

Strategic Plan for 2006–2008
The Museum at Warm Springs

January 6, 2006

Background

This three-year strategic plan, approved by the Board of Directors of The Museum at Warm Springs, will guide the Museum in carrying out its mission. Grounded in strategic issues that the Museum now faces, the plan sets priorities that will inform both policy development and decision-making.

The Museum is at a crossroads, both financially and programmatically. Stabilization of funding, broader support, community partnerships, and increased attendance are important steps toward the institution's next stage of growth.

Key observations

- During 16 years of operation, The Museum at Warm Springs has become nationally and internationally known and respected.
- The Museum is committed to build, document, and care for its nationally significant collection of artifacts and photographs.
- The Museum's architecture and its natural setting are exceptionally beautiful.
- With support from Tribal Council and Tribal Enterprises, the Museum is an important player in economic development efforts.
- The Museum is a cultural resource and a popular gathering place for the community.
- The Museum's exhibits tell our story, in our own words.

Challenges for the Museum

- We see our elders as our most precious asset; we need to record their wisdom and knowledge while they are still among us.
- Children and youth represent the future of the Tribes. Involving them with the Museum will be crucial to preservation of our heritage.
- The Museum's infrastructure and exhibits are showing their age, with consequences for operating efficiency and visitor numbers.
- Space limitations impinge on our ability to plan innovative cultural programs, and to expand the collections.
- To go forward with plans for renewal and expansion, we must diversify and stabilize the Museum's funding base.

Mission of The Museum at Warm Springs

The mission of the Museum is to preserve, advance and share the knowledge of the cultural, traditional and artistic heritage of the Confederated Tribes of Warm Springs.

The Museum achieves this through educational exhibitions and programs that raise and inspire awareness of the Confederated Tribes of Warm Springs and other indigenous tribes.

Suggestions for revising the mission statement:

- *Add language about youth (currently a #1 priority for the Tribal Council)*
- *Add language such as "for future generations"*
- *Change "indigenous tribes" to "indigenous peoples"*

Strategic Issues and Goals

- Strategic issue #1: Increasing revenue
 - Goal A: Attain stable, adequate, dependable funding to fulfill our mission.

- Strategic issue #2: Expand and strengthen constituencies
 - Goal A: Recognize and thank our supporters
 - Goal B: Develop a sense of common purpose with our partners

- Strategic issue #3: Plan for growth
 - Goal: Attract more visitors to the existing museum through low cost programs and exhibit enhancements
 - Goal B: Commit to a comprehensive institutional planning process leading to future growth

Objectives and Action Plan

- Strategic issue #1: Increasing revenue

Goal: Attain stable, adequate, dependable funding to fulfill our mission.

| Objectives: development | Time line | Key people |
|--|-----------|--|
| Develop a proposal for a capacity-building grant focused on development, with funding for contracted development person | 2006 | Carol Leone Dora Goudy-Smith |
| Set up planned giving program leading to growth of endowment fund | 2006 | Jim Sizemore |
| Increase sales of individual memberships • Reinforce with staff, and train new staff on motivation and methods for selling memberships | 2006 | Carol Leone Dora Goudy-Smith |
| Increase participation by board members and regents • Measurably improve attendance at meetings • All board members and regents will participate in fundraising events | 2007 | Carol Leone Jim Noteboom Bob Smith |
| Increase sales of corporate memberships • Board members and regents will recruit targeted number of new corporate members; develop sales tool for this purpose | 2007 | Carol Leone Jim Noteboom Bob Smith |

| Objectives: gift shop | Time line | Key people |
|--|---|----------------|
| Explore possibility of web-based sales for the gift shop | 2006 explore; if feasible, in place by 2008/2009 | Debbie Stacona |
| Add a seasonal employee through WEDD program | 2006 | Debbie Stacona |

| Objectives: special events | Time line | Key people |
|--|-----------|--|
| Evaluate all special events; do they build membership and support, maximize attendance, and make the best use of staff time? | 2007 | Carol Leone Beulah Tsumpti Dora Goudy-Smith Review by staff and board |

- Strategic issue #2: Expand and strengthen constituencies

Goal A: Recognize and thank our supporters

| Objectives | Time line | Key people |
|---|-----------|------------------------------------|
| Develop and implement a donor recognition program | 2007 | Dora Goudy-Smith Beulah Tsumpti |

Goal B: Develop a sense of common purpose with our partners

| Objectives | Time line | Key people |
|--|---|--|
| Engage board of directors in representing the museum, especially when meeting with Tribal Council | 2006 | Roberta Kirk |
| Write 3-year grant to fund work with elders, including: <ul style="list-style-type: none"> • Record information from elders about objects in collections, including identification of objects and materials by speakers of the three languages • Continue to collect oral histories • Develop partnerships with agencies to continue evaluation of status of resource plants and their habitats • Work with elders to identify people in photographs | 2007/write grant, 2008/ implement project | Grant: contract person Natalie Kirk Evaline Patt |

- Strategic issue #3: Plan for growth

Goal A: Attract more visitors to the existing museum through low cost programs and exhibit enhancements

| Objectives | Time line | Key people |
|---|------------------|---|
| Schedule book signings (Elizabeth Woody, George Aguilar) | 2006 | Debbie Stacona |
| Promote canoe project | 2006 | Carol Leone Joseph Shepherd |
| Obtain funding to develop a plan for enhancing permanent exhibits, including: —Engage community through focus group evaluation studies —Ways to exhibit more artifacts along with new information gathered from elders —Low-cost hands-on and interactive experiences, developed in consultation with children, youth, educators, and parents —Low cost, do-it-yourself audio and video programs and hardware —Grant funding to support development, production, and installation of prototypes —Use existing exhibits to test ideas for future exhibit renewal project | 2007 | Natalie Kirk Carol Leone Rosalind Sampson Contracted consultants |

Goal B: Commit to a comprehensive institutional planning process leading to future growth

| Objectives: institutional planning | Time line | Key people |
|--|------------------|---|
| Gorge Casino planning | 2006-2007 | Carol Leone Natalie Kirk Debbie Stacona Dora Goudy-Smith |
| Rethink current space, expand facility, expand programs, plan for increased staff | 2008 | Architect, exhibit designer |
| Interpretive plan: upgrade/update exhibits, educational facilities, visitor services | 2008 | Interpretive planner |

| Objectives: development/business plan | Time line | Key people |
|--|------------------|--|
| Plan for sustainable, diversified funding | 2007 | Contracted development person Carol Leone Dora Goudy-Smith |
| Staffing and activities to fulfill that plan | 2008 | Contracted development person Carol Leone Dora Goudy-Smith |

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|---|------|---|
| Assess readiness/best timing for capital campaign | 2008 | Carol Leone Board of Directors Board of Regents |
|---|------|---|

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