

VALDEZ MUSEUM & HISTORICAL ARCHIVE ASSOCIATION, INC.

MEETING OF THE BOARD OF DIRECTORS
Valdez City Council Chambers– 212 Chenega Ave. & Zoom

Work Session – Strategic Planning

April 20, 2023- Meeting Time 11:00 am

Mission Statement

The Valdez Museum preserves, presents, and interprets the heritage and culture of Valdez, the Copper River Basin, and Prince William Sound, Alaska.

1. Strategic Planning Discussion
 - a) Recap of Retreat on March 31, and April 1, 2023
 - b) Values Discussion Continued
 - c) Goals Discussion Continued

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Item 1 a – Work Session- Strategic Planning Values Discussion

Q: “How do VMHA’s existing values show up in the organization and community we serve?”

- Archival Social Media posts
- Decolonizing the native gallery with the fifth graders
- Representing ALL cultures by honoring our more recent history. (Oil spill, pipeline, etc.)
- Holiday Programs
- TNHT
- Public programs (entertain, educate, and engage the community)

Q: “What are additional aspirational values we’d like to explore adding and why?”

- Welcoming Stewardship
- More diversity
- elevation

Q: “How do our values show up?”

- Honoring the past
 - Exhibits
 - Earthquake exhibit
- Education
 - Museums programs historic tours
 - Museums learn through research / artifacts donated and share w/ public.
 - Childrens programs
- Heritage
 - Childrens programs
 - Teaching local history/ AK history
 - Primary History
- Integrity / authenticity
 - Planning to update exhibits.
- Community
 - Home school / public school
 - Relationship building
 - Programs
 - Free day
 - Inside view
 - Gold Rush
 - 4th of July
- Entertainment
 - Member Parties
 - TNHT

Q: “What are some additional values the museum also has shown up?”

- Honor the Past, Legacy, Heritage Education (Knowledge)
 - 3 Green Dots
- Integrity, Authenticity, Community. (Relevance, Stewardship, Surrounding towns, and village part of our local community)
 - 5 Green Dots
- Entertainment (Fun, Engagement)
 - 1 Yellow Dot
- Inclusivity (process of authentic engagement)
 - 10 Green Dots
 - 1 Yellow Dot
- Service
 - 5 Green Dots
 - 1 Yellow Dot
- Celebrate (inclusive indigenous voices & culture)
 - 2 Green Dots
 - 3 Yellow Dots
- Entertainment (community Engagement)
 - 3 Green Dots
- We speak the truth to history (bring everyone’s voice in)
 - 4 Green Dots
- Stewardship as a separate Value
 - 2 Green Dots
 - 3 Yellow Dots
- Relevance (Humanize History)
 - 3 Green Dots
 - 1 Yellow
- Art
 - -1 Green Dot
- Inspiration (Bring new stories, exhibits etc. To the community)
 - -1 Green Dot
- Outreach (Combining Education, entertainment, community)
 - -7 Green Dots
- Elevation (Knowing we have room for improvements)
 - -5 Green Dots
- More Diversity (Further explanation for honoring our past)
 - -2 Green Dots
- Welcoming Stewardship, welcoming community engagement
 - -2 Green Dots

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Item 1 b – Work Session- Strategic Planning Goals Discussion

Goal 1: *VMHA is a sustainable organization.*

- **What resonates?**
 - Connection to infrastructure
 - Financial resources and people
 - Work force development and training
 - Not burning through money
- **What is missing?**
 - Community Support
 - Engagement
 - Local sustainability
 - Memberships
 - Physical space
- **Suggestions?**
 - Enhance Volunteer program.
 - Offer more free things! Programs etc.
 - Free admission for community members
 - New funders
 - New revenue streams
 - Flexible hours
 - One night per week open in evenings
 - Museum (party night)
 - Encourage memberships.

Goal 2: *VMHA has a diverse program of work.*

- **What resonates?**
 - Program of work
 - This goal articulates how we serve our community.
 - The word Diverse is positive and inclusive, broad enough to not be too specific.
- **What is missing?**
 - Representing all voices
 - Need room.
 - The word program is not very well connected to collections.
- **Suggestions?**
 - More budget for programming
 - More space
 - More inclusion of indigenous voices
 - Greater diversity in changing exhibits
 - Celebrate what is in archives.

- New acquisitions rotating exhibit.
- Kids collections
- Gallery case monthly
- More diverse staff
- “Integrated diverse program.”

Goal 3: VMHA has a *dynamic integrated communication program* strategy.

- **What resonates?**
 - Public Awareness of museum
 - Outreach
 - Social Media brochures
 - Bean survey lets visitors communicate with the VMHA.
 - Mailchimp
 - Website
 - Roadhouse
 - Annual appeal
 - Events
 - In person
 - Vaps(?) mail
 - Impactful communication itself is a goal.
 - Dynamic is a positive word.
- **What is missing?**
 - Multi-dimensional strategic planning
 - Younger audience
 - Community members visit regularly.
 - Tone/means to engage.
 - Not reflecting out inter communication which is good.
 - Breaking boundaries
- **Suggestions?**
 - Commit to an integrated communication strategy.
 - Network is a great word.
 - Better communication about the value of the museum
 - Improved target demographics
 - Target age workshops
 - Improve communication of current events
 - Communication in house

Goal 4: VMHA has a *Consolidated infrastructure*.

- **What resonates?**
 - Lack of room to continue collection/preservation.
 - Mission
 - Accessible
 - Environmentally sound
 - Money Saving
 - Consolidated story telling

- Single, vibrant space for everything
- Human, financially, environmentally efficiency
- **What are the most Urgent Needs for VMHA addressed through goal 4?**
 - Heat / HVAC
 - Community Support
 - Champions
 - Repair or replace aging infrastructure.
 - No space
 - Exhibits need a facelift.
 - Future oriented
 - Advocacy
 - Health and safety of communities and employees
- **Suggestions?**
 - The goal itself needs to be rewritten, talking about a physical space. Build it and they will come.
 - Future and sustainable oriented infrastructure
 - More clearly market the benefits of a consolidated infrastructure to a more large audience
 - Strategy needed to develop champion in key position that can more project tour and get it done.
 - City council
 - Tourism people

Benchmarks

- **Financially sustainable**
 - Revenue
 - Membership/admissions
 - Signage, script, marketing
 - “NARM” up sale
 - Campaign – education
 - Up the Rates
 - Upsell opportunities/ lower the rates/eliminate rate admission on occasion.
 - Store
 - Continue to attract Alaska artists/vendors.
 - Signage / advertising to residents
 - Establish Volunteer program w/ coordinator, outreach robust option, IDs for volunteers.
 - Education assistant hire
 - Upgrade security camera
 - Staff support – furniture, tools tech etc.
 - Building / energy improve efficiency of existing infrastructures.
 - Plan to: Environmental Management cut costs w/ efficiencies. Recycle pay backs.
 - Strengthen human capacity.
 - Grow and sustain sources of revenue.
- **Increase community engagement for maximum mission impact.**
- **Maximize accessibility and inclusivity for strengthening community involvement.**
 - Land acknowledgements engage indigenous advisors/ stewards.

- Expanding outreach.
 - Larger region served Tatitlek, Chenega, Copper River Basin
- Outreach program to take archive feature to long term care (senior center)
- Access to online educational resources
 - Collections
 - Online museum resource benefit
 - Explore hybrid events and education.
- Change out/ update permanent exhibits.
- Temporary changes (new acquisition case that rotates monthly)
- Hire more diverse staff.
- Staff picks the “Showcase case.”
- Natural History exhibit and programs
- Programs out of door – place based.
- **Implement conflict resolution training.**
 - Let new staff and board take the load on speaking up and put to community and others.
 - Weekly updates from each staff member
 - Celebrating staff in e-news + community + collection donors
 - In person communication increase at museum and community
 - Engaging people more intimately
 - Utilize communication that already exists.
 - Strengthen external relationships.
 - Advocacy
 - National State Local
 - Create / update value one sheet.
 - Marketing Plan
 - Board education moment / ongoing training
 - Communication Strat
 - Script for staff and BOD
 - Board advocacy committee chair
 - Both kits to promote at events.
 - BOD volunteer coordinator / museum to the people
 - Validity of history
 - “Why we need museums?”
 - Branding
 - Explore and develop a new brand invite community input membership material.
 - Media – airport video – envisioning future
 - Apply for tech upgrade grant.