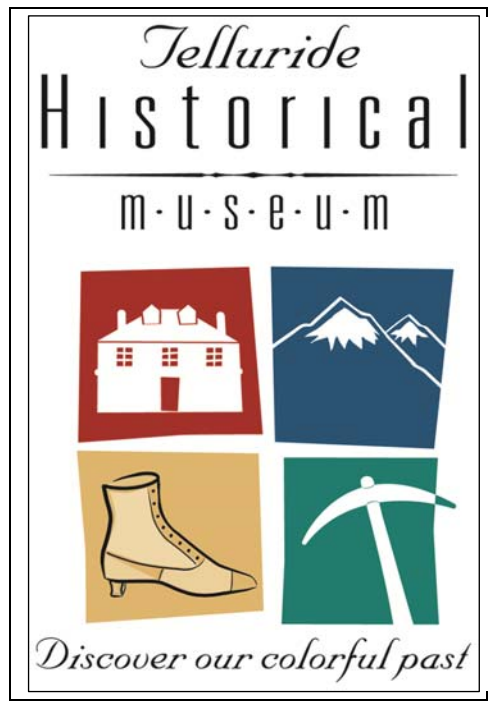


Telluride Historical Museum
Mission, Vision and Strategic Plan
2011 - 2013



Mission

The Telluride Historical Museum preserves the rich, colorful and diverse history of the region and brings history to life through exhibits, programs and education.

Vision

We envision a museum that is an indispensable cultural asset which reaches beyond its walls to engage people by bringing history to life.

Introduction

Changes in our Mission

In October, 2010, the Board of Directors of the Telluride Historical Museum held meetings to examine the museum's Mission and Vision and to create a three-year strategic plan. In the end, in-depth assessment led to the re-wording of our mission statement to reflect important changes in how we envision our role. The most important of these are:

- First, we have redefined ourselves as a regional museum, not just a museum for Telluride.
- Secondly, in this more interactive age, we will engage more often and more creatively with our constituent communities by bringing the rich history of our region to life in ways that go beyond our Museum walls.

These significant expansions of our core purpose require even greater professional and focused management of the Museum's physical, financial and human resources. Our three-year Strategic Plan sets the stage and launches us in these new directions by strengthening and broadening our foundation as a cultural institution.

Overview of the Strategic Plan

The plan has three overarching Goals:

Collection Goal: The Telluride Historical Museum will attain the highest degree of operational integrity based on industry standards and best practices.

The objectives under this Goal continue and accelerate our efforts to learn more about "best practices" in how museums manage and conserve their collections and to move our people, organization, technology and physical plant towards these standards.

Outreach Goal: The Telluride Historical Museum will establish itself as an indispensable cultural asset.

The objectives under this Goal will lead to more outreach and more interesting and engaging exhibits and programs both within the Museum and outside of our walls.

Operations Goal: The Telluride Historical Museum will attain efficient and cost effective governance using appropriate industry standards and best practices

The objectives under this Goal will lead us to improve our governance and management practices as they relate to our people, our organization, and our finances, particularly by engaging with and learning from other organizations and from experts.

2011 – 2013 Strategic Plan Summary

Collection Goal:

The Telluride Historical Museum will attain the highest degree of operational integrity based on industry standards and best practices.

American Association of Museums established guidelines as well as the Telluride Historical Museum Collections Care Policy will guide the makeup, care, preservation and use of the museum's collection of artifacts.

Collection Objectives:

Assess the museum's collection.

An inventory of the museum's collection is underway. The plan includes the documentation, critical assessment, and condition reporting of all artifacts, as well as an assessment of what artifacts the collection lacks to effectively preserve regional history. After completion of the inventory, a thorough assessment of short and long-term needs to properly store and care for the collection will be completed.

Develop and document appropriate conservation practices.

Proper cataloging and care of the collection requires appropriate software, as well as a documented list of resources available for conservation and preservation standards. While standards for collections care are in place, resources available detailing collection conservation practices will be reviewed, and definitive resources will be documented for consultation by staff and volunteers.

Store collections appropriately and initiate actions for long-term needs.

After completing the critical evaluation of the museum's collection, storage and accessibility requirements can be assessed. A plan for acquiring appropriate storage facilities will be developed.

Protect and document the collection of historic photos

The museum's collection includes a substantial collection of regional photos from the late 1800's through the 1970's. While the oldest of these photos was digitized through a grant from the Colorado Historical Society, the collection has grown significantly and additional digitization is required. Appropriate hardware and software will be identified for this project, and work will begin to identify, index, scan and appropriately preserve the photos.

Create a formal, industry appropriate disaster plan.

A formal and comprehensive plan for disaster recovery is needed. Disaster plans will include human, facilities, collection and information technology elements. Avalanche, rock fall, floods and other natural as well as man-made challenges will be addressed.

Obtain appropriate technology.

Information technology in a rapidly changing industry requires periodic review and modernization. Critical areas of technological capability include collections documentation, exhibits, membership tracking, networking, and accounting as well as training in maintenance and use of hardware and software. Strengths and gaps will be identified, a plan developed, and appropriate technology will be acquired and installed. Staff will be trained in the use of the technology.

Ensure physical plant maintenance.

The museum is housed in the historic Halls Hospital constructed in 1896. A restoration of the building was completed in 2000, and an annual maintenance plan is in place. An inventory of town and internal assets with a review and enhanced plan for the physical facilities is needed. Facilities include the historic structure, the historic shed on the premises, the outdoor education and exhibit areas and off-site storage facilities.

Outreach Goal

The Telluride Historical Museum will establish itself as an indispensable cultural asset.

The museum re-opened its doors in 2000 after a complete restoration of the building, and installation of world-class exhibits was completed in 2005. The museum has re-established itself as a vibrant museum through its outreach and programming. The next measure of success is heightened community awareness of this unique cultural asset.

Outreach Objectives:

Improve museum branding.

While visibility in the community has significantly increased in the past ten years, there remain residents who are unaware of the museum. Improved branding will support increased awareness of and visitation to the museum.

Increase memberships and strengthen relationship with members.

A loyal membership is not a birthright; it is earned, and is an indicator of community support. While memberships have increased steadily, focus on continuing this trend, strengthening loyalty and maintaining retention will continue.

Engage a variety of people through museum programming.

Telluride is a melting pot of cultural and socio-economic populations connected through a shared cultural heritage. Identifying and serving diverse groups helps maintain the sense of community at risk in the face of unprecedented transition. Diverse audiences will be targeted and collaborations sought to increase outreach to diverse populations.

Increase the museum's visibility in the Mountain Village.

Each area served has its own uniqueness to be identified and preserved. Venues outside of Telluride will be sought for programs and exhibits with emphasis on the Mountain Village whose residents support the museum.

Maximize use of the photo collection asset.

A valuable research tool, access to the museum's photo collection will be increased. Opportunities to supplement earned income through the sale of photos and photo products, as well as opportunities to increase awareness of the regions rich and colorful heritage through use of the collection will be pursued.

Develop and market the outdoor mining exhibit.

The outdoor exhibit and education space opens doors for creative use. The outdoor exhibit includes interactive elements and interpretation drawing wide audiences and increasing opportunities to serve diverse groups.

Integrate programming and exhibits.

Integration of onsite and offsite exhibits with specific programs creates a well-rounded educational opportunity and provides opportunities for audiences with diverse learning styles.

Create engaging and fresh exhibits.

Standards for the development and rotation of exhibits onsite and offsite help maintain integrity and encourage creativity. The museum's schedule will support exhibits highlighting the museum's collection of artifacts as well as traveling exhibits from other institutions. Exhibit evaluation will ensure the highest use of gallery and exhibit space.

Expand use of museum facilities beyond exhibits.

The use of facilities for non-traditional as well as traditional activities increases visibility and creates opportunities to serve diverse populations. Opportunities to host meetings, workshops and receptions will be welcomed.

Reach beyond the physical walls of the museum.

The museum will be known as the single-point reference for local history through outreach to the region it serves. Identifying, creating and acting on opportunities regionally to educate and inform will increase the museum's value as a community asset. Similarly, seeking external recognition will validate these efforts and increase visibility.

Operations Goal:

The Telluride Historical Museum will attain efficient and cost effective governance using appropriate industry standards and best practices.

Established by the American Association of Museums, as well as the Colorado Non-Profit Association, standards and best practices set forth principles for governance to ensure ethical and professional conduct in the management of the museum.

Operations Objectives:

Create and implement an evaluation and development process for staff.

Museum staff is recognized as a valuable asset and measures to ensure satisfaction, continuing professional development and retention are important. Quantitative and qualitative evaluations, established evaluation procedures and professional development planning create a healthy environment where skill levels and performance expectations are patent and achievable.

Create a network of professional resources.

A small staff cannot be expected to perform the duties of all aspects of a professional and inclusive museum with dedicated trained staff for each area of expertise. Identifying areas of need and establishing a network of professional resources to assist with responsibilities outside the purview of existing staff, and opening the doors for professional development as well as succession planning and recruiting will be completed.

Ensure operational integrity through excellence in governance.

The board of directors is charged with oversight of museum operations, finance and long-term planning. Clear and understandable policies, procedures and reporting as well as development of standards of board makeup and board development ensure ethical and professional oversight, and cooperation between board and staff.

Collaborate with other appropriate entities.

The benefits of collaboration with local governments, non-governmental agencies and businesses is recognized. The development of a formal plan for collaboration with diverse organizations will include assessment of current collaborative efforts and the consideration of additional collaborations where appropriate. By maximizing resources, the museum's reach is increased, and established professional working relationships benefit all involved.

Improve long-term financial viability.

The long-term viability of the Telluride Historical Museum is dependent upon diversity in funding sources and strong fiscal planning. An evaluation of current sources of funding and possible additional sources will lead to development of a three year financial plan. Linked to the strategic plan and setting standards for capital and operating reserves, the plan will set in motion actions to improve the long-term viability of the museum taking into account requisite long-term operating goals and objectives as well as capital improvements.