



**Strategic Plan
2021-2023**



EXECUTIVE SUMMARY

Overview

Quincy Children's Museum (QCM) received its 501(c)3 non-profit status in February 2020. Founding board members Amy Peters, Emily Reuschel, and Chris Dye, along with the QCM Education Committee and members of the community created the organization's mission, vision, and values which provided direction for the priorities set forth in this Strategic Plan. Initial grant funds were used for legal fees associated with incorporating and organizing, consultant fees, and to purchase materials for three mobile exhibits: small blue blocks, hands-on wind, and hands-on light.

The Quincy Children's Museum board engaged Maggie Strong of meSTRONG, Inc. to facilitate the development of a three-year strategic plan. The purpose of this plan is to provide a road map for the board that highlights the specific milestones QCM needs to reach in order to attain its goal of opening a permanent location in the next five years.

This Strategic Plan clarifies the purpose and direction for Quincy Children's Museum for the next three years and concludes December 31, 2023. The Strategic Framework of the plan includes the Mission, Vision, and Strategic Priorities of the Quincy Children's Museum. The overarching strategic priorities we will address during the span of the plan are:

1. Start-up strong.
2. Build human resource capacity.
3. Build financial stability through development and fundraising.
4. Increase community awareness.
5. Engage children and families.

Business Development Stage

Quincy Children's Museum is moving into the Business Development stage of development. Leaders of an organization in this stage feel the organization has codified and built the capacity to effectively manage the quality of its program model, and its focus is now on clarifying the organization's strategic business model. Organizations in this stage are developing plans that determine the strategies, goals, and objectives for the revenue model to ensure sustainability or growth, the administrative and operational support model that will serve as the capacity backbone for program growth and expansion, and the oversight model for holding all leaders accountable for finances, mission progress, and impact.

Organizations in the Business Development stage should consider focusing on (1) developing strategic and business plans, including determining metrics of success for key goals and objectives (2) determining the oversight model (i.e., leadership, decision-making and accountability model) that will ensure the timely implementation of strategies and tactics, (3) developing and implementing a reliable revenue generation model, and (4) developing and implementing an overall staff and volunteer management model that clarifies all position roles and responsibilities, establishes performance criteria, and decides upon the best talent recruitment, management and development methods, tools, and processes.

Action Plans

Each strategic priority in the Quincy Children’s Museum Strategic Plan has a measurable objective and a related action plan. The Quincy Children's Museum Action Plans spreadsheet provides additional detail on how QCM will achieve its Strategic Plan goals. Each strategic priority has an action plan which includes: action steps/activities, expected results, start date, deadline, responsible party, responsible committee, needed resources, budget, status & data, and notes. The action plan document is a working document and will and should evolve.

Key Performance Indicator Dashboard

The KPI Dashboard, established in November 2020, gives Quincy Children's Museum Board and Staff an overview of Key Performance Indicators identified in the strategic plan and the status of each indicator. A visual color-coding system allows users to easily identify which indicators meet or exceed targets (green), are within range of the targets (yellow), or are significantly off-targets (red). The Quincy Children's Museum Board of Directors will monitor the implementation of this plan on a monthly basis, and the action plan will be updated regularly. The process for changing or updating the strategic plan is specified in the section “Changing Our Plan.”



REVISION PAGE

Each revision to our Strategic Plan document will have a unique revision date in the new version. This page documents each of those revisions including the date and the brief reason for the change.

Date:

Reason for Change:



ASSOCIATED DOCUMENTS

Information that is closely related to the information in our Plan is kept in the following separate documents. They are available by contacting our board president.

- Background Report (September 2020)
- Compression Planning Summary Report (September 2020)
- Quincy Children's Museum Strategic Action Plans and KPI Dashboard (Created October 2020, Working Google Spreadsheet)



MISSION, VISION AND KEY BUSINESS WE ARE IN

Mission Statement

To transform the lives of children and families through experiences that inspire curiosity, connection, creativity, and discovery.

Vision Statement

Joyful children, engaged families, and a connected community

Our Values

Curiosity

Connection

Creativity

Discovery

Who We Serve

- Families from all backgrounds in a 75-mile radius of Quincy
- Overwhelmed and disconnected families/caregivers
- Under-resourced families/caregivers
- Children (and families) with diverse needs

What We Do

- Captivate children through constantly changing exhibits and activities designed to engage their curiosity, foster exploration, and meet their diverse needs.
- Strengthen families through positive parent/caregiver-child experiences, strong relationships with the community and other families, and a sense of belonging.
- Enrich the community by filling an unmet need for children and families, attracting visitors to the region, and strengthening community ties.

Our Impact

- Stronger, healthier, and more connected families
- Joyful children who become curious and compassionate adults with critical thinking skills, which in turn become a new generation of problem solvers who contribute to society
- A more vibrant community: stimulated economy, enriched culture, families that stay in the area, stronger community engagement from families



STRATEGIC PRIORITIES

Quincy Children's Museum has identified the following strategic priorities critical to the achievement of Quincy Children's Museum mission over the next three years.

#1 Start-up strong.

Build a framework for success.

Key elements:

- Built-out board of directors
- Comprehensive, evidence-based business plan
- Case studies of peer children's museums/area nonprofits
- Operational capacity

Measurable Objectives:

- By December 31, 2020, QCM will have a growing governing board of 5 to 9 members with elected officers and updated by-laws.
- By March 31, 2021, QCM will have completed a comprehensive, evidence-based business plan.
- By April 30, 2021, QCM will have updated and finalized the 5 priority action plans.
- By December 31, 2021, QCM will have a full governing board of 9 to 11 members with elected officers and updated by-laws.
- By December 31, 2023, QCM will have selected a location and buildout will be underway.

#2 Build human resource capacity.

Invest in people. Recruit and align board, staff, and volunteers around our mission.

Key Elements:

- Activated committees
- Volunteer recruitment, engagement, and retention
- Executive Director
- Staffing plan

Measurable Objectives:

- By February 28, 2021, QCM will have identified and activated committees.
- By October 31, 2021, 50 QCM volunteers will have served 1,000 hours.
- By October 31, 2022, 100 volunteers will have served 2,000 hours.
- By December 31, 2022, QCM will have hired an executive director.
- By December 31, 2023, QCM will have a volunteer retention rate of 80% from 2022 to 2023.

#3 Establish financial stability.

Secure major investments and build a sustainable portfolio of revenue streams.

Key Elements:

- Development and fundraising - silent and public phases
- Case statement and logic model
- Fundraising needs and goals
- Membership plan

Measurable Objectives:

- By April 30, 2021, QCM will have compiled a list of 200 target donors.
- By June 30, 2021, QCM will have initial development collateral to present to target donors.
- By October 31, 2021, QCM will have a board giving rate of 80%.
- By December 31, 2021, QCM will have secured our "First/Founding 50" individual donors representing \$100,000 in private donations.
- By December 31, 2022, QCM will have a board giving rate of 100%.
- By December 31, 2022, QCM will have secured \$500,000 in private donations
- By December 31, 2022, QCM will have secured pledges from 2 foundational and influential investors at the \$100,000 level or higher.
- By December 31, 2023 QCM will have secured 100 pre-launch memberships.
- By December 31, 2023 QCM will have secured \$1 million in private donations.

#4 Increase community awareness.

Establish a recognizable brand within a 75-mile radius of Quincy.

Key Elements:

- Market research
- Brand standards
- Website and social media
- Marketing and communications plan

Measurable Objectives:

- By September 30, 2021, the QCM website will have reached 2,500 total visitors.
- By September 30, 2022, the QCM website will have achieved 10,000 total visitors.
- By December 31, 2022, QCM will have increased our social media reach by 50% over the prior year's total.
- By December 31, 2023, QCM will have increased our social media reach by 50% over the prior year's total.

#5 Engage children and families.

Cultivate a community through outreach experiences that inspire curiosity, connection, creativity, and discovery.

Key Elements:

- Outreach and engagement
- Exhibition plan
- Community partnerships

Measurable Objectives:

- By December 31, 2021, QCM will have served 1,000 people at 10 community events.
- By December 31, 2021, 70% of outreach participants (parents/caregivers) will agree or strongly agree that their QCM experience will influence the way they engage with the children in their lives.
- By December 31, 2021, 70% of outreach participants (children) will report experiencing something new while engaging with QCM.
- By December 31, 2022, QCM will have served 5,000 people at 25 community events.
- By December 31, 2022, 70% of outreach participants (parents/caregivers) will agree or strongly agree that their QCM experience will influence the way they engage with the children in their lives.
- By December 31, 2022, 70% of outreach participants (children) will report experiencing something new while engaging with QCM.
- By December 31, 2023, 70% of outreach participants (parents/caregivers) will agree or strongly agree that their QCM experience will influence the way they engage with the children in their lives.
- By December 31, 2023, 70% of outreach participants (children) will report experiencing something new while engaging with QCM.



MONITORING, COMMUNICATING, AND CHANGING OUR PLAN

Quincy Children's Museum will review progress on the 5 strategic priorities each quarter. This will include a full board discussion facilitated by the board president. Questions for discussion: Are goals being met? What can board members do to help meet these goals? What are the barriers to meeting our goals? What is working? What isn't working/what do we need to change to meet our goals? What are the key learnings?

Strategic Plan Annual Report

At the beginning of each fiscal year, Quincy Children's Museum will prepare an annual Strategic Plan Report to include:

1. Progress on strategic priorities as measured by Quincy Children's Museum Strategic Plan KPI Dashboard
2. Status of action plan steps including red (not started), yellow (in progress), and green (completed)
3. A new, updated action plan for the upcoming year.



APPENDIX

Process Used to Develop Our Strategic Plan

The Quincy Children’s Museum engaged Maggie Strong of meSTRONG, Inc. to facilitate the development of our Strategic Plan.

Stage	Task	Date
Pre-Planning	Direction setting with QCM Leadership <ul style="list-style-type: none"> ● Initial consultation with founding QCM board members ● One-on-one interviews with each QCM board member ● Kick-off meeting 	June-July 2020
Mission & Vision	Conducted compression planning session with founding board members and stakeholders to identify the mission, vision, and values of QCM: <ul style="list-style-type: none"> ● Held August 5, 2020 ● 11 participants ● Board adopted Mission, Vision and Values in August 2020 	August 2020
Internal and External Data Collection	<ul style="list-style-type: none"> ● Completed background research. ● Conducted community survey with 601 responses. ● Created Background Report. 	August-Sept 2020
Identifying Strategic Priorities	<ul style="list-style-type: none"> ● Held Compression Planning Session with 21 QCM stakeholders. ● Provided Compression Planning Report. 	Sept 17 & 19, 2020
Strategic Plan Finalization	<ul style="list-style-type: none"> ● Prepared a draft Strategic Plan for board review and input. ● Solicited input on final strategic priorities, objectives, and action steps. ● Updated and finalized the strategic plan evaluation schedule. ● Final board review and adoption Date: November 12, 2020 	October 2020
Strategic Plan Implementation	<ul style="list-style-type: none"> ● Quincy Children’s Museum will work with stakeholders to execute strategic plan action steps. ● Quincy Children’s Museum will seek out and invest resources in the execution of strategic plan action steps. ● Quincy Children's Museum will evaluate progress toward strategic plan goals monthly or quarterly. ● Quincy Children’s Museum will “refresh” Strategic Plan annually by updating strategies and action steps as needed. 	2021-2023