

May 2015 – Executive Summary (V1.2)

Museums of Old York

Strategic Plan 2015-2020

York, Maine

Table of Contents – Full Report

Executive Summary

1.0 Background

- 1.1 Mission
- 1.2 Property Descriptions
- 1.3 Collections
- 1.4 Decorator Show House
- 1.5 Leadership and Operations
- 1.6 Complexity
- 1.7 Previous Assessments, Long Range and Strategic Plans
- 1.8 Existing Brand and Position Today
- 1.9 What MOY has accomplished in the last 3 years
- 1.11 What is Strategy
- 1.12 Key Trends in Museums
- 1.13 Strategy Development Process

2.0 The Strategy

- 2.1 The Value of Operating as a System
- 2.2 Brand & Positioning
- 2.3 Customer Experience
- 2.4 Local Community
- 2.5 Collection & Program Excellence
- 2.6 Financials & Funding
- 2.7 Resources
- 2.8 Governance
- 2.9 Metrics & Measures

3.0 Implementation & Timing Considerations

Appendix and Reference Documents

Executive Summary

Between November 2014 and April 2015, the Board of Trustees, the Executive Director and the Staff of the Museums of Old York developed a five year Strategic Plan (2015-2020). This Strategic Plan covers 6 elements: Brand & Positioning, Customer Experience, Local Community, Collections & Program Excellence, Funding, Resources and Governance. Additionally, Metrics and Measures would be developed and in place to allow these 6 elements to operate as a system.

The Six Elements of the 2015-2020 Strategy



In this Strategic Plan it was important to develop a base-line context (both qualitatively and quantitatively) of where the Museum is today and understand how museums are changing. Recognizing that funding and resources are limited, the emphasis was on developing a Strategic Plan that was based on a set of 'choices and decisions'. Once a direction had been chosen the plan could be executed through many small, low cost changes that would deliver a large impact over the next five years.

Area	Today	Future (3-5 Years)	Section
Brand & Positioning	<p>'Perceived Brand' that has been defined by the market not by the Museum</p> <p>Well known for the Gaol, the Designer Show House and Marshall Store Art Gallery</p>	<p>Develop a distinctive brand and market position and communicate the brand actively</p> <p>Diversify from the sole position of a 'Colonial Era House Museum'</p>	2.2
Customer Experience	<p>Focus on individual house tours</p> <p>Growing local programming for historic topics during winter months</p> <p>Limited use of technology to help plan visit or get additional information</p>	<p>The Customer Experience is as important as the collection and exhibits</p> <p>Focus initially on simple techniques (like signs, maps, and website) to significantly help our Customers plan their visit and make best use of their (limited) time.</p> <p>Use additional technology and on-line content to</p>	2.3

		enhance the Customer Experience	
Local Community	The Museum is an 'island' within the community Viewed more as a summer Tourist attraction	Reoriented to create partnership with the local community Offer exhibits and programs that are of interests to the local community and run throughout the year – not just the summer months	2.4
Collections & Programing Excellence	Collections not secured or conserved No interpretive plan for the properties Limited rotation of collections and new exhibits Remick Gallery 30% utilized Hidden Treasures in collection not on active display	Implement an Interpretive Plan for the properties based on 5 themes Provide safe and secure storage for collection in new facility in Kittery Highlight and display the Treasures of the collection Adjust educational programing to be offered to greater York area (only)	2.5
Financials & Funding	Stable income and balanced budget More transparency into account system and allocation of endowment income 52% of annual operating income from endowment Limited additional 'easy' cost reductions available	Emphasis has changed from cost-reduction to additional revenue generation Focus on building '1631 Membership' category Consider non-traditional revenue sources such as corporate sponsorships, collection 'roadshows' and alternative property use to generate additional income Look for ways to better utilize relatively fixed cost structure and make more variable over time Set the stage for a future (3+ year) Capital Campaign	2.6
Resources	There are 6.5 Staff performing 14 different roles Some volunteers are used to deliver the programs but not a major focus	Rebalance the existing staff to their roles and the needs of operations and consider the use of addition volunteers as key part of the strategy In the next 1-3 years additional help in the Curator role is the most pressing resources requirement Look for outside volunteer help in the area of Marketing and Communications	2.7
Governance	Well defined Governance structure in place	Increase the level of transparency of operations and financial position with the membership and the local community Develop 5-7 key metrics and measures to provide feedback loops to operations Adopt the guidelines and best practices of the American Association of Museums (AAM) to improve operation and potential a future certification by this group	2.8
Metrics & Measures	Limited or no metrics or measures defined or being used to guide	Develop 5-7 key metrics and measures to provide feedback loops to operations	2.9

	operations	<p>Use both qualitative and quantitative metrics</p> <p>Develop an Annual Report written by the Board President and Executive Director to communicate progress and successes over the past 12 months. This will increase transparency and set the stage for a future Capital Campaign (if required).</p>	
--	------------	--	--