum</li> <li>b. Apply for MCACA and other grants for facility improvement and expansion</li> <li>c. Identify, seek and secure local, state, regional, and national grant and funding opportunities to support the work of the Museum (ongoing)</li> </ol> </li> <li>3. Evaluate possibility of creating local fund and transferring assets/accounting services</li> </ol>	Board, CEO, Administrator	<p>Staff time for writing grants</p> <p>Volunteer board time</p>	<p>Renewal and new revenue generated for operations</p> <p><b>* Continuing/ Retain Goal</b></p>	X	X	X	X
<p><b>B. Complete internal fiscal operations plan</b></p> <ol style="list-style-type: none"> <li>1. Finish, approve, and implement membership and admission fees policies</li> <li>2. Tighten fiscal accountability and transparency</li> </ol>	CEO, Administrator and board		<p>Plan implemented</p> <p><b>* Continuing/ Retain Goal</b></p>	X			