

Stonewall National Museum and Archives

THE FUTURE OF OUR HISTORY:

STRATEGIC PLAN 2019 – 2021

Adopted by the Board of Directors – February 2, 2019

INTRODUCTION

- Stonewall National Museum & Archives (SNMA) is one of the only museums in the country dedicated to the history, civil rights, achievements, and culture of lesbian, gay, bisexual, and transgender people.
- The museum features the Archives, Library, and Offices in Fort Lauderdale and a large gallery in Wilton Manors, with quarterly changing exhibits, free programs, and a permanent visual timeline of American LGBTQ+ history available for our visitors.
- The Fort Lauderdale site houses the largest private lending library of LGBTQ+ items in the country, containing more than 36,000 circulating books, audio, and media; a Special Collection consisting of 1,000 rare, valuable out-of-print, autographed or annotated books and manuscripts; an HIV/AIDS Historical Research Collection; and more than 6,470 serial collections and 2,300 archival collections that include historical documents, manuscripts, ephemera, clippings, buttons and memorabilia.
- SNMA is a living cultural institution committed to working with LGBTQ+ partner organizations throughout South Florida and the nation to celebrate the history, diversity and cultural heritage of our shared LGBTQ+ community. We are pleased to present “The Future of Our History: Strategic Plan 2019-2021” which will guide our ongoing institutional growth and development.

OUR PROCESS

- The Board of Directors and the National Advisory Council met on March 6, 2018 and initiated the strategic planning process for 2019 -2021 by forming a Strategic Planning Working Group to identify, interview, and select a consultant to assist SNMA in formulating the Strategic Plan:
 - Cultural Assets Consulting, LLC was selected, and the work was initiated by Hollis Gillespie, Principal, in July with a tour of the Fort Lauderdale and Wilton Manors facilities and interviews with Board and NAC members, SNMA staff, and other informed stakeholders. She also conducted interviews in Washington, D.C. with LGBTQ+ leaders, museums, and other individuals who are knowledgeable about nationally focused museums.

- At the end of October, Ms. Gillespie facilitated a Strategic Planning Retreat with the Board, and NAC members, where her findings were presented and initial short and long-term goals were discussed. She subsequently submitted a summary report – with detailed observations, findings, and recommendations which was distributed in the Board packet for the December 1st meeting.
- Board Chair, Ron Herron, assigned three members of the Executive Committee (Larry Karnoff, Jacki Bennett and Joe Wert) to serve as the primary writing team for synthesizing the report from Ms. Gillespie and preparing a detailed Strategic Plan with Goals, Sub-Goals, Deliverables, Accountabilities, and Timeframes.

MISSION, VISION AND VALUES

MISSION

Stonewall National Museum & Archives promotes understanding through preserving and sharing the proud culture of lesbian, gay, bisexual and transgender people and their significant role in American society.

VISION AND VALUES STATEMENT

Based upon the strategic planning process, as described earlier, the Executive Committee of the Board will be organizing a process in the near future for the Board of Directors and National Advisory Council to:

Consider revising the current Mission Statement within the context of the Strategic Plan;
 Develop a supportive Vision Statement to inspire and give direction to our organization;
 Articulate the Values which define SNMA's core beliefs at all levels of the organization and serve as the moral mooring of all we do.

Equal Opportunity: It is the Organization's policy to treat all applicants for employment and volunteer opportunities fairly and to base all decisions on individual qualifications to fill available positions or appointments. In addition, the Organization is committed to providing equal employment opportunities to all employees and applicants for employment without regard to race, color, religion, gender, gender identity or expression, sexual orientation, national origin, age, disability, marital status, personal appearance, family responsibilities, genetic information, political affiliation, matriculation, or any other category prohibited by law. This policy applies to all employment practices, including but not limited to recruitment,

hiring, pay, training, job assignments, benefits, leave, promotion, firing, layoff, or other employee, or employment function.

OVERARCHING GOALS

STRATEGIC PLAN: OVERARCHING GOALS

OPERATIONS: Create an exceptional visitor experience.

HUMAN RESOURCES: Optimize our human capital.

FISCAL: Secure financial stability and growth.

OPERATIONS: CREATE AN EXCEPTIONAL VISTOR EXPERIENCE

- Programs: Mount and promote a vibrant array of programs, exhibitions, and activities which represent the culture, diversity and heritage of LGBTQ+ people in America.
- Collections: Develop and implement a comprehensive and inclusive collections plan.
- Library: Continue to provide a Library which is relevant to the needs of the community.
- Marketing: Create a national marketing plan based on the branding report of 2018.
- Youth Education: Design and implement educational and outreach initiatives to empower youth.
- Facilities: Align all facilities to meet the needs of SNMA visitors, collections, and staff.
- National Presence: Create a national presence which meets the needs of the visitors interested in learning more about the LGBTQ+ experience in America.

HUMAN RESOURCES: OPTIMIZE OUR HUMAN CAPITAL

- Align organizational structure, staffing, and skills with strategic goals.
- Align HR-related systems to strategic goals.
- Define, align, and monitor the execution of responsibilities by the Executive Director in relation to the Board and its Committees.
- Build leadership that represents the regional and national expression of Stonewall National Museum & Archives.

FISCAL: ENSURE FINANCIAL STABILITY AND GROWTH

- Enhance and diversify income streams.
- Enhance revenue and expense management.
- Initiate a comprehensive campaign plan.

