

Strategic Plan

Vision:

The Upper Peninsula Children's Museum is the premier organization in the U.P. for children and their families. The UPCM is constantly evolving to provide a fun, inspirational experience for children to discover and flourish through play and hands-on encounters through an imaginative, nurtured environment.

Mission:

Engaging youth and families to discover through interactive exhibits and learning opportunities.

Strengths

- Our product-We foster imagination/can do spirit
- Staff-Customer service, approachable etc...
- We offer a variety of activities
- Affordable
- Our caring culture
- Our building is a safe place for families

Weaknesses

- Facility/exhibit upkeep can be overwhelming
- HR issues- Staffing levels, high turnover of part-time staff
- Sustainability Plan- Lack of funds, emergency fund and employee pay increases
- Technology Challenges-Slow internet/lack of workable database
- Marketing funds

Threats

- Staffing challenges
- Old infrastructure
- Maintaining customer satisfaction
- More competition for limited philanthropic giving
- Technology

Strategic Plan

Opportunities

Goal #1: Increase/improve technology marketing

- Advertise special programming such as 2nd Thursday in elementary schools again. Marquette is seeing growth
 - Jan Edwards is willing to restart this
 - Connor Fries can assist with this
- Explore new technology options/NMU internet
 - Inquire with Dave Bammert how we can tap into this
- Ditch current database and purchase a new one
 - N is meeting with GLCYD
- Increase presence on social media to connect with community and customers/families
 - Look into Hootsuite through Eagle Mine
 - Set up a UPCM Twitter account/Instagram
 - YouTube Channel?
 - Continue with daily posts on Facebook
 - Create a plan for daily Facebook posts
 - Decide on a message and build social media plan around it.
 - Use popular hashtags to gain followers such as #cute#fun#instagood#tbt#happy
 - Don't just make up your own hashtag.
 - Use FB to answer survey questions. Win free day passes to the museum.
 - Set up an easy mass email system
 - Check out MailChimp It allows you to see who's clicked on and opened emails and provides some analytics.
- Use new website to advertise and tell our story in a personal way.
 - Connect with clicks, get folks to click to our website by providing links.
 - Give the museum a personality through posts on the web

Goal #2: Increase Fund Development

- Use Alumni as a resource
 - Develop a data base of past members who have grown up and program participants that have grown up
- Use Nheena's skill and experience to raise and secure funds
 - Develop a yearly calendar that can be referred to by anyone not just in N's head or day planner
 - Develop a list of possible funding sources not already approached

- Improve thank you note writing system.
- Reach outside of Marquette for resources/funding
 - Develop lists of alumni of programming for future contact
 - Develop lists of former / expired members for future contact
 - Keep a guest book to garner comments and addresses of visitors
- Look into ongoing funding directed towards city improvements
- Continue and expand on the Friends of the Children's Museum Group
 - Continue to recruit interested and active members
 - Invite all former board members to keep them
 - Consider unique ways for them to raise additional funds
 - Increase the reach into the community by asking the Friends to be ambassadors
- Set up a 20th Anniversary sub committee to plan out the year!
 - Connect with alumni; programs, board members, etc.
 - Put together a slide show of stories
 - Invite to an event
 - Figure out fun things to raise money based on the increment of 20

Goal #3: Reinforce the Museum's Brand within the Museum

- Execute the Exhibit Team's three year strategic vision
 - Organize exhibits manager's time on a project board.
 - 2016 Concentrate four days of the week to just finishing the Body exhibit
 - 2017
 1. we will look within each existing exhibit and do upgrades. NOTHING huge, just one sweet little enhancement after another; tweaking and upgrading for over a year.
 - 2018 we will look into three big changes:
 1. a complete re-do of the radio station, bringing in some NASA elements,
 2. Redo the Toddler area,
 3. Develop a Dr. office next to the ambulance.
 - OTHER STUFF:
 1. Redo of the intercom system ALL when funding is secured.
- More streamlined signage and at youngster level
 - Consider developmental ages and how to present key information
 - Always keep in mind appropriate heights of key exhibit components
- More emphasis on being a learning experience for children
 - Consider developmental ages and how to present key information

- Make signs entertaining and readable.
- Have a unified looking floor staff
 - Identifying T-shirts
 - Identifying team member tags.
- Use all four exhibit halls/all museum space to its fullest potential
- Continue Youth Empowerment programming – strengthen and expand
 - Continue foundational programs
 - **8-18 Media Youth Journalism**
 - Continue to produce a monthly newsletter
 - Continue to work with current media partners: Radio and print
 - Continue conducting Recognition Night-The Academy Awards of youth journalism
 - Take on special projects when available (such as political conventions, special visitors to the area, new projects etc.)
 - Maintain and stay within a reasonable budget
 - Modernize equipment, replace outdated technology
 - Update website on a regular basis to reflect current projects and current information on how to get involved with the program
 - Utilize social media to create a buzz about 8-18 Media
 - Improve new member recruitment and retention of new members by encouraging them to get involved quickly on a news team.
 - **Guardians of WOW youth volunteers**
 - Establish achievement ladder:
 - (Gnome - Pixie - Unicorn - Gryphon - Pegasus - Phoenix) and make all volunteers aware of it.
 - Bring all volunteers (youth and adults) into the program.
 - Identify a senior team of youth volunteers (Phoenix and Pegasus levels)
 - Develop new roles for senior youth:
 - Overseeing young Guardians
 - Signing Guardian cards after good work
 - Deciding monthly (City Hall) and quarterly rewards for Guardians
 - (Certificates, dinners, impromptu giveaways, praise)
 - Organizing out-of-museum activities with Guardians as Museum Ambassadors
 - (fund-raisers, outreach, peer training with other museums/agencies)
 - Build “floor” programs to be led by Guardians:
 - Arts
 - Pre-school science
 - Technology
 - Money and Numbers
 - Language and Letters
 - Animal Care and Nutrition
 - - **School of Rock**
 - **Together Time programs**

- Jim's Toddler Clubhouse
 - Second Thursday Creativity Series
 - Always be looking in to new and interesting programming.
- Regularly engage visitors and members through in house surveys, on line surveys and other creative ways to measure our effectiveness.

Goal #4: Continue to develop strong ties to the Marquette Community

- Partner with Smart Zone/Invent@NMU and other cool stuff in town
- Partner with Northern Michigan University
 - Utilize interns
 - Be the site for engaging groups and individuals in service activities
 - Contact fraternity and sororities, meet at the beginning of the school year to determine partnerships.
 - Offer the Museum as a dynamic classroom
- Maximize opportunities to partner with community organizations and the city of Marquette
 - Staff and Board should represent the Museum on various committees and boards.
 - Reach out to community groups with free passes and space utilization to build stronger relationships.
 - Always be at the table.
- Continue to grow relationships with local businesses.
 - Engage area businesses with partnerships in advertising
 - Engage area businesses by having “business” days for employees and friends.
 - Identify area businesses to nurture to build relationships.
- Stay on top of family activity trends
 - Engage our members and guests through surveys
 - Place young people and young parents on the board of trustees and as employees / active team members
- Utilizing long winter with exciting indoor winter activities
 - Provide stimulating activities for families that honor the winter
 - Always remain open during school snow days.
- Connect with new families moving to area
 - Connect with area realtors / businesses / corporations
 - Provide free passes to new families to the area
 - Partner with local Real Estate agencies
- Play an active role in this award winning community
- Participate in downtown event
 - Attend all Downtown Development Authority promotions meetings
 - Participate when possible and / or help promote Downtown activities; be a team player and a valuable member of the community.

- Be an active participant in neighborhood and Baraga Avenue improvements
 - Take part in any DDA initiated focus groups on Baraga Avenue upgrades
 - Advocate with DDA and the city for needed changes / addition of flowers / benches as needed.
- Connect with young entrepreneurs moving to and already existing in the area
 - Attend Business After hours events sponsored by the LSCP as much as possible
 - Make sure there is a young entrepreneur slot within the board matrix of membership
 - Be a member of the LSCP and the Chamber of Commerce
 - Attend Chamber of Commerce initiated conferences and activities
 - Connect with the 40 Below group
 - Participate in AccelerateUP ☺
- Participate as often as possible in outdoor spring/summer/fall events such as area sidewalk sales...
 - Take part in regularly scheduled activities such as Baraga Avenue Harvest fest, Art Week and Blueberry festival
 - Utilize our own courtyard for outdoor activities to stir up street activity
- With the new Hospital being built down the street develop a strong partnership
 - Invite hospital admin personnel to the Museum
 - Play a role in recruitment by offering free passes to the Hospital recruitment department
 - Offer passes to Beacon House for families utilizing the hospital
 - Offer hospital personnel the Museum exhibits to educate about critical issue of health concern.
- Capitalize on the Marquette growing population
 - Continue to advertise in local media venues – paid ads
 - Continue to send out PSAs to local media
 - Continue to have trade partnerships with local media
 - Continue to utilize facebook/twitter and Instagram
 - Be on top of new ways people are communicating
 - Step up our email lists through Salesforce, email regularly
- Marquette is a destination – make sure folks know we exist.
 - Advertise in local hotels where possible
 - Update our brochure and get out to all visitors centers in the state (we currently have brochures throughout the state but we need an updated version)
 - Partner with the other local cultural institutions and collectively advertise in the visitors guides

- Put all happenings on the Travel Marquette Site and Travel Michigan sites.

Goal #5: Utilize the of Museum's Entry space to the highest potential

- Market it as a retail space opportunity
 - Recruit possible venues
 - Advertise in facebook/twitter/instagram
 - Advertise the space in the DDA and LSCP listings
- Implement the new entrance design outside
 - Finalize the letters for the large sign around the window
 - Get the sign priced out
 - Determine source of funds
- Implement the enhanced elevator plan
 - Finalize the fire coding as instructed by elevator state inspector
 - Order sign from Signs Now
 - Install
- Explore options to utilize the Courtyard seeing it has incredible potential as an outside space that can be wacky and fun
 - Brainstorm ways to use the courtyard to make it magical
 - Determine a regular schedule of use
 - Encourage the tenants to also use the courtyard for special activities (Shoe Shop/Bakery/Restaurant/Artists/Music Co-op/Environmental group/Hair Salon/Coffee Shop)
 - Have tenant manager maintain an active calendar of courtyard activities
 - Have tenant manager remind tenants of the courtyard opportunities.
 - If upgrades/additions are determined define a schedule, budget and funding source

Goal #6: Staff Development

- Develop a budget line for employment opportunities and informational advancement
- Develop strategies for employee retention
- Develop a schedule of regular staff FUN times.
- Bring in expertise when needed on a variety of subjects to assist the staff's competency.