



**Strategic Plan
May 2016 to December 31, 2019**

Introduction

The Board of Directors of The Music House Museum is pleased to present this strategic plan which outlines a vision to share our joy of music and create a world class resource for the public to enjoy. Our primary focus for the next three years is to increase and stabilize our financial and human resources in order to invest in preserving our collections, expanding our educational programs, and upgrading our facilities.

We invite you to join us in implementing this plan and in advancing our mission.

Our Mission

The Music House Museum is a unique cultural organization. Our mission is to collect, restore, preserve, display and demonstrate automated musical instruments and related Americana and to educate and entertain people of all ages.

Our Strategic Focus for 2016 to 2019

Over the next three years we'll focus on growing our organization through enhanced programs and collections and increased marketing activities and resulting in increased museum and program attendance, volunteers and donors.

Strategic Goals, 2016 to 2019

1. Increase annual revenue to \$400,865 through additional revenue generating activities and fund development.
2. Further develop our team through succession planning, volunteer recruitment and refinement of our staffing model.
3. Continue to improve our facilities and grounds.
4. Enhance our programs and collections.

Sources of Funding/ Desired Funding Model

MUSIC HOUSE MUSEUM
Financial Performance

Revenue Source	2012-actual	%	2013	%	2014	%	2015	%	2016-target	%
Earned Income										
Admission	58,851		55,289		63,922		58,934		90,000	
Gift Shop	33,521		33,929		35,770		26,589		50,000	
Pole Barn Lease	8,500		9,150		9,800		10,400		8,500	
Farm House Rental	11,145		11,899		11,620		14,400		11,145	
Heffer House Rental					8,550		11,400			
Shop/Storage Rental	620		631		2,199		1,840		620	
Sale of donated items	16,678		8,105		8,118		5,488		16,000	
Special events	12,068		10,255		29,750		14,560		30,000	
Total Earned Income	141,383	58%	129,293	40%	169,729	22%	143,611	62%	206,265	51%
Fundraising										
Memberships	8,496		8,285		9,565		13,035		10,000	
Contributions	39,668		126,193		5,498		33,035		100,000	
Corp/Individual Gifts			1,760		516,683		3,334		10,000	
Grants	6,000		17,800		17,700		12,000		20,000	
Mortier/Bruder Capital	30,941		14,560		8,597		65		30,000	
Roof Capital					12,751		31,123		12,000	
Total Fundraising	85,105	36%	168,598	53%	570,794	74%	92,592	40%	182,000	45%
Endowments										
Interest/dividends	12,623		21,726		31,408		(2,164)		12,600	
Total Endowments	12,623	5%	21,726	7%	31,408	4%	(2,164)	-2%	12,600	4%
TOTAL REVENUE	239,111	100%	319,617	100%	771,931	100%	234,039	100%	400,865	100%
Expenses										
Operational Expenses	149,004		162,770		282,318		253,351			
Other Expenses	43,611		38,265		11,715		(2,963)			
Total Expenses	192,615		201,035		294,033		250,388			
NET INCOME	46,496		118,582		477,898		(16,349)			

Key Strategies

Goal 1: Increase annual revenue to \$400,865 through additional revenue generating activities and fund development.

Strategy 1: Increase earned income from the gift shop, bus tours and private events

Strategy 2: Establish a fund development team to develop a systematic fund development program.

Strategy 3: Continue to pursue marketing and outreach activities.

Goal 2: Further develop our team through succession planning, volunteer recruitment and refinement of our staffing model.

Strategy 4: Develop a succession plan for the Board of Directors.

Strategy 5: Develop our volunteer force and capabilities.

Strategy 6: As the organization grows and funding is available, refine and expand the staffing model.

Goal 3: Continue to improve our facilities and grounds.

Strategy 7: Develop a space plan with a corresponding budget for museum and Lyric Theater renovations.

Strategy 8: Improve outside landscaping and museum "curb appeal."

Goal 4: Enhance our programs and collections.

Strategy 9: Keep exhibits fresh by rotating and changing them periodically.

Strategy 10: Organize and catalog the library.

Approved by MHM Board on 7/14/2016

Strategic Plan Implementation Grid

Goal 1: Increase annual revenue to \$400,865 through additional revenue generating activities and fund development.			
Strategy 1: Increase earned income from the gift shop, bus tours and private events			
Tactic	Timing	Lead	Measure of Success
Establish a work team to learn more about other gift shop and potential strategies for increasing revenue.	May 2016	AJ	Financial Report
Meet with Traverse Botanical Gardens gift shop manager to discuss strategies for MHM gift shop.		Gift Shop Team	Completed
Consider winter operating hours for winter tour access.	Sept. 2016	Kelly/AJ/Exec. Comm.	
Increase awareness of the MHM with tour companies	On-going	Kelly/AJ/Patte	# of Tours
Increase awareness of the MHM with other tourist venues in the region.	On-going	Kelly/Dev. Comm.	
Conduct outreach presentations and meetings with senior centers and clubs and summer camps (faith-based, schools and other.)	On-going	Kelly/Dorothy/AJ/Ed	
Define requirements for private events and development price schedule.	May 2016	AJ/Patte	
Strategy 2: Establish a fund development team to develop a systematic fund development program			
Tactic	Timing	Lead	Measure of Success
Identify sponsors for MHM events and programs.	2016	Kelly/Dorothy and Board	
Establish an Development Committee to develop an annual campaign.	June 2016	Dorothy/Kelly/Sally	
Establish an annual fundraising event.	2017 or 2018 (Begin June 2016)	Kelly/Dev. Comm	
Strategy 3: Continue to pursue marketing and outreach activities.			

Tactic	Timing	Lead	Measure of Success
Install Salesforce database.	May 2017	Kelly	
Develop marketing materials.	June 2016	Kelly	
Improve tracking/reporting of guest information.	May 2017	Patte/AJ w/ Kelly	
Develop a process to systematically file all institutional knowledge, documents and intellectual property in a centralized and secure location.	2017	Patte/Kelly/Sally/Ellie	
Goal 2: Further develop our team through succession planning, volunteer recruitment and refinement of our staffing model.			
Strategy 4: Develop a succession plan for the Board of Directors.			
Tactic	Timing	Lead	Measure of Success
Identify board recruitment needs including people who can assume officer positions or committee chairs; look for relationship builders to assist with fund development and marketing/outreach and grounds/facilities experts.	On-going	Board/Dev. Comm.	
Develop a Board vetting questionnaire and interview/ selection procedure.	Completed		
Strategy 5: Develop our volunteer force and capabilities.			
Tactic	Timing	Lead	Measure of Success
Strengthen volunteer recruitment by listing and posting opportunities on the United Way website, MHM website and other site.	Sept. 2016	Becky/Ellie/Kelly	
Conduct CPR training with docents.	Explore Liability	AJ	
Enlist the former interns to remain committed to MHM as volunteers/advocates		AJ	
Host volunteer appreciation events (tea in April/ picnic in Fall).	2016	Ellie/Becky/Patte	
Acknowledge and recognize individual volunteers	2016	Ellie/Becky	
Enlist volunteers to find and recruit additional volunteers.	In process/On-going	Ellie/Becky	

Increase volunteer benefits (event/ gift shop discounts, etc.)	2016	Ellie/Becky/AJ	
Create a Volunteer Manual with descriptions and policies	May 2017	Ellie/Becky	
Strategy 6: As the organization grows and funding is available, refine and expand the staffing model.			
Tactic	Timing	Lead	Measure of Success
Current staffing success of Gift Shop Management analysis	Dec. 2016	AJ	
Examine and refine current staffing model and expand to improve as funds become available.	End of each year	Exec. Comm.	
Goal 3: Continue to improve our facilities and grounds.			
Strategy 7: Develop a space plan with a corresponding budget for museum and Lyric Theater renovations			
Tactic	Timing	Lead	Measure of Success
Develop a detailed space plan with timelines and budget for the bathrooms, Lyric Theater, former candy shop display area, museum entrance and welcome center, and basement space; present recommendations to Board	In process	Bruce as chair, Bob Stowe, AJ, Jim Warner	
Develop a maintenance check list.	In process	AJ	
Strategy 8: Improve outside landscaping and museum "curb appeal."			
Tactic	Timing	Lead	Measure of Success
Improve attractiveness through rounds and gardens with low maintenance plantings.	In process	Bruce/Diane V.	
Improve exterior signage.	2016/2017	Kelly/Dev. Comm.	

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Goal 4: Enhance our programs and collections			
Strategy 9: Keep exhibits fresh by rotating and changing them periodically.			
Tactic	Timing	Lead	Measure of Success
Rotate exhibits- after space is available	2018	Bruce	
Share exhibits with other museums	2018	Bruce	
Improve self-guided tour gallery display; potential intern project	2017	Bruce	
Improve the phonograph display.	2016	Jim Warner	
Add sound component to Self-Guided gallery	2018		
Strategy 10: Catalog and organize library.			
Tactic	Timing	Lead	Measure of Success
Finish installing software and recruit volunteers	2016	Patte w/ Bruce	
Re-visit intake/outtake policies and procedures for donated items.	2016	Patte/Bruce	
Create manual for this process for staff and volunteers	2016		

APPENDICES

APPENDIX 1: OUR CURRENT SITUATION

Why is the Music House so critical?

- Unique collection
- Wonderful place for family and community
- Forbearer of scientific invention
- Preserves the collection; catalogs and making sure things don't get lost
- Provides a window to history- as far as music, performance and the mechanical aspects
- Music is a fair and glorious gift from God
- We all can agree that music pulls us together
- It's a world-class collection- leading experts, people from all over the world come to us
- So many things are disappearing; can't make progress if we can't look back
- Museum brings past to the present
- For people to move forward, they need to know where they come from
- It's critical to preserve past cultures, understand why it's important and how it impacts our present and future
- Don't know where you're going if you don't know where you've been
- Dedicated passionate people on staff- we don't have quantity but we have quality
- New perspective on engineering and its roots- a perspective on craftsmanship
- Part of a continuous process and as an educator reflect on how engineering and technology has evolved and how some of these technologies grew into what we have today (help people make connections). Being able to see it, makes it more than a concept.
- Feeds your soul; we're not feeding the hungry or patching up the wounded. We're feeding those who walk through the door

Our accomplishments over the past three years

- Gift shop is much improved
- The roof was replaced
- Better calendar organization
- Mortier and Bruder have been restored
- Long list of additional collections
- Having a staff- one of the goals from the last meeting
- Diversity of programming- will hopefully bring in new grants
- Overhaul of technology- from last plan
- Improved landscaping, better signage
- \$70,000+ in grants
- Moving lighting from incandescent to LED
- Started a relationship with Western Michigan University- interns
- Improved inside of the barn- painted and fixed
- Improved attendance
- Point of service systems
- New projector
- Swingshift and the Stars
- Marketing is more consistent

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- Work as a team and getting better at it
- Being accountable on spending (data collection and reporting)
- Mortgage paid off
- One more rental house
- Website updated- on-line store started

What do we need to do over the next three years?

- Succession planning
- Bus tours haven't grown (events and walk-ins have increased). Question: Is the bus tour industry down overall or are the tour groups going other places?
- Gift shop strategies
 - Promote during tour
 - Coupons
 - Look at merchandise (local artists)
- Salesforce installation- data collection and reporting
- Staffing model for the future- recruit interns from Western University, develop docents for the future- alumni group
- Fund development/fundraising
- More sustaining through winter- run some scenarios related to staying open on weekends
- Update Lyric theater so it's catering ready
- Getting sponsors for MHM events
- Address line of credit- can we get rid of it
- Re-organized phonograph collections and label it better
- Upgrade bathrooms
- Increase private events, weddings
- Increase space in museum- more displays
- Improve marketing materials
- Self-guided tours with cell phone
- More targeted marketing
- More rotating displays
- Relationships with other museums to rotate things and share
- Better cataloging and organizing in library

What will be different about the MHM in three years?

- More revenue- operating endowment, annual fund
- Exterior more pleasant, grounds and gardens
- Improved data and reporting
- More volunteers and more engaged
- Lots of visitors, buses
- Rotating displays
- Well-maintained
- Staging area in Lyric Theater
- More awareness and knowledge by local community