



## **CLAY COUNTY HERITAGE STRATEGIC PLAN**

*Approved by the Clay County Heritage Board of Directors on May 24, 2022*

Fiscal Year 2022-2023  
*(January 1, 2022 – December 31, 2024)*

### **VISION STATEMENT:**

To provide citizens of all ages of Clay County with historical information, interactive interpretation, research material, and visual learning experiences.

### **MISSION STATEMENT:**

To collect, preserve, and interpret Clay County History  
for the education and enjoyment of the public.

### **INTRODUCTION:**

In April 2022, the Clay County Heritage Board of Directors requested an updated Strategic Plan for the organization. The Executive Director, Shelby Nelsen, and the Executive Committee created this Strategic Plan for Fiscal Years 2022-2024. This current plan is an updated version of Clay County Heritage's Strategic Plan for Fiscal Years 2018-2020, which was not updated or reviewed due to the effects of the COVID-19 Pandemic on the institution.

This Strategic Plan is a living document that will guide the work, development, and growth of Clay County Heritage with continuous reflection and revision from the Board of Directors.

### **TOP OBJECTS:**

*Over the next three years, it is Clay County Heritage's goal to reach the following top objectives:*

1. Develop or update core documents as specified by the American Alliance of Museums to align with national field standards.
2. Expand educational opportunities and outreach for all Clay County citizens of all ages to increase visibility and community investment.
3. Establish a three-year plan for gallery spaces at the Clay County Heritage Center, Parker Museum, and Duroe Building, that includes prospective sponsors and maintenance projects.
4. Review and update policies and procedures to better define staff and board member responsibilities.
5. Increase number of memberships and volunteers with an emphasis on younger constituents.
6. Resolve technology and social media deficiencies to improve educational programming, collections work, and communication.

**OBJECTIVE #1:** Develop or update core documents as specified by the American Alliance of Museums to align with national field standards.

TIMELINE	ACTION STEPS	RESPONSIBILITY & RESOURCES
<p style="text-align: center;"><b>Year 1</b> <b>January – December 2022</b></p>	<p>A. Develop and approve Code of Ethics            B. Develop and approve Strategic Plan            C. Review and update Collections Policy            D. Develop and approve Emergency Preparedness Plan</p>	<p>A. Executive Director, Executive Committee, Board of Directors            B. Executive Director, Executive Committee, Board of Directors            C. Executive Director, Executive Committee, Director of Collections, Board of Directors            D. Executive Director, Executive Committee, Director of Collections, Board of Directors</p>
<p style="text-align: center;"><b>Year 2</b> <b>January – December 2023</b></p>	<p>A. Develop and approve Interpretive Plan            B. Review and update Code of Ethics            C. Review and update Strategic Plan            D. Review and update Collections Policy            E. Review and update Emergency Preparedness Plan            F. Review and update Interpretive Plan</p>	<p>A. Executive Director, Executive Committee, Board of Directors            B. Executive Director, Board of Directors            C. Executive Director, Board of Directors            D. Executive Director, Director of Collections, Board of Directors            E. Executive Director, Director of Collections, Board of Directors            F. Executive Director, Board of Directors</p>
<p style="text-align: center;"><b>Year 3 (and beyond)</b> <b>January – December 2024</b></p>	<p>A. Review and update core documents at the beginning of each fiscal year with entire board            B. Visit Strategic Plan during monthly board meetings for revision and to check progress</p>	<p>A. Executive Director, Board of Directors            B. Executive Director, Director of Collections, Board of Directors</p>

**OBJECTIVE #2:** Expand educational opportunities and outreach for all Clay County citizens of all ages to increase visibility and community investment.

TIMELINE	ACTION STEPS	RESPONSIBILITY & RESOURCES
<p style="text-align: center;"><b>Year 1</b> <b>January – December 2022</b></p>	<p>A. Reconnect with schools that have previously toured facilities and/or host staff as guest speakers in the classroom</p> <p>B. Develop at least two new educational programs</p>	<p>A. Executive Director, Director of Collections, Board of Directors</p> <p>B. Executive Director, Events &amp; Programs Committee</p>
<p style="text-align: center;"><b>Year 2</b> <b>January – December 2023</b></p>	<p>A. Continue previously establish educational programs and collaborations</p> <p>B. Connect with new schools and youth organizations for tours</p> <p>C. Develop at least two new educational programs</p>	<p>A. Executive Director</p> <p>B. Executive Director, Director of Collections, Board of Directors</p> <p>C. Executive Director, Events &amp; Programs Committee</p>
<p style="text-align: center;"><b>Year 3</b> <b>January – December 2024</b></p>	<p>A. Continue previously establish educational programs and collaborations</p> <p>B. Develop at least two new educational programs</p>	<p>A. Executive Director</p> <p>B. Executive Director, Events and Programs Committee</p>

**OBJECTIVE #3:** Establish a three-year plan for gallery spaces at the Clay County Heritage Center, Parker Museum, and Duroe Building, that includes prospective sponsors and maintenance projects.

TIMELINE	ACTION STEPS	RESPONSIBILITY & RESOURCES
<p style="text-align: center;"><b>Year 1</b> <b>January – December 2022</b></p>	<p>A. Develop a yearly maintenance schedule            B. Decide temporary exhibits through 2023            C. Seek \$10,000 of sponsorship by June and another \$10,000 by November            D. Create list of non-emergent maintenance projects for all buildings            E. Re-curate first floor of the Parker Museum</p>	<p>A. Executive Director, Director of Collections, Maintenance Committee            B. Executive Director, Director of Collections, Exhibits Committee            C. Executive Director, Board of Directors            D. Executive Director, Director of Collections, Maintenance Committee            E. Director of Collections</p>
<p style="text-align: center;"><b>Year 2</b> <b>January – December 2023</b></p>	<p>A. Decide temporary exhibits for 2024            B. Seek \$12,500 of sponsorship by June and another \$12,500 by November            C. Re-curate second floor of the Parker Museum            D. Complete one non-emergent maintenance project from list</p>	<p>A. Executive Director, Director of Collections, Exhibits Committee            B. Executive Director, Board of Directors            C. Director of Collections            D. Executive Director, Director of Collections, Maintenance Committee</p>
<p style="text-align: center;"><b>Year 3 (and beyond)</b> <b>January – December 2024</b></p>	<p>A. Decide temporary exhibits for 2025            B. Seek \$15,000 of sponsorship by June and another \$15,000 by November            C. Re-curate basement of the Parker Museum            D. Complete one non-emergent maintenance project from list</p>	<p>A. Executive Director, Director of Collections, Exhibits Committee            B. Executive Director, Board of Directors            C. Director of Collections            D. Executive Director, Director of Collections, Maintenance Committee</p>

**OBJECTIVE #4:** Review and update policies and procedures to better define staff and board member responsibilities.

TIMELINE	ACTION STEPS	RESPONSIBILITY & RESOURCES
<p style="text-align: center;"><b>Year 1</b> <b>January – December 2022</b></p>	<ul style="list-style-type: none"> <li>A. Develop and approve Employee Handbook</li> <li>B. Develop and approve Board of Directors’ Manual</li> <li>C. Determine what policies and procedures are needed for the organization</li> <li>D. Review and update job descriptions</li> <li>E. Develop internship opportunity for 2023</li> </ul>	<ul style="list-style-type: none"> <li>A. All Staff; Executive Committee, Board of Directors</li> <li>B. Executive Director, Executive Committee, Board of Directors</li> <li>C. Executive Director, Executive Committee</li> <li>D. Executive Director</li> <li>E. Executive Director</li> </ul>
<p style="text-align: center;"><b>Year 2</b> <b>January – December 2023</b></p>	<ul style="list-style-type: none"> <li>A. Review and update existing policies and procedures</li> <li>B. Develop new policies and procedures that are missing.</li> <li>C. Review and update Employee Handbook and Board of Directors’ Manual</li> <li>D. Develop internship opportunity for 2024</li> </ul>	<ul style="list-style-type: none"> <li>A. Executive Director, Board of Directors</li> <li>B. Executive Director, Executive Committee</li> <li>C. Executive Director, Board of Directors</li> <li>D. Executive Director</li> </ul>
<p style="text-align: center;"><b>Year 3 (and beyond)</b> <b>January – December 2024</b></p>	<ul style="list-style-type: none"> <li>A. Review and update policies and procedures at the beginning of each fiscal year with entire board</li> <li>B. Review and update Employee Handbook and Board of Directors’ Manual at least once during each fiscal year</li> <li>C. Develop internship opportunity for 2025</li> </ul>	<ul style="list-style-type: none"> <li>A. Executive Director, Board of Directors</li> <li>B. Executive Director, Board of Directors</li> <li>C. Executive Director</li> </ul>

**OBJECTIVE #5:** Increase number of memberships and volunteers with an emphasis on younger constituents.

TIMELINE	ACTION STEPS	RESPONSIBILITY & RESOURCES
<p style="text-align: center;"><b>Year 1</b> <b>January – December 2022</b></p>	<ul style="list-style-type: none"> <li>A. Review and analyze current membership demographics</li> <li>B. Identify possible ways to connect with younger constituents</li> <li>C. Set membership goals for 2023</li> <li>D. Establish volunteer opportunities for 2023</li> <li>E. Increase membership by 10%</li> </ul>	<ul style="list-style-type: none"> <li>A. Executive Director, Executive Committee</li> <li>B. Executive Director, Board of Directors</li> <li>C. Executive Committee</li> <li>D. Programs &amp; Events Committee</li> <li>E. Executive Director, Board of Directors</li> </ul>
<p style="text-align: center;"><b>Year 2</b> <b>January – December 2023</b></p>	<ul style="list-style-type: none"> <li>A. Set membership goals for 2024</li> <li>B. Establish volunteer opportunities for 2024</li> <li>C. Implement ways to connect with younger constituents</li> <li>D. Identify possible ways to connect with families with young children</li> </ul>	<ul style="list-style-type: none"> <li>A. Executive Committee</li> <li>B. Programs &amp; Events Committee</li> <li>C. Executive Director</li> <li>D. Executive Director, Board of Directors</li> </ul>
<p style="text-align: center;"><b>Year 3</b> <b>January – December 2024</b></p>	<ul style="list-style-type: none"> <li>A. Set membership goals for 2025</li> <li>B. Establish volunteer opportunities for 2025</li> <li>C. Implement ways to connect with families with young children</li> </ul>	<ul style="list-style-type: none"> <li>A. Executive Committee</li> <li>B. Programs &amp; Events Committee</li> <li>C. Executive Director</li> </ul>

**OBJECTIVE #6:** Resolve technology and social media deficiencies to improve educational programming, collections work, and communication.

TIMELINE	ACTION STEPS	RESPONSIBILITY & RESOURCES
<p style="text-align: center;"><b>Year 1</b> <b>January – December 2022</b></p>	<ul style="list-style-type: none"> <li>A. Establish daily posts on Facebook</li> <li>B. Create and establish an Instagram account</li> <li>C. Set social media goals for 2023 after completing a social media audit</li> <li>D. Review the condition of technology available to staff and create a list of necessary upgrades</li> <li>E. Identify funding sources to upgrade technology</li> </ul>	<ul style="list-style-type: none"> <li>A. Executive Director, Director of Collections</li> <li>B. Executive Director</li> <li>C. Executive Director, Board of Directors</li> <li>D. Executive Director, Director of Collections</li> <li>E. Executive Director, Board of Director</li> </ul>
<p style="text-align: center;"><b>Year 2</b> <b>January – December 2023</b></p>	<ul style="list-style-type: none"> <li>A. Maintain social media presence</li> <li>B. Set social media goals for 2024 after completing a social media audit</li> <li>C. Complete one necessary technology upgrade</li> <li>D. Identify funding sources to upgrade technology</li> </ul>	<ul style="list-style-type: none"> <li>A. Executive Director, Director of Collections</li> <li>B. Executive Director, Board of Directors</li> <li>C. Executive Director</li> <li>D. Executive Director, Board of Directors</li> </ul>
<p style="text-align: center;"><b>Year 3 (and beyond)</b> <b>January – December 2024</b></p>	<ul style="list-style-type: none"> <li>A. Maintain social media presence</li> <li>B. Set social media goals for 2025 after completing a social media audit</li> <li>C. Complete one necessary technology upgrade</li> <li>D. Identify funding sources to upgrade technology</li> </ul>	<ul style="list-style-type: none"> <li>A. Executive Director, Director of Collections</li> <li>B. Executive Director, Board of Directors</li> <li>C. Executive Director</li> <li>D. Executive Director, Board of Directors</li> </ul>