

**Juneau-Douglas City Museum  
City and Borough of Juneau Library Department**

**FIVE-YEAR STRATEGIC PLAN UPDATE  
FY2014 – 2019**

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## Juneau-Douglas City Museum

### Long Range Plan Update: FY2014 – 2019

#### Executive Summary

This is an update to the Juneau-Douglas City Museum (JDCM) Long Range Plan. It covers the five years FY2014 – 2019. The previous plan covered the five years FY 2007 – 2012.

Much of the prior five-year plan has been completed or is near completion. Programs have been expanded. The collection has been organized and placed into better, more efficient storage in the museum's basement. A non-profit Friends group has been organized and is functioning as a Museum support group. When a new heating, humidity and ventilation system is installed with secured funding, major elements of the FY2007 – 2012 plan will have been completed.

Looking ahead, the updated JDCM plan anticipates major arts and cultural developments in the community in the next three to five years. The Alaska State Museum will open in 2016 with an expanded Library, Archive, and Museum. A proposed new Sealaska Walter Soboleff Cultural Center is being built. The Juneau Arts and Humanities Council and the arts community are working on long range planning for a new performance arts center. This plan prepares the JDCM to embrace opportunities and challenges to re-examine, cultivate and continue to operate in their unique community niche in the midst of these Capital City cultural developments.

**There are nine sections to this plan update. Each section consists of two parts, a narrative and a planning table. Here is preview of each section:**

**Administration and Staffing:** A series of recommendations that address the administrative and staffing challenges of a growing museum on a limited budget. Recommendations here and elsewhere seek to maximize the use of volunteers through volunteer training and skillful supervision.

**Facility Improvements:** This section addresses the need to locate securable and environmentally controlled space for storage of the ever-growing portion of the JDCM's collection that is not exhibited. Currently the JDCM's non-displayed collection is stored in the museum basement. The JDCM's basement is all but full. Yet the collection continues to grow as area residents contribute worthy art and historical artifacts to the museum.

**Exhibits:** At the very heart of the museum's mission, recommendations in this section would present new exhibits representing the diverse cultural heritage of Juneau and the artistic vitality of the community. New exhibit locations would also be developed off-site, taking the JDCM to locations outside its walls.

**Collections:** The JDCM has a responsibility to acquire, accession, catalogue, and store collections that meets the Museum's mission. Collections must be available for public access for research and education.

**Public Programs and Education:** This section recommends the JDCM aggressively pursue engaging the public with even more public programs and education services. Similar to the recommendations in the Exhibits and Collections section, it recommends taking many of these activities to off-site and online to where Juneau-Douglas residents live, work, play and learn in the twenty-first century.

**Increased Attendance: Marketing and Cultural Tourism:** Increased attendance and admission fees are critical for the JDCM's continued success. Recommendations here suggest how to use the next three-five years to grow the cultural tourism market in a manner that both increases attendance at JDCM and increases the overall appetite of visitors to visit cultural institutions in Juneau. Recommendations also address the JDCM's need to convince residents to revisit their museum and experience what's new.

**Friends of the Juneau-Douglas City Museum:** This new support group was created in 2010 to provide necessary support to the JDCM's mission. Recommendations here are designed to give the group focus, leadership, financial goals, fundraising projects and training.

**Historic Preservation:** Located in Juneau's historic district, the JDCM is itself listed on the National Register of Historic Places. This section is a series of recommendations that engage the museum, the Historic Resources Advisory Committee (HRAC) and other historical institutions in interpreting and promoting the historic significance of the museum and promoting the importance of historic preservation across the city of Juneau-Douglas.

**Public Art Maintenance:** There has been ongoing discussion of having the JDCM manage the city-owned portfolio of public sculpture and art. This would be a new responsibility for the JDCM. This section recommends JDCM and the CBJ develop a scope of work and budget for this new responsibility.

**Collaboration:** Conversations with the JDCM and other local organizations revealed a belief that regular communication; planning and increased collaboration between organizations is possible, needed and likely to be mutually beneficial. This section makes a specific recommendation to begin the process with Juneau's major historical, cultural and educational institutions.

**Museum Plan Priorities:** This is an ambitious plan for a museum with a small budget and a small staff. Should the JDCM and the CBJ need to prioritize among the many tasks contained in the plan, the following priorities should guide its decisions of which to accomplish first.

- 1) **Acquire Collection Storage:** The need to locate securable and environmentally controlled storage space for the ever-growing JDCM's collection is essential.
- 2) **Continue to develop the Friends of the Juneau Douglas City Museum:** The FoJDCM needs to continue to develop in partnership with the Museum into an effective support organization.
- 3) **Secure More Staff:** The Museum's small staff is challenged with running the complex and specialized operations of a working museum. More staffing is needed to operate consistently and professionally. Recruiting, training and maintaining competent volunteers and recruiting and working with graduate museum studies interns is mandatory for day to day operations.

- 4) **Prepare the JDCM to thrive in a growing landscape of expanding cultural institutions:** With major museum, cultural and art institutions expanding in Juneau, the Museum needs to focus on collaboration and coordination of talents, collections and marketing to help it meet its mission.
- 5) **Increase Collaboration:** Increase collaboration with similar mission driven groups to maximize effectiveness in mutually beneficial education, history, and cultural driven projects.

**About Measurable Objectives:** Measurable objectives are identified in each of the nine sections. These should be used by the JDCM to set performance targets for each goal.

Initially, Museum staff and the FoJDCM will propose annual targets covering the five-year period of this plan. Each target will have a baseline quantity – through periods of reliable data. The JDCM will present these to Library Department for review and approval.

In each subsequent year, as part of JDCM’s annual planning process, the Museum Director along with staff, the FoJDCM and the Library Department will review and analyze progress toward the annual targets. Operational plans and budgets for the coming year will be developed and adjusted according to progress toward target goals.

## GOALS: FY 2014 – 2019

### **GOAL: Administration, Staffing**

#### **CONTEXT:**

This strategic plan envisions expanded programs and services at the Museum, at locations around the city and online. A fulltime staff of four employees manages the JDCM's current level of programming. They are assisted by volunteers and by the recently formed support group Friends of the Juneau-Douglas City Museum. Both of these volunteer groups require a modest but important degree of staff support. The Friends of the Juneau-Douglas City Museum will require more staff support as their role in providing financial support to the JDCM grows.

Significant program expansion and robust efforts to grow attendance are part of this strategic plan update. An entirely new responsibility, maintenance of the CBJ's public art is on the JDCM docket as well. These efforts will require additional staff. The JDCM will need to work within the CBJ's Library Department's budget system to justify new positions and identify funding sources to support them.

Among the Museum's neighbors are the Alaska State Museum and Alaska State Historical Library. These institutions are well funded and contain important Juneau history artifacts and history. The Museum must be prepared for staff transitions as history, cultural arts and museum positions open in other institutions. Likewise, the Museum can benefit from these institutions' extensive and important collections and staff assistance for programming, marketing, exhibits, collections assistance and information.

The JDCM has been a facility of the CBJ's Parks and Recreation Department. July 1, 2014 (FY15) the JDCM administratively moved to the CBJ Library Department.

#### **RECOMMENDATIONS:**

On the attached page are a series of administrative and staffing recommendations that seek to address the challenges of a growing museum on a limited budget. Recommendations also seek to prepare for staffing transition. Recommendations here and elsewhere in this updated plan seek to maximize the use of volunteers through skillful supervision and volunteer training.

**MEASUREABLE OBJECTIVES:** Measures for this section are primarily: Were the actions steps undertaken and were the related goals accomplished: Yes or no?  
Numbers of volunteers and numbers of interns are also measures for several of the goals.

**Juneau-Douglas City Museum - 5 Year Strategic Plan Update**

**ADMINISTRATION, STAFFING:** Provide the human resources necessary to successfully carry out the JDCM’s Five Year Strategic Plan. Determine the appropriate departmental home for JDCM within the government of the CBJ.

<b>ADMINISTRATION, STAFFING: GOAL</b>	<b>ACTION STEP</b>	<b>RESPONSIBLE PERSON</b>	<b>TIME PERIOD</b>	<b>COST</b>
Review, update & adopt Museum’s long-range plan	Hire a long-range plan contractor to work with HRAC, FoJDCM, Museum staff, CBJ administration, and stakeholders to rewrite, update & adopt JDCM long-range plan	Museum Director, P&R Director and Recreation Superintendent	FY2013/14 <b>completed</b>	\$7,000 CLG grant secured FY 2013
Determine appropriate departmental home for the JDCM within the government of the City and Borough of Juneau	Move the JDCM’s budget to the CBJ’s Library Division	Museum Director, Library Director, P&R Director, CBJ Administration	FY2015 <b>completed</b>	N/A
Recruit museum graduate studies interns to work at the museum	Continue to solicit yearly ongoing graduate studies interns to work with the Museum on a continuous basis	Museum Director, CBJ HR & Law Department, Library Department	FY2014/15 <b>completed</b> ongoing	\$5000/FY stipend plus annual maintenance cost of Intern Cabin
Continue to understand, develop, cultivate and grow a successful, trained cadre of volunteers	Solicit, recruit, and train capable volunteers for front desk and collections assistance	Museum Director, Administrative Assistant	ongoing	Museum Budget
Provide training opportunities to staff for professional development in a Museum environment	Offer professional training opportunities to staff	JDCM budget Grants & FoJDCM	ongoing	unknown
Position the JDCM as a best practices accredited Museum to receive exhibit loans from large institutions & increase grant funding eligibility	Investigate & pursue accreditation of JDCM through American Association of Museums. 2015 is anticipated new process for small museums	Curator of Collections and Exhibits, Museum staff	FY2016/17 <b>reassess</b>	New guidelines not yet available: cost is unknown

Support JDCM's need for additional front desk staffing	Fund and hire a seasonal front desk assistant (750/hrs) for increased summer visitation	Museum Director, Library Director, City Administration, FoJDCM	FY18 summer	Range 9 Front desk Assistant
Support JDCM's need for a full-time exhibits curator	Fund and hire an additional 1FTE Curator of Education and Exhibits to Museum staff	Museum Director, Library Director, City Administration	unknown	Range 14 Curator of Exhibits pay schedule
Support Museum cleaning services with contractual cleaning	Contractual Cleaning implemented, .02 janitorial position removed	Museum Director, Library Director, City Administration	FY17 completed	contractual
Anticipate and plan for staff position turnover every 3-5 years	Keep & update operating desk manuals	All Museum staff	ongoing	N/A
Participate in the dissemination of CBJ's collection of public art	Museum/Library & JAHC populate statewide database of CBJ Public Art	Curator of Collections, Library Director, City Administration/JAHC	FY17 completed	N/A

## **GOAL: Facility Improvements**

### **CONTEXT:**

The Juneau-Douglas City Museum will soon complete an outstanding long-term priority facility improvement: installation of interior environmental climate control (HVAC) upgrades to protect and preserve the Museum's collection and preserve the historic integrity of its building that resides on the National Register of Historic Places.

The Museum resides in a 6000 square foot building with less than 2000 square feet dedicated to collection storage. The JDCM must begin looking for and securing environmentally controlled space for storage of the ever-growing portion of the JDCM's collection that is not exhibited. The Museum stores its exhibit furniture, education collection and other non-collection items offsite at the city's Thane storage facility, in privately rented storage space and in Douglas at the Building Maintenance shop.

Currently the JDCM's non-displayed collection is stored in the Museum basement is at capacity. The collection continues to grow by approximately 300 – 400 donations a year. Donations range from objects such as period record players and furniture to documents and photographs. Future storage expansion will need to be off-site.

In the long-term, beyond the five-year scope of this plan, there may be a need for a larger museum.

### **RECOMMENDATIONS:**

Determine the annual net growth (accession less deaccession) of the JDCM's collection and the amount of space needed to store growing collections for the next five to ten years.

Work with CBJ and Library Department to secure city owned space for JDCM's collection overflow for the next five to ten years. Collection storage space must be climate controlled and secure.

Work with CBJ agencies, libraries and other museums, public buildings to provide long term object appropriate off-site visible collections storage and exhibits. Work with Library Director to be included in the CBJ's Six-Year Capital Improvement Plan, and investigate private funding.

**MEASUREABLE OBJECTIVES:** Measures for this section are primarily: Were the actions steps undertaken and were the related goals accomplished: Yes or no?

## Juneau-Douglas City Museum – 5 Year Strategic Plan Update

**FACILITY IMPROVEMENTS:** Continued care and planning for space improvements will be sought. New exhibits are needed in general history gallery, and securable storage for future collection growth will be identified.

FACILITY IMPROVEMENT: GOAL	ACTION STEP	RESPONSIBLE PERSON	TIME PERIOD	COST
Complete environmental upgrade to protect the collection.	Complete HVAC installation	Museum Director, CBJ Engineering, CBJ Maintenance	FY2013-2014 <i>completed</i>	\$650,000 NEH grant & 1% CBJ sales tax initiative funding secure
Exterior Illumination of JDCM building	Investigate energy-effective lighting for maximum night lighting of the building/flag poles & totems	Museum Director, CBJ Engineering, CBJ Maintenance	FY2014/15 <i>In progress</i>	unknown
JDCM building front entrance re-design	Investigate front entrance re-design to partition entrance to museum exhibits	Museum Director, CBJ Engineering, CBJ Maintenance	FY2014/15 <i>completed</i>	unknown
Secure offsite storage for overflowing collections	Quantify then discuss collection storage needs and options with Library Director & CBJ	Museum Director/Library Director, CBJ	FY2014/15 <i>In progress</i>	unknown
Bring the JDCM to where residents live and work	Identify CBJ capital project funds and private funds for collection storage preparation and offsite exhibit needs	Museum Director, P&R Director, Engineering, CBJ	FY2014 - ongoing	unknown
Allocate funds for current storage and exhibit case needs	Investigate CBJ capital funding and grant funding for visible storage and offsite exhibits projects for 5-10 year exhibit	Museum Director, Museum Curator of Collections and Exhibits, Engineering, Library Director	FY14-18 <i>completed</i>	unknown
Develop a storage space plan for 2-D collections	2-D collections storage will reach critical mass in 2017. Look at options for secure, safe storage of objects	Curator of Collections and Exhibits, Museum Director	FY17-18	unknown

Anticipate the long-term need for a larger museum	Investigate planning and funding needs for larger building with more collection storage, office, and exhibit space. Develop scope and project concept	Museum Director, FoJDCM, CBJ	FY2019 <i>In progress</i>	unknown
Anticipate the long-term need for a larger museum	Develop 5-10 year capital campaign for new museum	Museum Director, FoJDCM, CBJ	Beyond five years	unknown

## **GOAL: Exhibits**

### **CONTEXT:**

The JDCM serves a local population of 32,000 that is culturally diverse and geographically dispersed between Downtown Juneau, West Valley Juneau and Douglas.

In the summer JDCM is one of many Juneau cultural visitor attractions vying for the attention of visitors – most of whom have limited time to spend in Juneau.

### **GOAL:**

Develop and maintain exhibits that engage the public where they live, work and visit. Provide exhibits of Juneau-Douglas history, art and culture that are educational, tell personal stories and involve hands-on interaction.

### **RECOMMENDATIONS:**

- Develop a new permanent exhibit to interpret Juneau's Native Alaskan and Filipino history.
- Exhibit living indigenous artists such as weavers and carvers in extended "living exhibitions" modeled on venues such as Sitka National Park artist demonstrations.
- Pursue traveling exhibits for museum galleries consistent with the JDCM's curatorial mission.
- Continue the Museum's solo artist exhibit opportunity for local artists to exhibit monthly October-April.
- Establish museum satellite exhibit sites in the Valley. Exhibit more objects from collection at satellite sites such as the local Juneau malls; the Juneau Airport; the Juneau Ferry Terminal, University of Alaska Southeast and the Juneau Public Library.
- Develop and market a 30-90 minute experience for the visiting tourist. Have available shorter videos (5-7 minute) for viewing during the tourist season.
- Partner with other Museums and cultural centers in Juneau on exhibits and exhibit themes.

**MEASURABLE OBJECTIVES:** The measure for the goals in this section is primarily: Were the actions steps undertaken and were the related goals accomplished: Yes or no?

## Juneau-Douglas City Museum – 5 Year Strategic Plan Update

**EXHIBITS:** Develop and maintain exhibits that engage the public where they live, work and visit. Provide exhibits of Juneau-Douglas history, art and culture that are educational, tell personal community stories and involve hands-on interaction.

EXHIBITS & COLLECTIONS: GOAL	ACTION STEP	RESPONSIBLE PERSON	TIME PERIOD	COST
Continue to build mutually supporting relationship between the JDCM and local artists	Continue the Museum’s solo artist exhibit opportunity for local artists to exhibit monthly October-April	Museum staff	ongoing	Museum budget
Increase interest, attendance, support of the JDCM by augmenting the JDCM’s permanent and locally produced exhibits with quality touring exhibits	Pursue traveling exhibits for museum galleries relevant to the JDCM’s curatorial mission	Curator of Exhibits and Collections and Museum Director	ongoing	Grants & Museum budget
Continue to curate, interpret, and exhibit the stories and histories of Juneau's diverse people at the JDCM	Develop interpretation plan for general history gallery redesign to consider 5-7 minute videos on history	Curator of Exhibits and Collections, Museum Director and exhibits Contractor	FY15-18 <i>In progress</i>	\$25,000 (grant request)
Continue to curate, interpret, and exhibit the stories and histories of Juneau's diverse people at the JDCM	Re-develop permanent gallery exhibit to interpret Juneau’s Native Alaskan and Filipino history	Curator of Exhibits and Collections, Museum Director and exhibits contractor, local Native groups and clan members & Filipino community	FY15-18 <i>In progress</i>	\$50,000-\$100,000 (grant request)
Continue to curate, interpret, and exhibit the stories and histories of Juneau's diverse people at the JDCM	Develop a Hands-on Mining Room exhibit, “Who Were the Miners”	Museums Director, Curator of Collections and Exhibits, Curator of Public Programs	FY15-18 <i>In progress</i>	\$25,000 (grant request)
Bring the JDCM to where residents live and work	Develop a plan to identify new areas to install off-site exhibits and perform maintenance on existing off-site exhibits	Curator of Exhibits and Collections, Museum Director	ongoing	\$10,000-\$25,000 (grant request)
Bring the JDCM to where residents live and work	Establish Museum satellite exhibit sites in the Valley. Exhibit more objects from collection at satellite sites. (E.g.: at Nugget and Mendenhall Malls, Airport, Ferry Terminal, UAS, Juneau Public Libraries)	Curator of Exhibits and Collections, Museum Director, Satellite Exhibit Sites	ongoing	\$50,000-\$150,000 (grant request)

**GOAL: Collections**

Collections: Acquire, care and properly house collections that meet the Museum’s mission. Provide public access to Museum collections on and off-site.

**CONTEXT:**

The heart of the Museum is its collection of Juneau history objects and artifacts. The Museum’s accessions, catalogues and provides storage for 350-450 new objects a year. 2014 Juneau-Douglas City Museum Collections Demographics:

Objects	5304
Photos	88,901 +
Archives	3218
Research Library	1574
Education Collection	469

The Museum has a longstanding relationship with Last Chance Mining Museum (LCMM) located in the Last Chance Basin. This facility is owned by the CBJ, leased to the Gastineau Channel Historical Society and operated as a seasonal mining museum open to the public. The LCMM exhibits 215 objects on loan from the JDCM. The Museum works with the LCMM yearly to ensure loan items are documented, cared for, and exhibited properly.

As the city’s collecting institution it is a natural fit for the JDCM to be considered the administrative clearing house for the CBJ’s public art collection as it becomes a funding priority for the CBJ.

**MEASURABLE OBJECTIVES:** The measure for the goals in this section is primarily: Were the actions steps undertaken and were the related goals accomplished: Yes or no?

**RECOMMENDATIONS:**

- Continue to solicit Juneau history collections that meet the Museum’s mission.
- Continue to accession, catalogue and properly store 350-450 objects yearly.
- Continue to acquire collections of Juneau history and contemporary artists through grant initiatives and the Museum’s dedicated acquisition fund.
- Collect and care for Juneau history objects using best practices Museum professional standards.

<b>COLLECTIONS: GOAL</b>	<b>ACTION STEP</b>	<b>RESPONSIBLE PERSON</b>	<b>TIME PERIOD</b>	<b>COST</b>
Continue to accession, catalogue, store, and care for JDCM collection objects	Continue to accession typically 300-450 objects yearly into the JDCM's permanent collection	Curator of Exhibits and Collections and Museum Director	ongoing	Museum budget & grants as needed
Preserve, protect 4-story totem pole at JDCM	Develop plan for preserving and protecting the historic 4-story totem pole at JDCM. E.g.: move it inside or erect a shed/cover	Curator of Collections and Exhibits and Museum Director	FY2018 <b>In progress</b>	Unknown
Protect historic 5-Stamp Mill at Treadwell	Work with Treadwell Preservation Society to raise funding for protective, historic structure and interpretation	JDCM, HRAC, Treadwell Preservation Society	<b>Assessment Completed FY17</b>	\$60,000-\$200,000
Continue to accession, catalogue, store, and care for JDCM Education collection objects	Continue to develop and collect for the JDCM's education collection	Curator of Exhibits and Curator of Public Programs	ongoing	Museum budget & grants as needed
Increase access to exhibited and archived collections for the general public and for researchers	House JDCM collection on home website through Past Perfect and JDCM front desk	Curator of Exhibits and Collections	<b>FY2014 completed</b>	Museum budget
Increase access of the JDCM as a research hub for the general public and for researchers	Add ancestry.com and other research sites to the museum's web site for effective history research	Library Department/ Museum	ongoing	Museum budget
Ensure Collections Care upholds professional standards	Step 1: Review JDCM loan paperwork and update Step 2: Return loans	Curator of Exhibits and Collections & Intern or Contractor	Step 1: FY2017	Internship or grant
Examine collection for possible artifact removal from the permanent collection	Based on best practices and the museums collecting policies: identify collections for possible items to remove from collections.	Curator of Exhibits and Collections, Museum Director & HRAC	Ongoing	Museum budget
Work with Last Chance Mining Museum (LCMM) to ensure JDCM museum loans are secure and on exhibit at LCMM	Annually review loan paperwork for the JDCM/city owned objects residing at the LCMM	Curator of Collections and Exhibits	Annually <b>In progress</b>	N/A
Participate in the dissemination of CBJ's collection of public art	Museum/Library & JAHC populate statewide database of CBJ Public Art	Curator of Collections, Library Director, CBJ Administration & JAHC	completed	N/A

## **GOAL: Public Programs and Education**

### **CONTEXT:**

The Juneau-Douglas City Museum's mission states:

*"The Juneau-Douglas City Museum fosters an awareness of Juneau's cultural heritage, values and community memory so we may draw strength and perspective from the past, inspire learning, and find purpose for the future."*

In service to its mission the JDCM serves the population of Alaska's capital city and its visitors with an expanding array of programs and educational services. With new attractive cultural centers and a state of the art museum and archives being planned and executed in the next three to five years, the JDCM must continue to connect to its mission and find its niche in the community.

### **EXPANDING PROGRAMS, EDUCATION SERVICES AND COMMUNITY ENGAGEMENT:**

The JDCM is currently working on expanding its education offerings for K – 12 schools, taking the museum to the schools in "History Kits" rather than relying on the schools to bus students to the museum where the perception of hard-to-find parking (more perception than reality) keeps students and their parents from venturing downtown to the corner of 4<sup>th</sup> and Main Streets. Strategic goals have focused on taking exhibits to the Valley where many residents, who rarely come downtown, work and play. JDCM is inviting community groups into the museum, hosting after-hours social and civic events. It is conducting creative, popular and frequent hands-on activities for artists, families and active retirees at the Museum.

The Museum has recently put its education collection on-line for better inventory and evaluation for History Kits by staff and educational professionals. The JDCM has developed a web presence through virtual exhibits of collections and "Digital Bob" a searchable database of Juneau history articles by Bob DeArmond and is also working on putting its collection on-line.

The Friends of the Juneau Douglas City Museum have developed a website and Facebook account in an all-out effort to make the Museum accessible and present in the virtual world where increasing numbers of people spend more and more of their time.

### **RECOMMENDATIONS:**

The JDCM should continue to engage the public in the expanding public programs and educational services described above and on the following page. Particularly important will be those efforts that take the Museum to where Juneau-Douglas residents live, work, learn and play in the twenty-first century. The Museum needs to convert passive supporters into actively engaged supporters. Residents who engage frequently with their museum at all stages of their lives will provide financial support to the JDCM.

### **MEASUREABLE OBJECTIVES:** Measures for goals in this section are:

- Number of community events hosted.
- Number of K-12 student programs offered.
- Number of K-12 students attending JDCM programs.

- Number of traveling trunks/history kits created and circulated.
- Number of adult and children classes offered.
- Number of off-site public programs offered.

For some goals the measure is: Were the goal's actions steps undertaken and were the related goals accomplished: Yes or no?

## Juneau-Douglas City Museum – 5 Year Strategic Plan Update

**PUBLIC PROGRAMS and EDUCATION:** Partner with community organizations, the school district, businesses and artists to offer programs and classes that stimulate community interests and enhance State educational standards in concert with the Museum's mission.

<b>PUBLIC PROGRAMS and EDUCATION: GOAL</b>	<b>ACTION STEP</b>	<b>RESPONSIBLE PERSON</b>	<b>TIME PERIOD</b>	<b>COST</b>
Engage more of the community with, and at, the JDCM	Continue to host 1st Fridays, community groups, legislative receptions, 12x12 workshops, "Chamber After Hours", Coffee and Collections	Curator of Public Programs in connection with community groups	ongoing	Museum budget
Engage more of the community with, and at, the JDCM	Host Juneau Explorer Camps and day camps for kids; adult classes in connection with community interests and solo artist exhibits and lectures	Curator of Public Programs & Museum staff	ongoing	Museum budget
Engage more of the community with, and at, the JDCM	Invite indigenous artists, weavers & carvers to demonstrate their skills at the JDCM during open hours; partner for historic films; consider live-streaming lectures and special programs	Curator of Public Programs & Museum staff	ongoing	Museum budget and (grant funding)
Increase the quantity of K-12 student programs	Continue and complete expansion of JDCM's traveling trunks /history kits program Step 1: Review JDCM education collection and house on Past Perfect & in archival storage Step 2: Work with teachers to establish Juneau history themes & curriculum Step 3: Develop kits	Curator of Public Programs, Teaching professionals & Museum Director	Step 1: complete Step 2: FY 2015 Step 3: FY2016	\$10,000 (grant funding each step)
Increase the quantity of K-12 student programs	Solicit funding for busses to bring school groups to the museum for special tours and programs	Curator of Public Programs	FY17/18	Friends group
Engage the Juneau Public Schools with the JDCM	Participate in ANY GIVEN CHILD	Curator of Public Programs, Any Given Child Board, Museum Director, Teaching Professionals	FY14 ongoing	Museum budget & project funds
Engage the Juneau Public Schools with the JDCM	Solicit and work with high school community service students as assistants for public programs	Curator of Public Programs	ongoing	Museum budget

Improve quality of student programs. Provide programs that support high school Alaska History requirements	Create hands-on, interactive activities and exhibits	Curator of Public Programs and Educational Professionals	ongoing	Museum budget & project fund grants
Increase the quantity of K-12 student programs	Provide a web site to download self-guided or pre-visit Museum/educational curriculum	Curator of Public Programs and Educational Professionals	FY17 In progress	Museum staff & CBJ webmaster
Engage the Juneau Public Schools with the JDCM	Continue to develop & collect for the JDCM's education collection	Curator of Exhibits and Curator of Public Program	ongoing	Museum budget & grants as needed

**GOAL: Increase Attendance: Market Positioning, Cultural Tourism and Parking Improvements.**

**CONTEXT:**

Attendance is an important measure of a museum’s success in carrying out its mission. Admission fees are an important source of a museum’s earned revenue. Repeat attendees are an important source of financial contributions.

In three to five years there will be increased competition in Juneau for museum visitors with new, attractive, comparatively well-funded and professionally staffed institutions in walking distance of the Juneau-Douglas City Museum.

Downtown Juneau hosts hundreds of thousands of visitors each summer. Most of these visitors arrive on cruise ships mere blocks from the JDCM. When they disembark, visitors are usually on pre-arranged, tightly scheduled tours. Few visitors know enough about the “Jewel Box on the Hill” in advance to seek out the Museum during their few hours in town.

Locally, residents perceive the Juneau Douglas City Museum as difficult to visit. While prominently sited next to the State Capital, the Museum has no public parking of its own. Nearby on-street parking has a reputation of being hard to find. Juneau’s often rainy, windy, snowy or icy downtown sidewalks make the somewhat steep two-block climb to the Museum an impediment to visiting.

Further, some local residents incorrectly perceive that if they have visited the JDCM once, they have seen all it has to offer and this perception stops them from returning.

**RECOMMENDATIONS:**

Increase attendance from visitors and from local residents, and convince residents to revisit their Museum. Use the next three-five years to grow the cultural tourism market in a manner that both increases attendance at JDCM and increases the overall appetite of visitors and residents for visiting cultural institutions in Juneau. Work more effectively with the local JCVB to increase and diversify marketing and advertising outreach to become a must see destination.

**MEASUREABLE OBJECTIVES:** Overall measures for goals in this section are:

- Number of tourists visiting the JDCM
- Number of local residents visiting the JDCM
- Revenue from attendance and earned income (measured by fiscal year and/or seasonally)

For some goals the measure is simply: Were the goal’s actions steps undertaken and were the related goals accomplished: Yes or no?

## Juneau-Douglas City Museum – 5 Year Strategic Plan Update

**INCREASE ATTENDANCE:** Grow attendance by appealing to cultural tourism, rebranding, market repositioning of the Museum to a new generation of residents and guests, and improve parking and visitor access.

<b>INCREASE ATTENDANCE: GOAL</b>	<b>ACTION STEP</b>	<b>RESPONSIBLE PERSON</b>	<b>TIME PERIOD</b>	<b>COST</b>
Increase attendance of local residents	Develop a marketing plan to increase local (repeat) and visitor attendance to include new branding, marketing, information dissemination, building enhancement, visitor needs, community surveys and beneficial partnerships	Museum Director, Curator of Public Programs, Contractor	FY2017	unknown grant funds
Increase attendance of local residents	Continue to produce 3xs a year newsletter; press; radio; e-flyers; web marketing for museum exhibits & programs and news	Curator of Public Programs	ongoing	Museum budget
Increase attendance and awareness by building an online following	Develop a more engaging, attractive stand-alone website	Work with the Library to redesign Museum website and FoJDCM on their website	ongoing	N/A
Increase dissemination of Juneau’s historic building and public art brochure to the public	Partner with JCVB or DBA, HRAC or other community organization to revise & print historic downtown walking guides for free yearly dissemination to visitors	Curator of Public Programs, Museum Director, HRAC, Design Contractor, JCVB groups	ongoing goal; need to prioritize	\$10,000 grant for brochure development; \$3-5K annually dependent upon quantity printed
Increase attendance by residents	Engage media and other cultural institutions in promoting a fresh image of JDCM	Curator of Public Programs, Museum Director	ongoing	Not known at this time
Increase attendance by residents	Continue to identify, market, and produce one of a kind collections gift shop items	Administrative Assistant/ Museum Staff	ongoing	Museum Budget
Increase attendance by residents	Continue to solicit Juneau gift shop artists to showcase their work in JDCM gift shop	Administrative Assistant	ongoing	Museum Budget
Build cultural tourism in Juneau	Jointly market Juneau history & culture “PREMIUM PASS” for visitors	Museum Director, Partner Institutions, CBJ finance & law department	FY2015 <b>ongoing</b>	Revenue generating for the Museum budget

Build cultural tourism in Juneau	Meet regularly with Juneau Museums and Cultural Centers to find common goals	Museum Director, Museum Staff	FY2014-ongoing	Museum budget
Increase attendance among visitors	Solicit more positive reviews of JDCM on TripAdvisor.com. Give feedback cards to visitors	Museum staff	FY2014-ongoing	N/A
Increase attendance among visitors through additional history tours	Offer regularly scheduled docent guided walking tours. i.e.: Schedule guided walking tours at 10am and 2pm; 7 days a week during tourist season	Curator of Public Programs, walking tour guides, associated tourism partners	FY17-ongoing	unknown staffing cost
Increase attendance among visitors through additional history tours	Complete work on cemetery audio tour & offer self-guided audio and app tours	Curator of Public Programs, Museum Director, Contractor	FY12-research, FY15-script, FY16-produce & market	unknown cost
Make JDCM easier to visit by car, by bus and on foot	Improve parking availability: Overcome parking limitations. Secure nearby parking, drop-off locations for cars and buses. Promote free 2 hour parking downtown. Work with CBJ transportation improvements to shuttle residents to & from JDCM & other historic attractions in Juneau, advertise the free bus ride from Public Library to Capitol and back	Museum Director, CBJ, Juneau Museum working group	FY18 In progress	unknown
Make JDCM easier to visit by car, by bus and on foot	Improve bus access: Advocate for installation of signs for reserved summer bus drop-off space at SW corner of 4th and Main. Get this into the street redesign plan ASAP. Publicize the free bus from Public Library to Capitol and back	Museum Director, CBJ, and Engineering NOTE: New covered walkway will be installed from the new parking garage to the SW corner of 4th and Main.	FY2014 In progress	N/A

## **GOAL: Friends of the Juneau-Douglas City Museum**

### **CONTEXT:**

The Juneau-Douglas City Museum (JDCM) has developed a 501c3 non-profit group whose primary purpose is to provide financial resources to support the programs, activities and facility of the JDCM. This is the **Friends of the Juneau-Douglas City Museum (FoJDCM)**.

The FoJDCM is a young organization and has identified three goals necessary for its success:

- 1) **Focus/Fundraising Goals:** The group is looking to clarify its support role. Members of the group know that the group's purpose is to provide much needed revenue (rather than volunteer hours) for the Museum. The group needs affirmation of this focused role. Importantly, the FoJDCM needs annual fundraising goals to help them build their capacity (and confidence) to fundraise.
- 2) **Fundraising Projects:** The FoJDCM needs a banner project or projects that the group can successfully implement that will raise substantial funds for the JDCM.
- 3) **Leadership:** Currently the FoJDCM does not have leadership within its membership to effectively mobilize the energies of the group around fundraising. The FoJDCM needs internal organization to support specific fundraising projects.

### **RECOMMENDATIONS:** This consultant recommends:

- The FoJDCM, in consultation with the Museum Director, develop specific fundraising dollar goals for the next five years with each year being increasingly challenging.
- The FoJDCM, in consultation with the Museum Director, develop a five-year fundraising plan consisting of one or more annual fundraising activities, events or ongoing projects that will meet the FoJDCM's annual fundraising goals.
- The FoJDCM produce an annual fundraising event.
- FoJDCM board members should make financial contributions to the FoJDCM for the support of the JDCM.
- Continue to build support for the JDCM in the community.
- Develop and enhance alliances with other history and cultural groups in Juneau-Douglas.

**PROJECTS:** The FoJDCM and Museum Director have identified several projects (below) that could raise substantial new revenues for the JDCM and provide the focus needed to recruit or develop leadership internally. Funds raised by these projects could be targeted either for specific programs and capital improvement initiatives of the JDCM and/or for the general support of the operations of the Museum. The identified projects are:

- Produce a signature annual fundraising event. It has been suggested that this take place each fall – perhaps in October. The specific nature of this event is not yet determined. This project could start taking place in the fall of 2015.
- Mount successful membership campaigns to recruit new members and board members.
- Produce items to be sold in the Museum gift shop to compliment the Museum's history mission and produce revenue for the FoJDCM.

**RECOMMENDATION FOR LEADERSHIP DEVELOPMENT:**

- Develop leadership from within the FoJDCM's membership. Each of the projects described above suggests a set of leadership skills necessary to organize and successfully carry out the projects.
- Have dedicated members of the FoJDCM receive leadership training:
  - Training is available from The Foraker Group for a modest fee.
  - Another effective method of training is to have the leader of the FoJDCM event be mentored by a similar leader at another museum that is successful with similar types of events/activities.

**MEASUREABLE OBJECTIVES:**

- Revenue from contributions (measured annually and by fundraising activity)
- Revenue from gift shop sales (measured annually and/or seasonally)
- Number of members of the FoJDCM.

For some goals the measures are simply: Were the goal's actions steps undertaken and were the related goals accomplished: Yes or no?

## Juneau-Douglas City Museum – 5 Year Strategic Plan Update

**FRIENDS OF THE JUNEAU-DOUGLAS CITY MUSEUM:** Increase the fundraising effectiveness of the JDCM's financial support organization and develop strong leadership and future goals.

<b>FRIENDS OF THE JUNEAU-DOUGLAS CITY MUSEUM: GOAL</b>	<b>ACTION STEP</b>	<b>RESPONSIBLE PERSON</b>	<b>TIME PERIOD</b>	<b>COST</b>
Raise contributed revenues for JDCM programs and projects	Purchase 55 new chairs for the Museum's public programs	FoJDCM board, Museum Director	April 2013 <i>completed</i>	\$3,400 secured
Increase the fundraising effectiveness of the JDCM's financial support organization	Develop a five-year fundraising plan consisting of one or more annual fundraising activities, events or ongoing projects that will meet the FoJDCM's annual fundraising goals	FoJDCM with Museum Director	Annually	\$5000 year
Increase fundraising effectiveness of the JDCM's financial support organization	Recruit new FoJDCM Board members. Focus on all ages and community leaders	FoJDCM board, Museum Director	ongoing	
Increase fundraising effectiveness of the JDCM's financial support organization	Mount successful membership campaigns to recruit new members and board members	FoJDCM board, Museum Director	Annually	Revenue generating
Raise contributed revenues for JDCM programs and projects. Increase the community profile of the JDCM	Produce items to be sold in the Museum gift shop to compliment the Museum's history mission and produce revenue for the FoJDCM	FoJDCM board, Museum Director	ongoing <i>In progress</i>	Revenue generating
Increase fundraising effectiveness of the JDCM's financial support organization	Train FoJDCM leadership: Via Foraker Group and/or apprenticeships	FoJDCM board	ongoing	\$2K-\$5K
Increase the fundraising effectiveness of the JDCM's financial support organization	Set-up FoJDCM website & keep current	FoJDCM board, Museum Director, contractor	ongoing	Done
Increase attendance and awareness by building an online following	Develop a Facebook following. Keep Facebook page current	FoJDCM volunteers, Museum Director	ongoing	Done
Engage the public in their community history dialogue	Work with community groups on Juneau history retrieval and dissemination	FoJDCM, community groups	ongoing <i>In progress</i>	unknown
Work as an effective advocate in the community for JDCM	Work with the Museum Director to identify Museum goals and needs and effectively develop community support for them	FoJDCM board, Museum Director	<b>FY16:</b> <i>completed</i>	FY16: \$10,000
Raise contributed revenues for JDCM programs and projects. Increase the community profile of the JDCM	Produce a FoJDCM signature fundraising event each October/Fall, perhaps tied to an annual city award for local history	FoJDCM board	Annually starting in fall 2013	Revenue generating
Raise contributed revenues for JDCM programs and projects	Continue the "best practice" of 100% of FoJDCM members making substantial financial contributions annually	FoJDCM board	Annually	Revenue generating

Raise contributed revenues for JDCM programs and projects	Raise funds to help transport students to JDCM for educational tours & study	FoJDCM	FY18 donation	\$2500/grant
Develop FoJDCM leadership & partnership in Juneau historic preservation	Find similar organization and Non-Profit board leaders to mentor the FoJDCM into a seasoned group & share programing	Museum Director and FoJDCM board	ongoing	N/A
Raise \$100,000 endowment for JDCM. (To be administered by the Juneau Community Foundation)	Develop plan and timeline for FoJDCM Endowment Campaign to raise \$100,000 to realize 4% (\$4,000) annually for JDCM projects.	Museum Director and FoJDCM board	ongoing	Revenue generating
Be involved with JDCM marketing efforts, namely JCVB	Attend JCVB functions and work with the organization to actively promote the JDCM as a cultural destination when visiting Juneau in marketing opportunities and in the community	Museum Director and FoJDCM board	ongoing	\$3000-\$5000
Expand the JDCM's volunteer and training programs	Actively recruit, train, and manage their 1FTE volunteer program through marketing efforts	Administrative Assistant, Museum Director, FoJDCM	ongoing	\$2500-\$5000
Provide training opportunities to JDCM staff for professional development in a Museum environment	Offer professional training opportunities to staff	Museum Director and FoJDCM board	ongoing	unknown

## **GOAL: Historic Preservation**

### **CONTEXT:**

The City and Borough of Juneau and the Juneau-Douglas City Museum (JDCM) recognize the value of historic preservation to the community. The mission of the JDCM shares historic preservation efforts with the City and Borough of Juneau, and the Historic Resources Advisory Committee (HRAC). Historic preservation safeguards the character and culture of a community by preserving historic buildings and sites. This work enhances community pride, historical reflection and the quality of life for residents by providing a culturally rich environment and creating a sense of place. Economic and educational benefits of preservation include heritage tourism and an increased appreciation of the areas unique history.

The JDCM resides on a site and in a building listed on the National Register of Historic Places for statehood significance for the official raising of the United States flag when Alaska became the 49<sup>th</sup> state, a significant event of statewide importance. Formerly a library, the 6500 sq. ft. concrete building built in 1951 is comprised of three floors dedicated to Veterans of Foreign Wars at its original dedication. Listed on the Register in 2006, the Juneau Memorial Building has a commanding presence, sitting on a hillside at the corner of 4<sup>th</sup> and Main Streets, across from the Alaska State Capitol, overlooking downtown Juneau. On the property are two totem poles and the Alaska Statehood site, the latter marked by a commemorative bronze plaque 2'x4' marker situated between two twenty-five foot high flagpoles on the front lawn with the following inscription: *Commemorating the Raising of the 49<sup>th</sup> Star Flag, July 4<sup>th</sup> 1959 Juneau, AK.* The Museum still flies a 49 star flag in commemoration of the event. The building has had exterior and interior alterations since its construction in 1951 but retains its essential historical integrity.

### **RECOMMENDATIONS:**

- Work with the HRAC to preserve Juneau-Douglas history through its built structures.
- Use the Secretary of the Interior's Standards for the Treatment of Historic Properties as a guide resource for on-going:
  - Rehabilitation of the historic JDCM building
  - Maintenance of the historic JDMC building
  - Preservation of the historic JDMC building site
- Interpret and disseminate information on the Museum building's historic significance to the public.
- In collaboration with the HRAC, promote historic preservation and historic preservation education and awareness within the community of Juneau.

**PROJECTS:** The Museum Director and the Historic Resources Advisory Committee have identified projects that can be successfully undertaken to promote the historic significance of the building in which it resides and the importance of historic preservation in the city of Juneau. These are:

1. The Museum will continue to produce and disseminate the Juneau Memorial Library brochure that tells the story of the building and its national significance.
2. Continue to work with the Historic Resources Advisory Committee (HRAC) to promote historic preservation.

3. Work with the Historic Resources Advisory Committee to continue to add and expand the Museum's online database of historic structures.
4. Maintain the Juneau History Grant as a community incentive to preserve Juneau's history of built structures and historic sites.
5. Continue to offer the downtown historic walking tour that interprets Juneau's historic built environment.
6. Develop and enhance alliances with other history and cultural groups in Juneau-Douglas. The Director in connection with the HRAC will attend Historic Preservation Conferences and disseminate information to appropriate CBJ agencies, the HRAC, and the community of Juneau.
7. Work with the HRAC, the CBJ Community Development Department, and the State Historic Preservation Office to identify and pursue specific historic preservation projects and/or activities that enhance existing and future historic properties and districts.
8. Partner with the HRAC, the CBJ Community Development Department, and the State Historic Preservation Office to exhibit, interpret, promote and assist historic preservation projects and/or activities that enhance existing and future historic properties and districts.

**MEASURABLE OBJECTIVES:**

For most of this section's goals the measure is simply: Were the goal's actions steps undertaken and were the related goals accomplished: Yes or no?

One quantifiable measure is the:

- Number of activities that promote historic preservation. These can be either those activities that the JDCM offers by itself or offers in conjunction with other entities such as the HRAC.

## Juneau-Douglas City Museum – 5 Year Strategic Plan Update

**HISTORIC PRESERVATION:** Preserve, maintain, rehabilitate and interpret the historic building that the Juneau-Douglas City Museum resides in. Work with the HRAC and other historical institutions to promote awareness and historic preservation projects and the historic structures of Juneau and Douglas.

HISTORIC PRESERVATION: GOAL	ACTION STEP	RESPONSIBLE PARTY	TIME PERIOD	COST
Rehabilitate, Maintain and Preserve the historic Juneau-Douglas City Museum (JDCM) building	The Museum will use the Secretary of the Interior’s Standards for the Treatment of Historic Properties as a guide resource for preservation of our historic building site	JDCM, CBJ, HRAC	ongoing	
Promote Historic Preservation through interpretation of the building and its presence as a historic Museum within the community of Juneau-Douglas	The Museum will continue to produce and disseminate the Juneau Memorial Library brochure that tells the story of the building and its national significance.	JDCM	ongoing	Museum budget
Promote awareness and historic preservation of the historic assets of Juneau-Douglas	The Museum in connection with the Historic Resources Advisory Committee (HRAC) will promote historic preservation education, awareness, and preservation within the community of Juneau	JDCM, HRAC	ongoing	CLG grants
Promote historic preservation of the historic built structures of Juneau and Douglas	Continue to work jointly with the HRAC in historic preservation	JDCM, HRAC	ongoing	unknown
Promote historic preservation of the historic built structures of Juneau and Douglas	Work with the HRAC to continue to add and expand the Museum’s online database of historic structures	JDCM, HRAC	ongoing	CLG grants
Promote historic preservation of the historic built structures of Juneau and Douglas	Maintain the Juneau History Grant as a community incentive to preserve Juneau’s history of built structures and historic sites	JDCM & Juneau History Grant Committee	ongoing	\$2,500 annually awarded
Promote historic preservation of the historic built structures of Juneau and Douglas	Continue to offer the downtown historic walking tour that interprets Juneau’s historic built environment	JDCM	ongoing	Museum budget & Museum revenue generator
Promote historic preservation of the historic built structures of Juneau and Douglas	Develop and enhance alliances with other history and cultural groups in Juneau and Douglas. The Museum Director in connection with the HRAC will attend Historic Preservation Conferences and disseminate information to appropriate CBJ agencies, the HRAC, and the community of Juneau	Museum Director	ongoing	CLG travel training grants & CBJ budget

<p>Promote historic preservation of the historic built structures of Juneau and Douglas</p>	<p>Work with the HRAC, the Community Development Department and the State Historic Preservation Office to identify and pursue specific historic preservation projects and/or activities that enhance existing and future historic properties and districts</p>	<p>Museum Director</p>	<p>ongoing</p>	<p>CLG grants</p>
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## **GOAL: Public Art Maintenance**

### **CONTEXT:**

The City and Borough of Juneau owns a portfolio of public sculpture and art. Much of its collection is permanently installed in public spaces outdoors. These public artworks require maintenance and repair.

The City Manager of CBJ has determined that the JDCM is the most appropriate agency within CBJ government to manage a program of inventorying, maintaining and repairing these public artworks. At some time, the JDCM may be required to inventory CBJ-owned public artworks and establish a program and budget for maintaining the collection and become involved at inception of the consideration and needs of new public artworks within the CBJ's domain.

This will be a new responsibility for the JDCM. Each artwork is unique and requires distinct care and should have a maintenance schedule. The artist who created or fabricated the work may be available to perform this work. If the artist or fabricator is not available a contractor(s) with appropriate skills will need to be hired.

### **RECOMMENDATION:**

Anticipating this new responsibility when invited, the Museum Director will meet with appropriate CBJ officials to develop and agree upon a scope of work and develop a budget to initiate and manage the program.

### **MEASURABLE OBJECTIVES:**

This section's measure is simply: Was the goal's action step undertaken and was the related goals accomplished: Yes or no?

**Juneau-Douglas City Museum – 5 Year Strategic Plan Update**

**PUBLIC ART MAINTENANCE:** Assume a new duty for the JDCM: Manage and maintain CBJ's collection of outdoor public sculpture and art.

GOAL	ACTION STEP	RESPONSIBLE PERSON	TIME PERIOD	COST
Assume the management and maintenance of CBJ's collection of public art	In concert with CBJ, develop a management plan for CBJ's Public Art Program. Agree upon scope of work, funding and staffing requirements to inventory, maintain and repair CBJ's public art collection	CBJ Manager's Office	ongoing	Estimate to implement: Staff: 1FTE Range: 14 - 15 Plus direct costs TBD

## **GOAL: Collaboration**

### **CONTEXT:**

Juneau-Douglas is home to many active historical, cultural and tourist organizations. Each has its own mission, constituents and funders. As such, there exists a natural tendency to work independently of each other. Yet, Juneau-Douglas is a town where the attention, attendance and support of about 32,000 residents and the eyes and wallets of hundreds of thousands of summer tourists are mutually sought.

Conversations with the leadership of JDCM and the heads of many other local organizations revealed a belief that regular communication and planning as well as increased collaboration between organizations is possible, needed and likely to be mutually beneficial.

### **RECOMMENDATIONS:**

The JDCM should request the Juneau Arts and Culture Center (JACC) to convene quarterly meetings with museum, historical, cultural organizations to share schedules, short and long-term plans and explore opportunities for collaborations and joint ventures. Participating organizations could include the JDCM, SLAM, CBJ libraries, JACC, UAS, JCVB, Sealaska Heritage Institute, local Native cultural organizations, Gastineau Channel Historical Society, and other interested cultural organizations.

To extend the reach of its programs, the JDCM should explore establishing more partnerships, programs and projects with other local organizations, education institutions, agencies, businesses, and facilities. E.g.: Establish satellite JDCS exhibits at CBJ libraries, Nugget and Mendenhall Malls, UAS, the Ferry Terminal, the Airport and other public spaces.

### **MEASURABLE OBJECTIVES:**

For this section the measures are the:

- Number of meetings with partner organizations convened by the JACC and attended by JDCM staff and other partner organizations.
- Number of projects undertaken in partnership with other organizations, businesses and facilities.

**Juneau-Douglas City Museum – 5 Year Strategic Plan Update**

**COLLABORATION:** Develop mutually beneficial alliances, partnerships, collaborations and communication with other Juneau-based educational historical and cultural institutions.

COLLABORATION: GOAL	ACTION STEP	RESPONSIBLE PERSON	TIME PERIOD	COST
Better engage the Juneau community with the JDCM by utilizing the strengths and assets of other Juneau-based historical and cultural organizations	Request the Juneau Arts and Culture Center (JACC) to convene and have the JDCM participate in quarterly Museum/history/cultural tourism meetings for joint planning and developing collaborations with other museum and cultural institutions	Museum Director, Directors of other Juneau-based Historical Cultural Institutions, JACC	FY2014 - ongoing	\$0
Extend Museum programs, exhibits and collections to the public in a cost-effective manner via partnerships with other organizations	Establish partnerships with local organizations, education institutions, agencies, businesses, facilities: e.g.: Satellite museums at CBJ libraries, Nugget and Mendenhall Malls, University of Alaska Southeast, Schools	Museum Staff, specific venues	FY2014-ongoing	(unknown) \$50,000 - \$100,000 for off-site exhibits

## Methodology

**The Project's Purpose and Scope** was to develop an updated five-year strategic and operating plan for the historic Juneau-Douglas City Museum (JDCM). The initial focus was to be on:

- 1) Updating the existing long-range plan
- 2) Prioritize goals for the next five years of operation, FY2014-FY2019
- 3) Investigate solutions for a Museum that operates in a historic building never intended to operate as a museum with a limited exterior and interior footprint
- 4) Incorporate the newly formed support group, Friends of the Juneau Douglas City Museum (FoJDCM), into the plan as an effective means for supporting the Museum
- 5) Set goals for exhibits, archives and curatorial work within the historic museum building
- 6) Set goals for needed storage and gallery space within the building's small space

Additional areas of focus surfaced during the course of the project:

- 1) Increase attendance and admissions at the Museum
- 2) Take Museum exhibits and programs off-site to where Juneau residents live and work
- 3) Manage the public art of the City and Borough of Juneau (CBJ)
- 4) Increase communication and collaboration with other cultural institutions in Juneau and with the visitor industry.

**The five-year plan update serves two primary purposes and audiences:**

- First, the plan provides internal guidance to JDCM staff, FoJDCM, Historic Resources Advisory Group (HRAC) and other groups directly associated with the operation and support of the JDCM.
- Second, the plan serves the City and Borough of Juneau City Manager's Office in its ongoing role of planning the operational, financial and capital needs of the JDCM.

**Process and Sequence of work plan:**

- 1) The contractor reviewed the Museum's previous Long Range Plan (2007 – 2012) and other materials provided by the Museum Director relevant to updating the plan.
- 2) The contractor directed a 360-degree self-assessment process of JDCM staff, FoJDCM board, CBJ City Manager's Office, CBJ Parks and Recreation Department and other key stakeholders via individual and group meetings, phone interviews and email correspondence. The assessment sought input on the JDCM's upcoming 5-year organizational and strategic goals. This process included:
  - Meetings in Juneau October 25, 26 & 27, 2012 with key JDCM stakeholders (listed below).
  - Phone interviews with additional stakeholders unable to meet in Juneau (listed below)
- 3) The contractor developed a draft of the Five-Year Strategic Plan Update document based upon input from the meetings and interviews. The document was prepared in consultation with the Director of the JDCM, using the format of the 2007-2012 plan. The format included:
  - a. An Executive Summary with
    - i. Contextual overview
    - ii. Broad organizational goals,
  - b. Nine departmental goals each with:

- i. Subsidiary goals
  - ii. Actions steps
  - iii. Identification of person(s) responsible
  - iv. Time period
  - v. Cost and revenue implications
- 4) Drafts of the Five-Year Strategic Plan Update document were distributed to key stakeholders for review and comments:
  - JDCM Museum Director and staff
  - Friends of the Juneau Douglas City Museum Board of Directors
  - CBJ Parks and Recreation Director
  - CBJ Recreation Supervisor/Liaison to JDCM
- 5) Final revisions were made to the Five-Year Strategic Plan Update document incorporating input from the key stakeholders.
- 6) The final Five-Year Strategic Plan Update document was submitted to the JDCM Museum Director.

**Stakeholder Interviews, October 22 – 26, 2012:**

- Jane Lindsey, Museum Director
- City Manager's Office:
  - Kim Kiefer, City Manager
  - Rob Steedle, Deputy City Manager
- Parks and Recreation Department:
  - Brent Fischer, Director
  - Myiia Whistler, Recreation Supervisor and liaison to the JDCM
- Merrill Sanford, Mayor and City Council member
- Kathryn Cohen, Board Member, Friends of Juneau Douglas City Museum
- Don Harris, Board Member, Friends of Juneau Douglas City Museum
- Mike Blackwell, Board Member, Friends of Juneau Douglas City Museum
- Jo Antonson, Deputy Alaska State Historic Preservation Officer/State Historian
- Bob Banghart, Chief Curator, Alaska State Museum
- Scott Carrlee, Curator of Museum Services, Alaska State Museum
- Rico Worl, Arts and Culture Specialist, Sealaska Heritage Institute
- Gary Gillett, Chair, Historic Resources Advisory Commission and President of the Gastineau Channel Historical Society
- Lorene Palmer, President, Juneau Convention and Visitors Bureau
- Elizabeth Arnett, Tourism marketing Director, Juneau Convention and Visitors Bureau
- Cathie Roemmich, CEO, Juneau Chamber of Commerce
- Nancy DeCherney, Executive Director, Juneau Arts and Humanities Council/The JACC (with Candy Behrends, Andy Klein and Shawn Boily)
- Gary Gillett, Chair, Historic Resources Advisory Commission and President of the Gastineau Channel Historical Society

**Stakeholder Group Meeting October 27, 2012:**

- Museum staff
- Representatives from the art community
- Representatives from the education community

- Friends of the JDCM
- Historic Resources Advisory Committee members
- Gastineau Channel Historical Society members
- JDCM Volunteers, Docents
- Alaska State Museum representative

**Staff Retreat December 8, 2013:** Museum Staff, Robert Barr, Library Director & Mark Whitman, Library Manager

**Staff Retreat March 14, 2016:** Museum Staff & Robert Barr, Library Director, Beth Weigel, Library Programs Coordinator