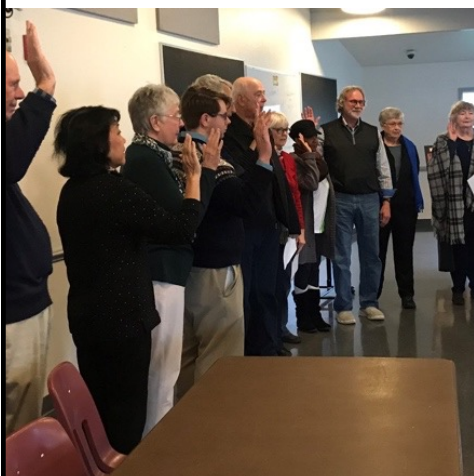
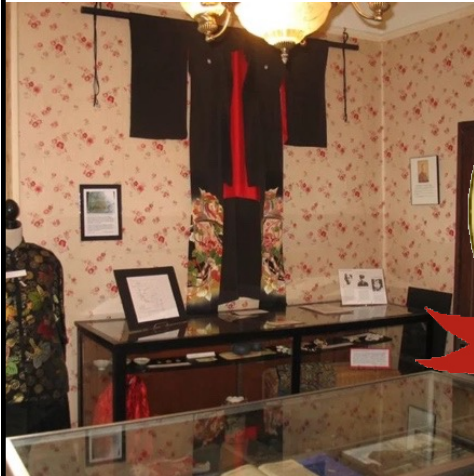




# WEATHERHEAD EXPERIENCE DESIGN

## GREATER KENT HISTORICAL SOCIETY

2022-2028 Strategic Plan



# GKHS 2022-2028 STRATEGIC PLAN

## SUCCESSFUL OUTCOMES



### MISSION

The Greater Kent Historical Society operates the Kent Museum and inspires the community to explore and discover their history. We educate and preserve diverse family and kinfolk storylines for future generations.

#### Administration & Operations

- Standard museum revenue streams
- Expanded Income
- Increased admission
- Formal endowment established

#### Personnel

- Professional Staff
- Trained cashiers and tour guides
- Enthusiastic volunteers and interns

#### Finance

- Inspired Board
  - Professional training
  - Organized Board tasks
- Updated policies & procedures
- Online and onsite gift shops
- Professional operations

#### Marketing

- Successful marketing
- Strategic alliances with community groups
- Visibility in Kent community
- Refreshed collateral

#### Collections

- Full collections inventory
- State of the industry collections management policy

#### Programs

- Enriching Educational Programs
  - Summer, school break camp
  - Preschool
  - Homeschool
  - Field trip programs

#### Exhibits

- Diverse Visitors & Community Partners
- Inclusive Kent community interpretation
- Local tribes engaged
- New exhibits attract return visitors
- Pop-up exhibits in the community
- New historical research

#### City of Kent Relationships

- Renewed, mutually beneficial partnership
- Updated City agreements

More Visitors

Loyal Committed Members

Engaged Community

## **Strategic Plan Executive Summary**

### **Mission**

**The Greater Kent Historical Society operates the Kent Museum and inspires the community to explore and discover their history. We educate and preserve diverse family and kinfolk storylines for future generations.**

**Categories:** Personnel, Finance, Operations, Marketing, Exhibits, Programs, Administration, City of Kent relationships, Collections

### **Ongoing tasks—all 6 years**

- Training increases
- Tracking and record keeping
- Volunteer recruitment
- Private giving and earned income revenue stream increases
- Attendance and membership increases
- Evaluation
- Annual calendars
- Improved office administration
- Involvement in community events
- Policy Guide updates
- Collections Inventory
- Update of PastPerfect collection records

### **Year 1 Highlights**

- Executive Director hired
- Annual budget updated with focus on revenue from: government support, private giving, earned income and investment income
- Formal endowment fund established
- Admission system implemented
- New tour implemented

### **Year 2 Highlights**

- Volunteer and internship program developed and implemented
- Traveling exhibit researched and selected for 1<sup>st</sup> floor space (for Year 4)
- Local tribal representatives engaged to develop Pop-up Exhibit #1
- Collections policy completed

### **Year 3 Highlights**

- Education Coordinator hired
- Preschool program developed and offered
- Summer and school break camp programs developed and offered

- Revision of membership program begun
- New Identity Package designed
- Education/prop collection created

#### **Year 4 Highlights**

- Part-time cashiers and interpreters/tour guides hired
- School field trip program developed
- Homeschool program developed
- Professional education, membership and museum rack brochures produced
- New interpretation of Bereiter Historical House content implementation begun
- Traveling exhibit opened

#### **Year 5 Highlights**

- Part-time curator hired
- Onsite gift shop developed and operated
- Online gift shop developed and operated
- Pop-up Exhibit #2 developed and installed in Kent
- Saito family exhibit installed

#### **Year 6 Highlights**

- ADA accessibility study completed
- Website updated
- Speaker or “Kent Chronicles” type program implemented
- Museum expansion study completed

#### **YEAR 1**

\* Indicates plan tasks that directly serve city needs, attract underserved populations, remove race and equity barriers and/or welcome diverse audiences.

#### **Section 1: Personnel**

##### **1.1.01 Replace the role “City Historian” with the function “provide historical resources.”**

1.1.01.01 In Section 2 “SCOPE OF SERVICES/RESPONSIBILITIES OF THE SOCIETY” of “HISTORICAL AND MUSEUM LEASE AND SERVICES AGREEMENT” (MOU) remove services A, B, E and F. Replace with:

A. Provide historical resources to the City by receiving and making a reasonable effort to research and answer Kent history questions posed by the City, press, and general public.\*

B. Research and share collection images when requested by the City, press, and general public.\*

E. Maintain a permanent collection that includes archival material, artifacts, photos, books, and historical records related to Kent, its historic buildings and its people.\*

**1.1.02 Hire a fulltime Executive Director to replace the current Museum Manager position**

1.1.02.01 Add a personnel section to Policy Guide with the following contents:

- Hiring procedures
- Job descriptions (see 1.1.02.04)
- Orientation materials and GKHS background information
- Work schedules
- Compensation (see 1.1.02.04)
- Payroll and timekeeping procedures
- Worker's Compensation and anti-discrimination and other significant (safety, sexual harassment, drugs and alcohol, etc.) policy information
- Explanation of benefits (see 1.1.02.02)
- Performance evaluation procedures and termination process

1.1.02.02 Create a benefits program for all future employees that includes:

- Subsidized healthcare for fulltime employees
- Vacation time, holidays, sick-time, personal days, leave policies (parental, medical, jury duty) and retirement.

1.1.02.03 Create a hiring committee made up of the GKHS Officers, one City of Kent representative volunteer and one museum professional representative volunteer.

1.1.02.04 Write a job description. The qualified applicant will have:

A degree in museum studies or a minimum of 5 years museum experience in a supervisory/management role or preferably both.

Leadership skills and a strong work ethic.

The abilities to prioritize tasks and both work independently and jointly with the board, volunteers, staff and community members.

Experience with museum education and volunteer programs as well as a working understanding of museum collections. Experience with PastPerfect software preferred.

Excellent communication, writing and interpersonal skills with a strong preference toward experience working collaboratively with a board of directors or trustees.

A commitment to work with the board on fundraising.

Strong organizational and planning skills, specifically related to developing and running museum programs, exhibits and events.

A flexible schedule with the ability to work evenings and weekends as required.

The ability to oversee daily operations including the realization of the strategic plan.

Computer and financial skills necessary to administer operations including admissions and retail. Knowledge of social media platforms preferred.

Knowledge of Kent history or the ability and willingness to learn it quickly.

A dedication to outreach and relationship building within the Greater Kent community.

Comfortable and engaging speaking in front of groups. Willingness and ability to lead public museum tours.

Successful criminal background-check clearance.

Compensation: \$62,000 - \$68,000 depending on experience, plus benefits

1.1.02.05 Advertise Executive Director Position on professional museum job boards like:

<http://washingtonmuseumassociation.org/job-listings-2/>

<https://jobs.aaslh.org/employer/login/>

<https://www.facebook.com/groups/WAheritageoutreach>

<https://www.4culture.org/grants-artist-calls/other-listings/>

[https://westmuse.org/job\\_board](https://westmuse.org/job_board) (\$75 for nonmembers)

<https://alhfam.org/Jobs> (Membership required)

1.1.02.06 Board President acts as direct supervisor to Executive Director, according to Policy Guide policies and procedures (see 1.1.02.01).

1.1.02.07 Evaluate financial viability of pre-plan staff positions

Determine whether to keep or eliminate current staff positions based on need, resources and priorities.

### **1.1.03 Increase and clarify board roles.**

#### **1.1.03.01 Form a community and cultural outreach board committee.\***

This committee will work to build relationships throughout Greater Kent. They will promote and encourage dialogue between the GKHS, Kent Museum and the diverse Greater Kent community by making the community aware of GKHS/Kent Museum offerings and listening to community member needs.

#### **1.1.03.02 Form an accountability board committee.**

This committee solicits goals, objectives and deadlines from each working committee and will follow up monthly, checking in to make sure tasks are on track and being completed or if new plans and resources are needed.

#### **1.1.03.03 Review By-laws and amend as necessary.**

Bring membership classifications in by-laws in line with membership program classifications.

Officers, draft, publish and distribute director expectations to all Directors annually.

Consider amending by-laws to include Officer and Director term limits.

#### **1.1.03.04 Create a background matrix on board, staff and volunteers**

Include professional backgrounds, languages spoken, teaching experience, etc. in order to understand the collective talents, experience and resources within the people actively engaged with the GKHS so specific expertise can be leveraged when needed.

#### **1.1.03.05 Once an admission system is in place, board directors serve as volunteer admission staff. Responsibilities include:**

Committing to regular admission shifts

Greeting museum visitors

Charging admission, handling money, making proper change, processing credit cards

Distributing tickets

Answering questions

Balancing transaction receipts at the end of shift

### **1.1.04 Track and keep records of all volunteer hours by function and person.**

### **1.1.05 Provide and support professional development training opportunities for Staff and Board using resources like: \***

Join free Washington State Heritage Outreach Facebook group for updates on local museum grants, events, opportunities and jobs.

Signup for 4Culture's free monthly newsletter, if not already.

Subscribe free to AAM's small museum Administrators committee at  
<http://smac-aam.blogspot.com>.

Select and prioritize peer organizations to join such as American Association for State and Local History, Association of King County Historical Organizations, Washington Museum Association, Western Museum Association, American Alliance of Museums, The Association for Living History, Farm and Agricultural Museums and Ethnic Heritage Council of the Pacific Northwest. Join most appropriate choices. Attend conferences, workshops and meetings. Network.

Visit historic houses.

<https://www.nps.gov/subjects/nationalregister/database-research.htm>

<https://www.vpa.org/house-museums-wa/>

Consider requesting an American Alliance of Museums MAP (Museum Assessment Program) review (\$300 - \$500).

#### Historic House Bibliography

- Kenneth Turino and Max A. van Balgooy, eds., *Reimagining Historic House Museums: New Approaches and Proven Solutions* (2019)
- Heather Huyck, *Doing Women's History in Public: A Handbook for Interpretation at Museums and Historic Sites* (2020)
- Jennifer Pustz, *Voices from the Back Stairs: Interpreting Servants' Lives at Historic House Museums* (2009)
- Franklin D. Vagnone and Deborah E. Ryan, eds, *Anarchist's Guide to Historic House Museums* (2016)

#### Historic House Webliography

- [Ballantine House at Newark Museum: What to See | Brownstoner](#)
- [South King County Cultural Coalition | \(sococulture.org\)](#)
- [Exhibits - King County](#)
- <http://www.akcho.org/exhibits/>

Directors report at board meeting about books read, websites and historic houses visited and meeting, workshop and conferences attended.

#### 1.1.06 Create a Training and Development Policy

Include training expectations for staff, board and volunteers.

## Section 2: Finance



**1.2.01 Re-conceptualize revenue streams and annual budget to be consistent with typical museum funding sources with a goal of eventually achieving percentages in each category closer to national averages. 25% government support, 37% private giving (donations and grants), 27% earned income, 11% investment income.\***

**1.2.02 Create Financial Management Policies**

Memorialize investment strategies, set minimum fund balance for cash on hand, and define grant management procedures.

**1.2.03 Maintain level of City of Kent (government) support.**

\$100,500 (plus City overhead and free rent)

**1.2.04 Increase private giving by 2%.**

(donations \$10,000 2021 budget and grants \$60,000 2021 budget) 2% increase: \$1,400 increase/\$71,400 total.

**1.2.05 Increase earned income.**

(admission—\$690 2019, increase admission by 15%, charge \$2, membership—\$3,500 2019, increase 2%, fundraising—\$16,000 2019, increase 2%):

Admission increase: \$794.

Membership increase: \$3,570

Fundraising: \$16,320

Year 1 earned income total: \$20,684

1.2.04.01 Charge \$2 admission, admissions increase 15%.

1.2.03.02 Membership increase 2%.

1.2.03.03 Fundraising increase 2%.

**1.2.06 Move \$73,912 investment funds into an Endowment account.**

Meet with an endowment agency to understand options. Assuming a conservative growth of 6.5%, this will allow for an annual endowment draw of 5% that can be used as income. Year 1 draw: \$3,696.

**1.2.07 Year 1 income \$196,279 (See Draft Revenue/Income Budget Forecast)**

**1.2.08 Limit scholarship funds.**

Switch focus to soliciting more donations that directly support Kent Museum operating expenses. Scholarship funds are not included in private giving totals and must be accounted for separately because they do not contribute to GKHS/Kent Museum operating expenses. A minimum of \$10,200 must be earned in donations to be applied to operating needs, beyond any funds raised for scholarship.

**1.2.09 Expand grant sources.**

Use the resources listed in 1.1.05 to identify and research additional grant sources.

- 1.2.10 Create specific budget line items for individual exhibits, programs and events.**  
This will allow better tracking of the success of each.

### **Section 3: Operations**

**1.3.01 Implement testing and evaluation strategies and track attendance.**

1.3.01.01 Test exhibit and program concepts on museum website and with focus groups drawn from the community. Support is available through the American Alliance of Museums at: <https://www.aam-us.org/professional-networks/committee-on-audience-research-and-evaluation-care/>\*

1.3.01.02 Keep daily visitor attendance as well as attendance for all exhibits, programs, and events.

1.3.01.03 Develop and administer paper and/or electronic evaluation surveys for exhibits, programs, and events and make changes and improvements to exhibits, programs, and events where feasible based on input.\*

**1.3.02 Implement museum admissions system**

1.3.02.01 Research POS ticketing systems with a focus on simple affordable solutions like Square.

1.3.02.02 Purchase a safe for money storage.

1.3.02.03 Develop admissions and cash handling policies and add an Admissions and Cash Handling Policy section to Policy Guide.

**1.3.03 Implement a museum free day and time.\***

Once a month host a block of 4 – 7 free museum hours. Have the Community and Cultural Outreach Board Committee conduct research with community groups to see if evening or weekend hours would best support community interest and needs. Provide special programming during this time as much as is feasible.

### **Section 4: Marketing**

- 1.4.01 Establish targeted marketing plan and budget in collaboration with the City with allocations for Years 2 - 6**

### **Section 5: Exhibits**

- 1.5.03 Design, purchase and install a welcome sign with the word “welcome” written in at least the top 50 languages spoken in Kent.\***

An ideal design would include a way for staff to add additional languages to include the languages of future non-primary English language speakers/visitors.

The sign should also display recommended apps that can be downloaded and used to translate exhibit and program text (like Google Translate).

## **Section 6 Programs**

### **1.6.01 Create and follow an annual calendar.**

Use this calendar as the basis for planning, communicating, and marketing all programs, events and exhibits. Complete this calendar prior to the subsequent year and maintain a minimum of six-months projection.

### **1.6.02 Write a new tour focused on using the Bereiter House as the center of a network of Kent people 1908 – 1915. \***

1.6.02.01 Include stories like those of the of the architect, carpenters, plumber, electrician, cook, housemaids, laundry workers, gardener, doctor, baker, delivery- man, farmers, and dairy workers. Include local transportation networks, community politics, schools, women’s clubs, industries, and more. Connect the tour to other historic properties in Kent. Let the house becomes a lens through which a wider range of topics, people and themes can be interpreted. This will require new historical research.

1.6.02.02 Limit the tour to 45 minutes. Recommend visitors spend an additional 15 minutes exploring the house and grounds on their own.

1.6.02.03 Train volunteers, including Directors to provide the tours, so that all tours are led by Executive Director or a trained volunteer.

## **Section 7 Administration**

### **1.7.01 Upgrade filing system**

Establish universal naming structure for all files and folders, share with all board directors and staff and use them for all files and folders. Date every document. Add version numbers. Proofread every document.

### **1.7.02 Adopt templates**

Design or select templates for all agendas, memos, reports, annual meetings, and budgets and use them consistently. Consider professional writing and graphic services for important public-facing documents.

## **Section 8 City of Kent relationships**

### **1.8.01 Prioritize involvement in community events. Continue participation in community fairs and festivals. \***

### **1.8.02 Update MOU and lease agreement with City of Kent**

**Section 9: Collections**

**1.9.01 Begin Collections Inventory**

Phased documentation of collection items starting with 1<sup>st</sup> floor—parlor, dining room, kitchen, nook, and office if time permits.

**Year-end Checklist**

Completed	Year 1 Tasks
	“City Historian” replaced with “provide historical resources” in MOU
	<b>Executive Director hired</b>
	Community and cultural outreach board committee created
	Accountability board committee created
	By-laws reviewed
	Board Directors trained as admission staff
	Volunteer hours recorded
	A minimum of 3 training opportunities have been reported by directors to larger board
	Board, staff and volunteer matrix created
	<b>Annual budget updated with focus on revenue from: government support, private giving, earned income and investment income</b>
	Financial Management Policies created
	\$100,500 earned from Government Support/City of Kent
	\$71,400 earned from Private Giving
	\$20,684 earned from earned income (admission, membership, fundraising, rental)
	\$2 admission charged
	Attendance increased 15%
	Membership increased 2%
	Investments moved to Endowment account. \$3,696 earned from investment income.
	\$196,279 annual income earned
	Scholarship funds limited
	Minimum of 2 grant sources identified and researched
	Line items for all individual exhibits, programs and events added to budget
	Daily and event attendance tracked
	Evaluations created and utilized for a minimum of 3 events, exhibits and/or programs
	<b>Admission system implemented</b>
	Free museum hours implemented
	Establish targeted marketing plan and budget for Years 2 - 6
	Multilanguage welcome sign installed
	Annual calendar for Year 2 complete by end of Year 1

	<b>New tour implemented</b>
	Filing system upgraded
	Document templates adopted
	Participation in a minimum of 5 community events including fairs and festivals
	MOU and lease agreement with City of Kent updated
	Collection inventory on 1 <sup>st</sup> floor begun

**YEAR 2**

**Section 1: Personnel**

**2.1.01 Provide and support professional development training opportunities for Staff and Board (See 1.1.01).\***

**2.1.02 Develop comprehensive volunteer program to recruit, train and supervise volunteers.**

Add a volunteer section to Policy Guide, which includes volunteer job descriptions, expectations, benefits, code of conduct and historical resources. Consider inclusion on community youth programs and projects.

**2.1.03 Develop supervised internship program.**

Add an intern section to Policy Guide, which includes intern job descriptions, expectations, benefits, code of conduct, and historical resources. Executive Director to act as supervisor.

Many colleges and universities offer off-campus State Work Study programs, part of the state's financial aid offerings. Qualifying low- and middle-income students are hired by employers with their wages partially reimbursed by the state, up to as much as 70 percent.

**Section 2: Finance**

**2.2.01 Maintain level of City of Kent (government) support with 3.5% CPIU.**

\$104,018 (plus City overhead and free rent)

**2.2.02 Increase private giving by 2 %.**

(\$71,400 previous year) 2 % increase: \$1,428, \$72,828 total.

**2.2.03 Increase earned income.**

(\$20,684 previous year) increase: \$517, \$21,200 total.

2.2.03.01 Charge \$2 admission, admissions increase 15%.

2.2.03.02 Membership increase 2%.

2.2.03.03 Fundraising increase 2%.

**2.2.04 Draw 5% of investment income.**

Assuming a conservative growth of 6.5%, this will allow for an annual endowment draw of 5% that can be used as income. Year 2 draw: \$3,936

**2.2.05 Year 2 income \$201,982** (See Draft Revenue/Income Budget Forecast)

**2.2.06 Add information about planned giving to website with contact Greater Kent Historical Society contact information.**

### **Section 3: Operations**

**2.3.01 Continue testing and evaluation strategies and track attendance.**

2.3.01.01 Test exhibit and program concepts on museum website and with focus groups drawn from the community.\*

2.3.01.02 Keep daily visitor attendance as well as attendance for all exhibits, programs, and events.

2.3.01.03 Administer paper and/or electronic evaluation surveys for exhibits, programs, and events and make changes and improvements to exhibits, programs, and events where feasible based on input.\*

### **Section 4: Marketing**

**2.4.01 Market through City of Kent established media**

Leverage the ability to partner with the City or Kent Parks to utilize existing and available media platforms.

2.4.01.01 Negotiate a free or reduced page promoting the Kent Museum and Greater Kent Historical Society programs in *Kent Parks and Recreation Program Guide*.

**2.4.02 Work with skilled volunteers or professionals to upgrade *The Recorder* Newsletter. Improve layout and contents.**

2.4.02.01 Board Directors sell ads in *The Recorder* Newsletter to offset the cost of newsletter and newsletter improvements.

### **Section 5: Exhibits**

**2.5.01 Establish clear non Bereiter Historical House space within the museum and schedule with traveling exhibits. Begin a phased plan that allows for clearing out spaces, staging exhibits and furnishings, and moving them into new locations. \***

2.5.01.01 Begin removing furniture from upstairs rooms to make way for back of house staff offices and programming space. Deaccession items not appropriate to collection or seek off site storage space.

2.5.01.02 Relocate, deaccession or store historical furnishings currently in office space.

2.5.01.03 Research and select traveling exhibits to present in current downstairs office space using resources like:

[Homepage | Museum on Main Street](#)

[Traveling Exhibits - Legacy Washington - WA Secretary of State](#)

2.5.01.04 Outfit upstairs space not necessary for offices into public program space with room for school programs, interns, and a public research library/archive.

2.5.01.05 Develop a case statement for the redesign and development of the Bereiter House with two content focuses. The majority of the first floor focuses on the Bereiter family as the center of a network of Kent people 1908 – 1915 (see 1.6.02) and the space currently housing historic and contemporary offices focuses on a similar Kent network exhibit around the Saito family 1935 – 1945 (to be installed after the traveling exhibit closes in Year 5).

A case statement is intended to sketch the research and storyline narrative of a given topic to describe it for the design team and a prospective funder, and to at least begin describing the historical research that must be developed to explore the topic. Resources come to good ideas.

**2.05.02 Create content case statements for Pop-up Exhibits #1 – 3 (see 2.5.01.05)**

Subjects for consideration: local Native American culture and history, transportation, citizenship, specific immigrant group stories (possibly Japanese, Afghani, Iranian and Nigerian), and pop culture.

**2.05.03 Work with local tribes to develop and implement a plan for Native American interpretation (Pop-up #1). \***

**2.05.04 Work with City of Kent to find a location for Pop-up Exhibit #1.\***

**Section 6: Programs**

**2.6.01 Create and follow an annual calendar.**

Use this calendar as the basis for planning, communicating, and marketing all programs, events and exhibits.

**Section 7: Administration**

**2.7.01 Continue practices established in Year 1.**

**Section 8: City of Kent relationships**

**2.8.01 Continue to prioritize involvement in community events. Continue participation in community fairs and festivals.\***

**2.8.02 Partner with Senior Center on programs\***

Find ways to leverage similar audience demographics to jointly present programs with the Senior Center.

**Section 9: Collections**

**2.9.01 Continue Collections Inventory.**

Phased documentation of remaining 1<sup>st</sup> floor collections items (laundry room and hallway), any converted office space and all of 2<sup>nd</sup> floor.

**2.09.02 Complete collections policy.**

2.09.02.01 Refine deaccession policy.

2.09.02.02 Develop loan policy.

**2.09.03 Consider revising focus scope of the collections** (limit current range from prehistoric period to the present day).

**2.09.04 Update/cleanup PastPerfect records.**

**Year-end Checklist**

Completed	Year 2 Tasks
	A minimum of 3 training opportunities have been reported by directors to larger board
	<b>Volunteer program developed, documented in Policy Guide and implemented</b>
	<b>Internship program developed, documented in Policy Guide and implemented</b>
	\$104,018 earned from Government Support/City of Kent
	\$72,828 earned from Private Giving
	\$21,200 earned from earned income (admission, membership, fundraising, rental)
	\$2 admission charged
	Attendance increased 15%
	Membership increased 2%
	\$3,936 earned from investment income
	\$201,982 annual income earned
	Planned giving section added to website
	Daily and event attendance tracked
	Evaluations created and utilized for a minimum of 6 events, exhibits and/or programs
	Kent Museum and GKHS programs marketed in a minimum of 3 e-newsletters, City of Kent social media outlets, community blogs and/or direct mailing lists



	Page promoting Kent Museum and GKHS programs published in Kent Parks and Recreation Program Guide.
	<i>The Recorder</i> Newsletter upgraded
	Minimum of 6 ads sold to offset <i>The Recorder</i> Newsletter costs
	<b>One traveling exhibit researched and selected for 1<sup>st</sup> floor space (for Year 4)</b>
	Outfit upstairs space into public program usage begun
	Minimum of 1 content case statement written
	<b>Local tribal representatives engaged to develop Pop-up Exhibit #1</b>
	Location for Pop-up Exhibit #1 secured
	Plan for Pop-up Exhibit #1 completed
	Annual calendar for Year 3 complete by end of Year 2
	Filing system and templates established in Year 1 continued
	Participation in a minimum of 5 community events including fairs and festivals
	A minimum of 1 collaborative program with Senior Center completed
	Collections Inventory completed for floor 1 and 2
	<b>Collections policy completed</b>
	Collections scope reviewed and revised as appropriate
	Update/cleanup PastPerfect records begun

### YEAR 3

#### Section 1: Personnel

**3.1.01 Provide and support professional development training opportunities for Staff and Board (See 1.1.01).\***

**3.1.02 Continue to recruit, train and supervise volunteers.**

**3.1.03 Hire a fulltime Education Coordinator. \***

3.1.03.01 Create a hiring committee made up of the Kent Museum Executive Director and GKHS Officers.

3.1.03.02 Write a job description. The qualified applicant will have:

A minimum of 2 years museum education experience or a teaching certification and a minimum of 2 years classroom experience or both. Degree in museum studies, education, history or related field preferred.

Ability to develop, implement and lead educational programs including curriculum-based K -12 school programs, preschool programs, home-school programs, camps, lectures, events and workshops.

Must be comfortable and engaging speaking in front of large groups. Willingness and ability to lead public museum tours.

Ability to manage all administrative functions including budget, schedules, promotion and vendor communication. Mastery of common computer programs.

Ability to organize, plan and manage multiple projects and meet deadlines.

Knowledge of informal and formal education theory, trends and best practices.

Leadership skills and a strong work ethic.

The abilities to prioritize tasks and both work independently and jointly with director, board, volunteers, staff and community members.

A positive can-do attitude and a willingness to help out with any and all tasks required to run a museum with a two-person staff.

Excellent communication, writing and interpersonal skills. Knowledge of social media platforms preferred.

A flexible schedule with the ability to work evenings and weekends as required.

Knowledge of Kent history or the ability and willingness to learn it quickly.

A dedication to outreach and relationship building within the Greater Kent community.

Successful criminal background-check clearance.

Compensation: \$35,000 - \$40,000 depending on experience, plus benefits

## **Section 2 Finance**

### **3.2.01 Maintain level of City of Kent (government) support with 3.5% CPIU.**

\$107,658 (plus City overhead and free rent)

### **3.2.02 Increase private giving by 2%.**

(\$72,828 previous year) 2% increase: \$1,457, \$74,285 total.

### **3.2.03 Increase earned income.**

(\$21,200 previous year) increase: \$1,359, \$22,559 total (+ income from preschool and camp programs, not accounted for)

3.2.03.01 Charge \$3 admission, admissions increase 15%

3.2.03.02 Membership increase 10%

3.2.03.03 Fundraising increase 2%

3.2.03.04 Add line items for preschool and camp program revenue to earned income in annual budgets

**3.2.04 Draw 5% of investment income.**

Assuming a conservative growth of 6.5%, this will allow for an annual endowment draw of 5% that can be used as income. Year 3 draw: \$3,995.

**3.2.05 Year 3 income \$208,497+ (See 6 YR Revenue Projection)**

**Section 3: Operations**

**3.3.01 Continue testing and evaluation strategies and track attendance.**

3.3.01.01 Test exhibit and program concepts on museum website and with focus groups drawn from the community.

3.3.01.02 Keep daily visitor attendance as well as attendance for all exhibits, programs, and events.

3.3.01.03 Administer paper and/or electronic evaluation surveys for exhibits, programs, and events and make changes and improvements to exhibits, programs, and events where feasible based on input.

**3.3.02 Develop implement or re-implement successful 2012 “Little Explorers” preschool program (addresses early ed needs)\***

The Little Explorers Preschool Program was well attended curriculum based social studies program for children ages three – kindergarten held on the second Wednesday of the month (both a morning and afternoon session) serving eight children per session (along with their siblings and care givers). Participants were exposed to real artifacts, took part in discussions and did hands-on activities. They also received “honorary membership in the historical society.”

**3.3.03 Develop and implement camp program (addresses school break childcare needs)\***

Consider Neely-Soames House as a location for school vacation week and summer camp programs.

**2.3.02 Improve membership program and increase membership numbers 10%.**

2.3.02.01 Run a membership drive with special incentives for joining.

2.3.02.02 Survey respondents indicated a high interest in the following membership benefits: discounted or free admission to other museums, free admission to the Kent Museum, discounts at local businesses, invitations to events, exhibit receptions and the annual meeting, and supporting the preservation and promotion of Kent history.

## Section 4: Marketing

**3.4.03 Work with a professional graphic designer to develop a strong and consistent identity package for Greater Kent Historical Society and Kent Museum (including logos, fonts and color schemes).**

**3.4.04 Market through Senior Center \***

Leverage similar audience demographics and market programs through the Senior Center.

## Section 5: Exhibits

**3.5.01 Reinterpret Bereiter Historical House content as a lens to wider 1908 – 1915 community. \***

Begin redesign and rearrangement of house interior to better support tour implemented in Year 1 include settings and artifacts that support stories like those of the of the architect, carpenters, plumber, electrician, cook, housemaids, laundry workers, gardener, doctor, baker, delivery man, farmers, and dairy workers. Include local transportation networks, community politics, schools, women’s clubs, industries, and more. Connect the exhibit interpretation to other historic properties in Kent. Let the house becomes a lens through which a wider range of topics, people and themes can be interpreted.

Continue development of Kent network exhibit around the Saito family 1935 – 1945 (to be installed after the traveling exhibit closes in Year 5).

3.5.01.01 Explore King County, 4Culture, regional and national Historical research grant opportunities.

3.5.01.02 Move staff offices upstairs (out of public exhibit space).

**3.5.02 Develop and install Pop-up Exhibit #1 in Kent\***

Connect with local academic institutions that are offering coursework in history, museum exhibit design and others. The University of Washington’s Museology Graduate Program offers coursework in exhibit design that leads graduate students through the process of designing and installing exhibits for local museums. Institutions such as the Klondike Gold Rush National Historic Park, Renton History Museum, and Edmonds History Museum have partnered with the University to curate, design, and install professional exhibits. Exhibits are typically installed for a three-to-six month period.

This academic program additionally offers paid internships, funded by the University, that places Graduate students with cultural institutions to develop programs and processes that can help to support museums.

**3.5.03 Work with state/county/city Planning Departments and the Historic Preservation officers to set interior historic house standards.**

1.05.02.01 Identify and document distinctive materials, features, finishes and construction techniques or examples of craftsmanship that characterize the property need to be preserved.

**3.5.04 Use resources (including those listed in 1.1.05) develop and document exhibit design standards appropriate to historic house.**

**Section 6: Programs**

**3.6.01 Create and follow an annual calendar.**

Use this calendar as the basis for planning, communicating, and marketing all programs, events and exhibits.

**Section 7: Administration**

**3.7.01 Continue practices established in Year 1.**

**Section 8: City of Kent relationships**

**3.8.01 Continue to prioritize involvement in community events. Continue participation in community fairs and festivals. \***

**Section 9: Collections**

**3.09.01 Update/cleanup PastPerfect records .**

**3.09.02 Complete attic Inventory.**

Review to ensure all documentation is for collections items in attic.

**3.09.03 Deaccession appropriate items.**

**3.09.04 Create and maintain an education/prop collection distinct from larger collection.**

Education/prop collection items are artifacts deemed appropriate for handling and use by the public and school groups.

**Year-end Checklist**

Completed	Year 3 Tasks
	A minimum of 3 training opportunities have been reported by directors to larger board
	Minimum of 5 volunteers and/or interns recruited, trained and active
	<b>Education Coordinator hired</b>
	\$107,658 earned from Government Support/City of Kent
	\$74,285 earned from Private Giving
	\$22,559+ earned from earned income (admission, membership, fundraising,

	rental; + = preschool program, camp program)
	\$3 admission charged
	Attendance increased 15%
	Membership increased 10%
	\$3,995 earned from investment income
	\$208,497+ annual income earned
	Daily and event attendance tracked
	Evaluations created and utilized for all events, exhibits and/or programs
	<b>Preschool program developed and offered</b>
	<b>Summer camp program developed and offered</b>
	<b>School break camp developed and offered</b>
	<b>Revision of membership program begun</b>
	<b>New Identity Package designed</b>
	A minimum of 1 program, exhibit or event marketed through Kent Senior Center
	Historical house interior exhibits renovation begun
	Staff offices moved upstairs
	Interior historic houses standards documented
	Exhibit design standards documented
	<b>Pop-up Exhibit #1 installed in Kent</b>
	Annual calendar for Year 4 complete by end of Year 3
	Filing system and templates established in Year 1 continued
	Participation in a minimum of 5 community events including fairs and festivals
	Attic collections inventory complete
	Deaccession of appropriate items
	<b>Education/prop collection created</b>

**YEAR 4**

**Section 1: Personnel**

**4.1.01 Provide and support professional development training opportunities for Staff and Board (See 1.1.01). \***

**4.1.02 Continue to recruit, train and supervise volunteers.**

**4.01.03 Hire and train part-time cashiers and interpreters/tour guides.**

4.01.03.01 Write a job description. Responsibilities include:  
 Greeting museum visitors.

Charging admission, handling money, making proper change, and processing credit cards.

Distributing tickets.

Answering questions.

Balancing transaction receipts at the end of shift.

Must be comfortable and engaging speaking in front of groups. Willingness and ability to lead public museum tours.

Knowledge of Kent history or the ability and willingness to learn it quickly.

A positive can-do attitude and a willingness to help out with any and all tasks required to run a museum with a small staff.

Compensation: \$15/hour or minimum wage

## **Section 2: Finance**

### **4.2.01 Maintain level of City of Kent (government) support with 3.5% CPIU.**

\$111,426.15 (plus City overhead and free rent)

### **4.2.02 Increase private giving by 2%.**

(\$74,285 previous year) 2% increase: \$1,486, \$75,770 total.

### **4.2.03 Increase earned income.**

(\$22,559+ previous year) increase: \$976, \$23,535 total (+ income from preschool, camp, school field trips, and home school programs, not accounted for)

4.2.03.01 Charge \$3 admission, admissions increase 15%.

4.2.03.02 Membership increase 10%.

4.2.03.03 Fundraising increase 2%.

4.2.03.04 Add line items for school fieldtrip and home school program revenue to earned income in annual budgets.

### **4.2.04 Draw 5% of investment income.**

Assuming a conservative growth of 6.5%, this will allow for an annual endowment draw of 5% that can be used as income. Year 4 draw: \$4,055.

### **4.2.05 Year 4 income \$214,786+ (See Draft Revenue/Income Budget Forecast)**

## **Section 3: Operations**

### **4.3.01 Continue testing and evaluation strategies and track attendance.**

4.3.01.01 Test exhibit and program concepts on museum website and with focus groups drawn from the community.

4.3.01.02 Keep daily visitor attendance as well as attendance for all exhibits, programs, and events.

4.3.01.03 Administer paper and/or electronic evaluation surveys for exhibits, programs, and events and make changes and improvements to exhibits, programs, and events where feasible based on input.

**4.03.02 Develop school field trip program based on state standards and Kent curriculum. \***

**4.03.03 Test, evaluate and revise pilot school field trip program. \***

**4.03.04 Develop homeschool program based on state standards and Kent curriculum. \***

**4.03.03 Test, evaluate and revise pilot homeschool program. \***

#### **Section 4: Marketing**

**4.4.01 Develop plan to market education programs to local schools and homeschool organizations. \***

**4.4.02 Work with a graphic designer to produce a professional education brochure.**

**4.4.03 Work with a graphic designer to produce a professional museum rack pamphlet.**

**4.4.04 Work with a graphic designer to produce a professional membership brochure.**

#### **Section 5: Exhibits**

**4.5.01 Reinterpret Bereiter Historical House content as a lens to wider 1908 community. \***

Continue redesign and rearrangement of house interior to better support tour implemented in Year 1 include settings and artifacts that support stories like those of the of the architect, carpenters, plumber, electrician, cook, housemaids, laundry workers, gardener, doctor, baker, delivery man, farmers, and dairy workers. Include local transportation networks, community politics, schools, women's clubs, industries, and more. Connect the exhibit interpretation to other historic properties in Kent. Let the house becomes a lens through which a wider range of topics, people and themes can be interpreted.

Continue development of Kent network exhibit around the Saito family 1935 – 1945 (to be installed after the traveling exhibit closes in Year 5).

4.05.01.01 Explore King County, 4Culture and other Historical research grants

**4.5.02 Traveling Exhibit (researched and selected in Year 2) opens in former 1<sup>st</sup> floor office space.**



**4.05.03 Develop and implement a plan for Pop-up Exhibit #2. \***

**4.05.04 Work with City of Kent to find a location for Pop-up Exhibit #2.**

**Section 6: Programs**

**4.6.01 Create and follow an annual calendar.**

Use this calendar as the basis for planning, communicating, and marketing all programs, events and exhibits.

**Section 7: Administration**

**4.7.01 Continue practices established in Year 1.**

**Section 8: City of Kent relationships**

**4.8.01 Continue to prioritize involvement in community events. Continue participation in community fairs and festivals. \***

**4.8.02 Align education programs to state standards and Kent curriculum (providing a service to the Greater Kent community). \***

**Section 9: Collections**

**4.09.01 Continue update/cleanup PastPerfect records.**

**4.09.02 Maintain an education/prop collection distinct from larger collection.**

**4.09.03 Continue deaccession of appropriate items.**

**4.9.04 Mitigate dangerous collection items.**

**4.9.05 Acquire appropriate collection storage (including micro-climate storage and off site options).**

**Year-end Checklist**

Completed	Year 4 Tasks
	A minimum of 3 training opportunities have been reported by directors to larger board
	Minimum of 5 volunteers and/or interns recruited, trained and active
	<b>Hire a minimum of 3 part-time cashiers and interpreters/tour guides</b>
	\$111,426 earned from Government Support/City of Kent
	\$75,770 earned from Private Giving
	\$23,535+ earned from earned income (admission, membership, fundraising, rental; + = preschool program, camp program, school field trip program, homeschool program)
	\$3 admission charged

	Attendance increased 15%
	Membership increased 10%
	\$4,055 earned from investment income
	\$214,786+ annual income earned
	Daily and event attendance tracked
	Evaluations created and utilized for all events, exhibits and/or programs
	<b>School field trip program developed</b>
	School field trip program tested, evaluated and revised
	<b>Homeschool program developed</b>
	Homeschool field trip program tested, evaluated and revised
	Education program marketing plan completed
	<b>Professional education program brochure produced</b>
	<b>Professional museum rack pamphlet produced</b>
	<b>Professional membership brochure produced</b>
	<b>New interpretation of Bereiter Historical House content implementation begun</b>
	<b>Traveling exhibit opened</b>
	Development of Pop-up #2 begun
	Annual calendar for Year 5 complete by end of Year 4
	Filing system and templates established in Year 1 continued
	Participation in a minimum of 5 community events including fairs and festivals
	A minimum of 4 education programs aligned to State standards and Kent curriculum is offered to local schools/homeschool groups
	Education/prop collection distinct from larger collection maintained
	Deaccession of appropriate items continued
	Dangerous collection items mitigated
	Appropriate collection storage acquired

**YEAR 5**

**Section 1: Personnel**

**5.1.01 Provide and support professional development training opportunities for Staff and Board (See 1.1.01).\***

**5.1.02 Continue to recruit, train and supervise volunteers.**

**5.01.03 Hire part-time curator. The qualified applicant will have:**

Degree in history, museum studies, or related field, with a minimum of 1 year experience museum or library science ideally with concentration in collections management.

Knowledge of accepted registration and collections practices and principles including inventory and collections management systems provenance research

and object/art handling. Familiarity with AAM guidelines, collections policies and academic collections preferred.

Must be comfortable and engaging speaking in front of large groups. Willingness and ability to lead public museum tours.

Ability to manage all administrative functions including budget, schedules, promotion and vendor communication. Mastery of common computer programs including PastPerfect.

Ability to organize, plan and manage multiple projects and meet deadlines.

Knowledge of informal and formal collections management theory, trends and best practices.

Leadership skills and a strong work ethic.

The abilities to prioritize tasks and both work independently and jointly with director, board, volunteers, staff and community members.

A positive can-do attitude and a willingness to help out with any and all tasks required to run a museum with a three-person staff.

Excellent communication, writing and interpersonal skills. Knowledge of social media platforms preferred.

A flexible schedule with the ability to work evenings and weekends as required.

Knowledge of Kent history or the ability and willingness to research it.

A dedication to outreach and relationship building within the Greater Kent community.

Successful criminal background-check clearance.

Compensation: \$25,000 - \$27,000 depending on experience

## **Section 2: Finance**

### **5.2.01 Maintain level of City of Kent (government) support with 3.5% CPIU.**

\$115,326 (plus City overhead and free rent)

### **5.2.02 Increase private giving by 2%.**

(\$75,770 previous year) 2% increase: \$1,515, \$77,286 total.

**5.2.03 Increase earned income.**

(\$23,535+ previous year) \$2,446 increase: \$25,982 total (+ income from preschool, camp, school field trips, home school, onsite gift shop, online gift shop, and walking tour programs, not accounted for)

5.2.03.01 Charge \$5 admission, admissions increase 15%.

5.2.03.02 Membership increase 10%.

5.2.03.03 Fundraising increase 2%.

5.2.03.04 Add line items for onsite gift shop, online gift shop, and walking tour programs revenue to earned income in annual budgets.

**5.2.04 Draw 5% of investment income.**

Assuming a conservative growth of 6.5%, this will allow for an annual endowment draw of 5% that can be used as income. Year 5 draw: \$4,116.

**5.2.05 Year 5 income \$222,709+ (See Draft Revenue/Income Budget Forecast)**

**Section 3: Operations**

**5.3.01 Continue testing and evaluation strategies and track attendance.**

5.3.01.01 Test exhibit and program concepts on museum website and with focus groups drawn from the community.

5.3.01.02 Keep daily visitor attendance as well as attendance for all exhibits, programs, and events.

5.3.01.03 Administer paper and/or electronic evaluation surveys for exhibits, programs, and events and make changes and improvements to exhibits, programs, and events where feasible based on input.

**5.3.02 Expand POS ticketing systems to allow for retail gift shop sales.**

**5.3.03 Develop and operate an onsite gift shop**

Buying managed by Executive Director. Daily operations run by admissions staff. Gift shop can be a table, shelf or armoire.

**5.3.04 Develop and operate an online gift shop**

Buying managed by Executive Director. Daily operations run by admissions staff.

**Section 4: Marketing**

**5.4.01 Develop plan to market onsite and online gift shops.**

**Section 5: Exhibits**

**5.5.01 Reinterpret Bereiter Historical House content as a lens to wider 1908 community. \***

Continue redesign and rearrangement of house interior to better support tour implemented in Year 1 include settings and artifacts that support stories like those of the of the architect, carpenters, plumber, electrician, cook, housemaids, laundry workers, gardener, doctor, baker, delivery man, farmers, and dairy workers. Include local transportation networks, community politics, schools, women's clubs, industries, and more. Connect the exhibit interpretation to other historic properties in Kent. Let the house becomes a lens through which a wider range of topics, people and themes can be interpreted.

**5.5.02 Install Saito family exhibit**

Install exhibit in the former traveling exhibit/historic and contemporary offices space. Exhibit focuses on a Kent network surrounding the Saito family 1935 – 1945.

**5.5.03 Develop and install Pop-up Exhibit #2 in Kent (see 3.5.02). \***

**Section 6: Programs**

**5.6.01 Create and follow an annual calendar.**

Use this calendar as the basis for planning, communicating, and marketing all programs, events and exhibits.

**5.6.02 Develop a walking tour of area surrounding Kent Museum that supports house interpretation and tour. \***

Focus on stories like those of the of the architect, carpenters, plumber, electrician, cook, housemaids, laundry workers, gardener, doctor, baker, delivery man, farmers, and dairy workers. Include local transportation networks, community politics, schools, women's clubs, industries, and more. Connect the tour to other historic properties in Kent. Let the neighborhood becomes a lens through which a wider range of topics, people and themes can be interpreted. This could include outdoor theater.

**Section 7: Administration**

**5.7.01 Continue practices established in Year 1.**

**Section 8: City of Kent relationships**

**5.8.01 Continue to prioritize involvement in community events. Continue participation in community fairs and festivals. \***

**Section 9: Collections**

**5.09.04 Continue update/cleanup PastPerfect records.**

**5.09.01 Maintain an education/prop collection distinct from larger collection.**

**5.09.21 Continue deaccession appropriate items.**

**5.09.03 Implement ongoing inventory schedule.**

**Year-end Checklist**

Completed	Year 5 Tasks
	A minimum of 3 training opportunities have been reported by directors to larger board
	Minimum of 5 volunteers and/or interns recruited, trained and active
	<b>Part-time curator hired</b>
	\$115,326 earned from Government Support/City of Kent
	\$ 77,286 earned from Private Giving
	\$25,982+ earned from earned income (admission, membership, fundraising, rental; + preschool program, camp program, school field trip program, homeschool program, onsite gift shop, online gift shop, walking tour)
	\$5 admission charged
	Attendance increased 15%
	Membership increased 10%
	\$4,116 earned from investment income
	\$222,709+ annual income earned
	Daily and event attendance tracked
	Evaluations created and utilized for all events, exhibits and/or programs
	POS ticketing system expanded to allow for retail gift shop sales
	<b>Onsite gift shop developed and operated</b>
	<b>Online gift shop developed and operated</b>
	Onsite and online gift shop marketed
	New interpretation of Bereiter Historical House content implementation continued
	<b>Install Saito family exhibit</b>
	<b>Pop-up Exhibit #2 developed and installed in Kent</b>
	Annual calendar for Year 6 complete by end of Year 5
	Neighborhood walking tour developed and implemented
	Filing system and templates established in Year 1 continued
	Participation in a minimum of 5 community events including fairs and festivals
	Education/prop collection distinct from larger collection maintained
	Deaccession of appropriate items continued
	Inventory schedule implement

**YEAR 6**

**Section 1: Personnel**

**6.1.01 Provide and support professional development training opportunities for Staff and Board (See 1.1.01).\***

**6.1.02 Continue to recruit, train and supervise volunteers.**

**Section 2: Finance**

**6.2.01 Maintain level of City of Kent (government) support with 3.5% CPIU.**

\$119,362 (plus City overhead and free rent)

**6.2.02 Increase private giving by 2%.**

(\$77,286 previous year) 2% increase: \$1,546, \$78,831 total.

**6.2.03 Increase earned income.**

(\$25,982 previous year) increase: \$1,358, \$27,340 total (+ income from preschool, camp, school field trips, home school, onsite gift shop, online gift shop, walking tour, and speaker or "Kent Chronicles" program, not accounted for)

6.2.03.01 Charge \$5 admission, admissions increase 15%.

6.2.03.02 Membership increase 10%.

6.2.03.03 Fundraising increase 2%.

6.2.03.04 Add line items for speaker or "Kent Chronicles" program revenue to earned income in annual budgets.

**6.2.04 Draw 5% of investment income.**

Assuming a conservative growth of 6.5%, this will allow for an annual endowment draw of 5% that can be used as income. Year 6 draw: \$4,177.

**6.2.05 Year 6 income \$229,711+ (See 6-YR Revenue Projection)**

**6.02.06 Add information about planned giving to website with contact Greater Kent Historical Society contact information.**

**6.02.07 Consider adding PastPerfect collection catalogue component revenue stream to website, such as offering the sale of reproduction prints.**

**Section 3: Operations**

**6.3.01 Continue testing and evaluation strategies and track attendance.**

6.3.01.01 Test exhibit and program concepts on museum website and with focus groups drawn from the community.

6.3.01.02 Keep daily visitor attendance as well as attendance for all exhibits, programs, and events.

6.3.01.03 Administer paper and/or electronic evaluation surveys for exhibits, programs, and events and make changes and improvements to exhibits, programs, and events where feasible based on input.

**6.3.02 Work with accessibility experts to study ADA accessibility barriers and solutions.\***

**Section 4: Marketing**

**6.4.01 Update website**

6.4.01.01 Use website to test and feature new exhibit material.

Provide digital access to collections and to exhibits; virtual tours; digitized features of Pop-ups.

**6.4.02 Develop and implement a press release template.**

**6.4.03 Develop and implement a press release contact list. Explore local blogs and interest groups to consider for inclusion.**

**Section 5: Exhibits**

**6.5.01 Reinterpret Bereiter Historical House content as a lens to wider 1908 community\***

Continue redesign and rearrangement of house interior to better support tour implemented in Year 1 include settings and artifacts that support stories like those of the of the architect, carpenters, plumber, electrician, cook, housemaids, laundry workers, gardener, doctor, baker, delivery man, farmers, and dairy workers. Include local transportation networks, community politics, schools, women's clubs, industries, and more. Connect the tour to other historic properties in Kent. Let the house becomes a lens through which a wider range of topics, people and themes can be interpreted.

**Section 6: Programs**

**6.6.01 Create and follow an annual calendar.**

Use this calendar as the basis for planning, communicating, and marketing all programs, events and exhibits.

**6.6.02 Develop and implement speaker program or bring back "Kent Chronicles" type discussion group.\***

**Section 7: Administration**

**6.7.01 Continue practices established in Year 1.**

**Section 8: City of Kent relationships**

**6.8.01 Continue to prioritize involvement in community events. Continue participation in community fairs and festivals.\***

**6.8.02 Study museum expansion possibilities for the future.\***



**Section 9: Collections**

**6.09.01 Continue update/cleanup PastPerfect records.**

**6.09.02 Maintain an education/prop collection distinct from larger collection.**

**Year-end Checklist**

Completed	Year 6 Tasks
	A minimum of 3 training opportunities have been reported by directors to larger board
	Minimum of 5 volunteers and/or interns recruited, trained and active
	\$119,362 earned from Government Support/City of Kent
	\$78,831 earned from Private Giving
	\$\$27,340+ earned from earned income (admission, membership, fundraising, rental; + preschool program, camp program, school field trip program, homeschool program, onsite gift shop, online gift shop, walking tour, speaker or "Kent Chronicles" program)
	\$5 admission charged
	Attendance increased 15%
	Membership increased 10%
	\$4,177 earned from investment income
	\$229,711+ annual income earned
	Daily and event attendance tracked
	Evaluations created and utilized for all events, exhibits and/or programs
	<b>ADA accessibility study completed</b>
	<b>Website updated</b>
	Press release template designed and sent for a minimum of 3 programs, exhibits or events
	Press release contact list developed and used for a minimum of 3 programs, exhibits or events
	New interpretation of Bereiter Historical House content implementation continued
	Annual calendar for Year 6 complete by end of Year 5
	<b>Speaker or "Kent Chronicles" type program implemented</b>
	Filing system and templates established in Year 1 continued
	Participation in a minimum of 5 community events including fairs and festivals
	<b>Museum expansion study completed</b>
	Education/prop collection distinct from larger collection maintained

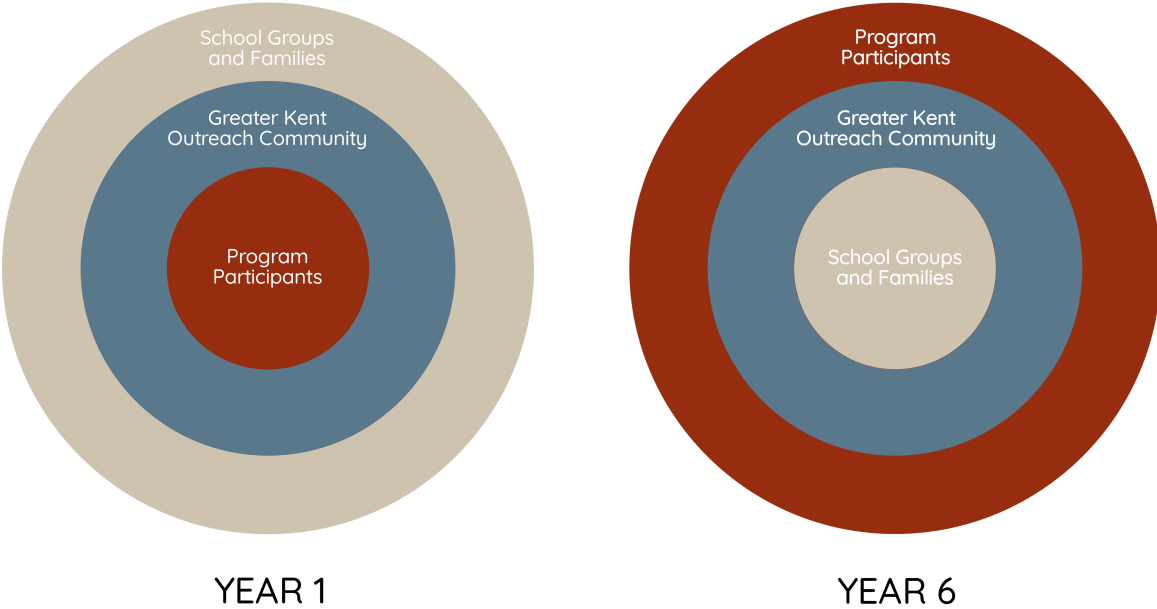
**Year 7 and Beyond**

- Begin a capital fundraising plan – identify needs and associated costs.
- Translate museum pamphlets.\*
- Consider how to accomplish museum accreditation in the future.

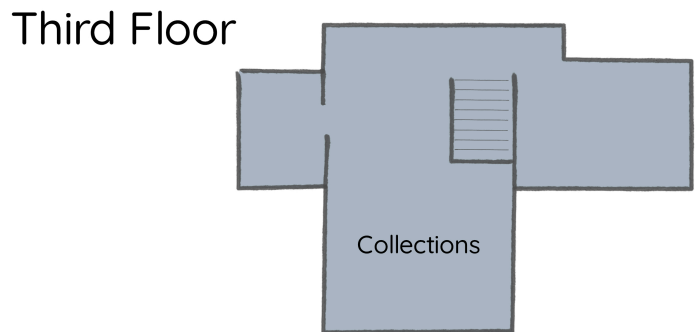
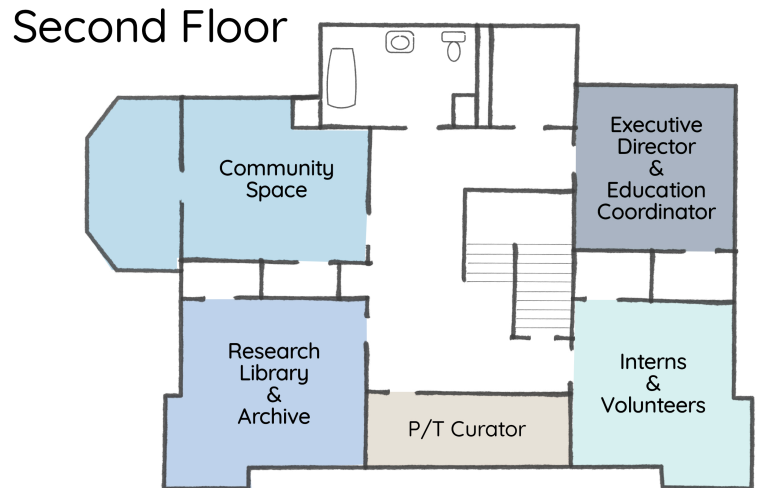
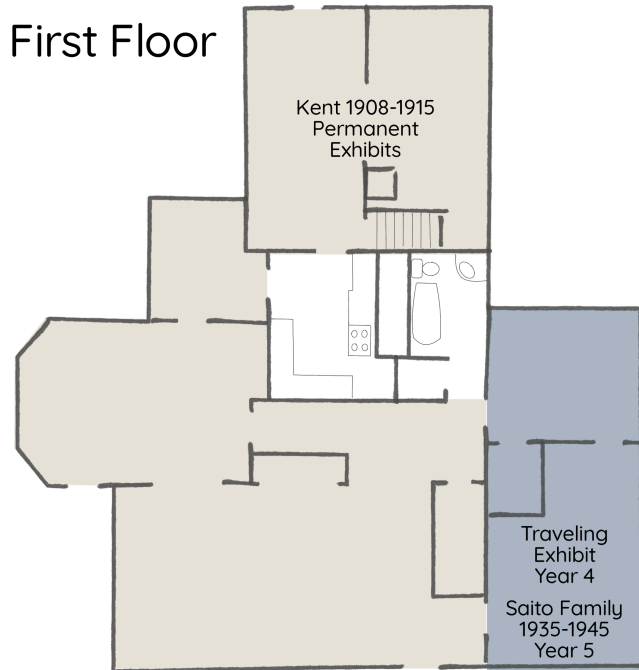
- Conduct a Found in Collection Research Project: ascertain legal title/ownership of accessioned mystery objects found in collections.
- Develop and implement an afterschool club program.\*
- Outreach to Green River Community College, to include archaeological research in the greater Kent area.\*
- Explore potential collaborations with other regional history museums to share resources.
- Traveling “trunk” outreach to schools bringing historical artifacts/props to classrooms

# ADDENDUM

## Evolution of Primary, Secondary, and Tertiary Target Audiences

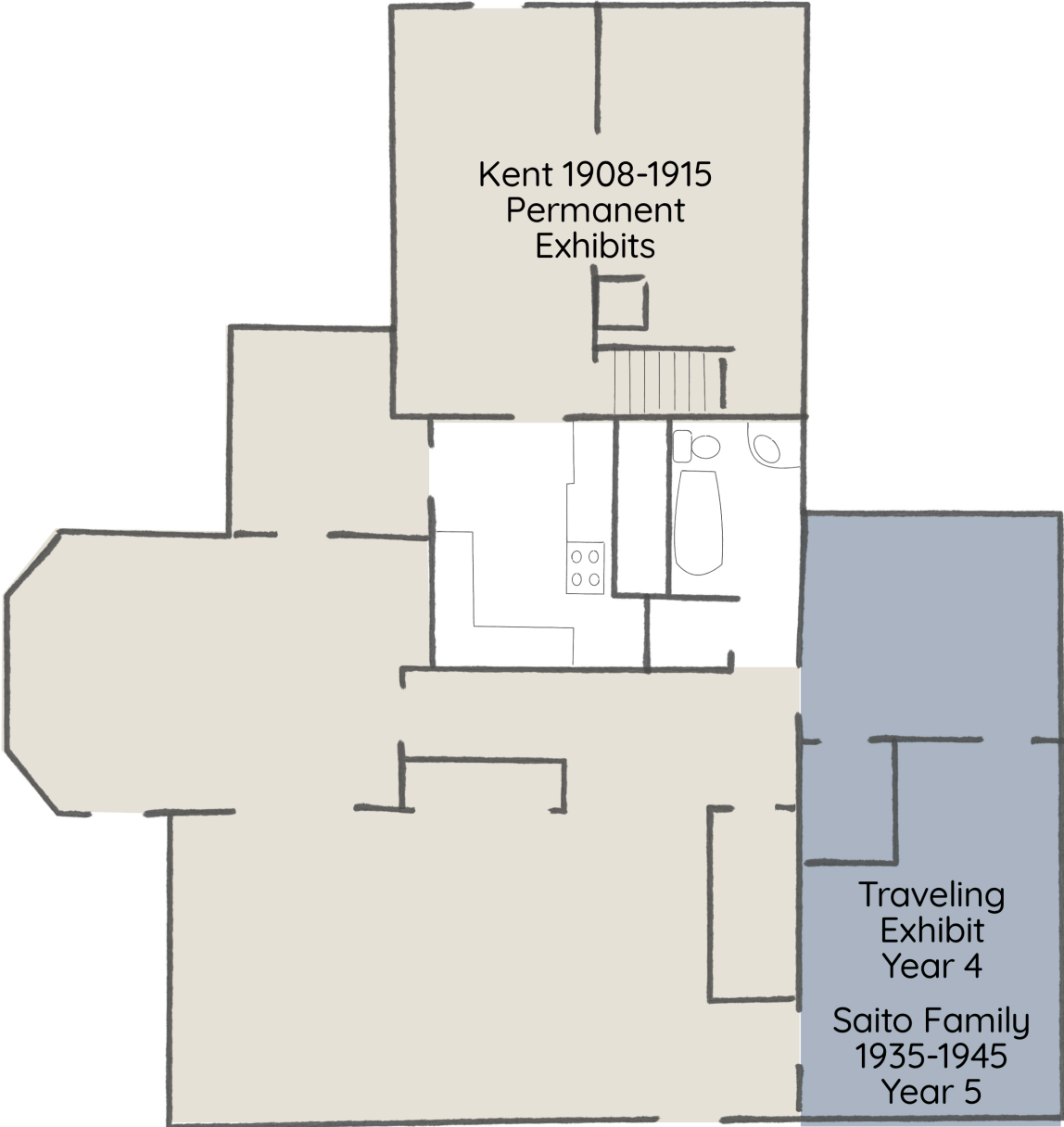


### Key Content Areas and Space Allocation

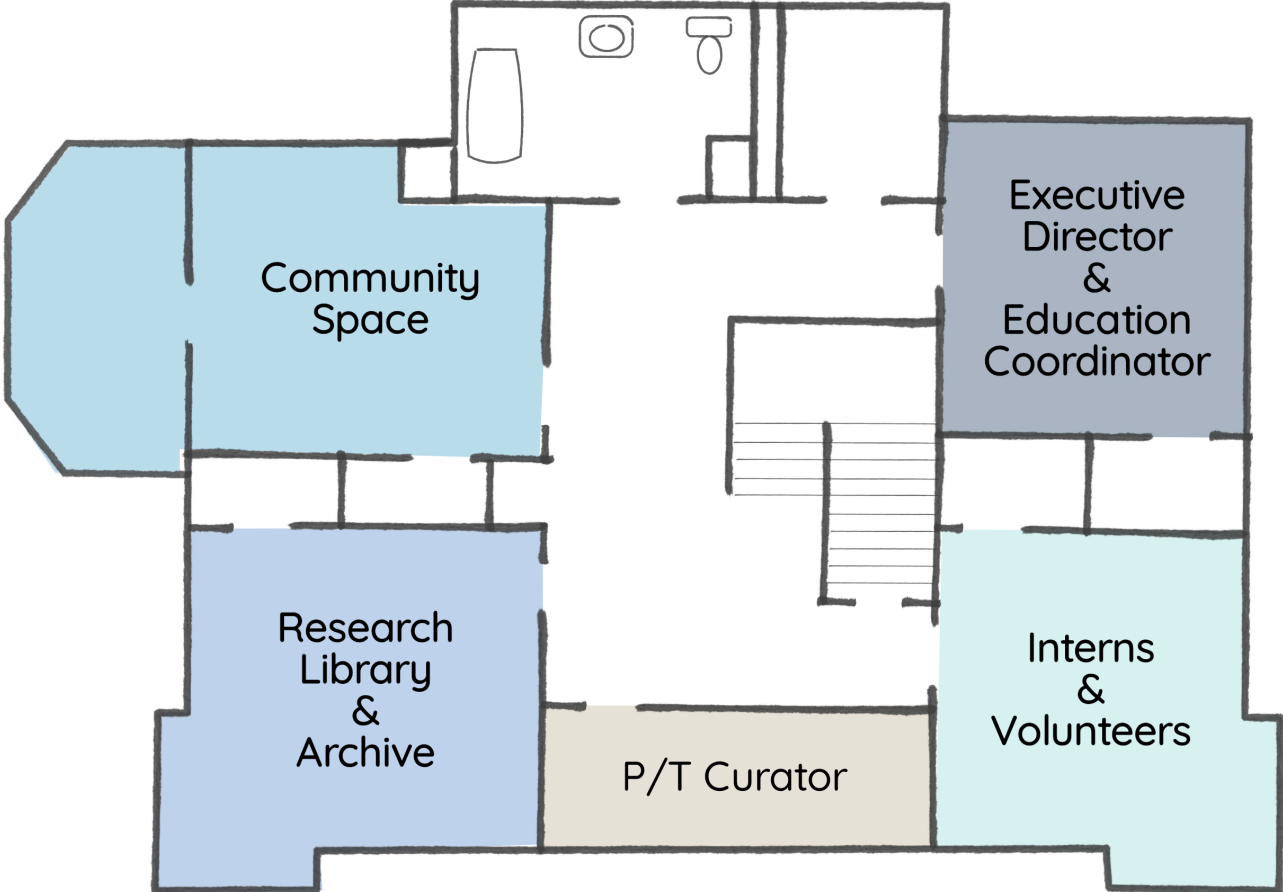


#### OFF SITE POP-UP EXHIBITS

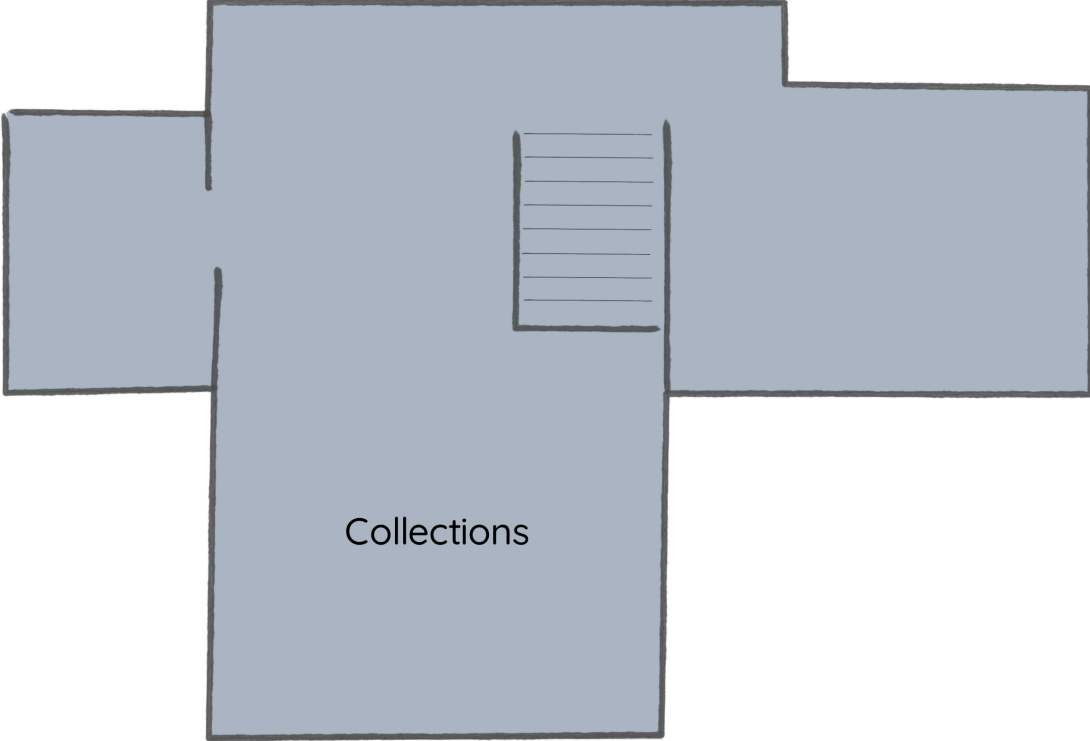
- Pop-up 1 The Native Experience
- Pop-up 2 (year 5)
- Pop-up 3 (in development)
- Pop-up 4 (in development)



# First Floor

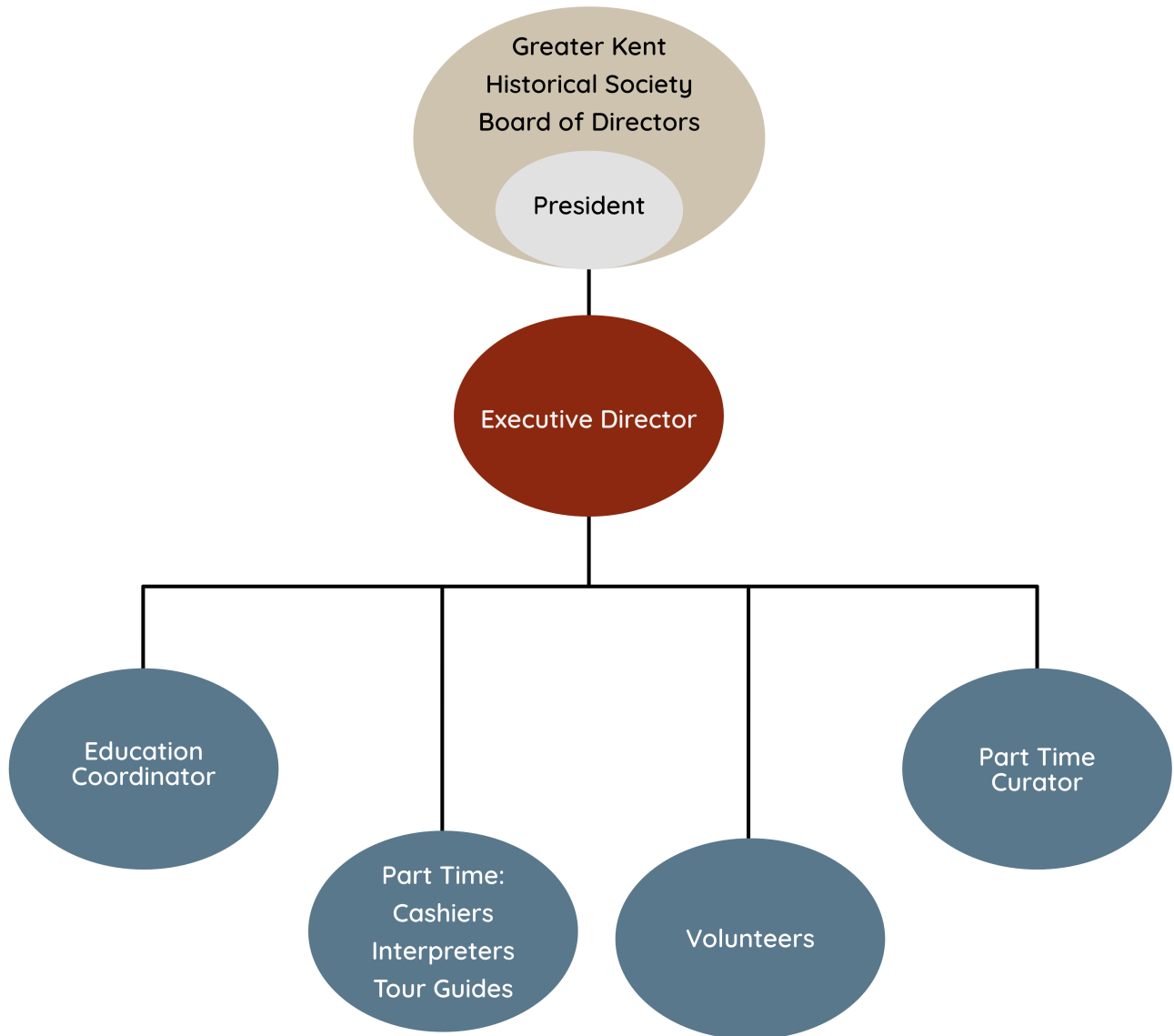


# Second Floor



Third Floor

## Kent Museum Organizational Chart Year 6





# WEATHERHEAD Experience Design Group, Inc. Greater Kent Historical Society 2022-2028 Strategic Plan

## Greater Kent Historical Society

DRAFT 6-Year Strategic Plan Revenue Projection

Revenue/Income Budget Forecast - Operating Costs not on Ledger

Item	Baseline	Nat. Avg (%)	Actual (%)	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 6 Metric (%)	Nat Avg (+/-)
<b>Government Support</b>											
City of Kent Support	100,500			100,500	104,018	107,658	111,426	115,326	119,362		
SUBTOTAL	100,500	25%	53%							52%	27%
<b>Private Giving</b>											
Donations	10,000			10,200	10,404	10,612	10,824	11,041	11,262		
Grants	60,000			61,200	62,424	63,672	64,946	66,245	67,570		
SUBTOTAL	70,000	37%	37%	71,400	72,828	74,285	75,770	77,286	78,831	34%	-3%
<b>Earned Income</b>											
Admission	690			794	913	1,574	1,810	3,470	3,990	15%	
Membership	3,500			3,570	3,641	4,006	4,406	4,847	5,331		
Fundraising (includes all below)	16,000			16,320	16,646	16,979	17,319	17,665	18,019		
Rental	0										
Preschool Program	0										
Camp Program	0										
School Field Trip Program	0										
Homeschool Program	0										
Onsite Gift Shop	0										
Online Gift Shop	0										
Walking Tour	0										
Speaker/"Kent Chronicals" Program	0										
SUBTOTAL	20,190	27%	11%	20,684	21,200	22,559	23,535	25,982	27,340	12%	-15%
<b>Investment Income</b>											
Edward Jones Account	20,382			21,707	22,032	22,363	22,698	23,039	23,384		
Homestreet Money Market #2 Reserve	53,530			57,009	57,865	58,733	59,614	60,508	61,415		
Endowment SUBTOTAL (after Draw)	73,912			78,716	79,897	81,095	82,312	83,547	84,800		
SUBTOTAL Revenue from Interest	0	11%	0%	3,696	3,936	3,995	4,055	4,116	4,177	2%	-9%
TOTAL	190,690			196,279	201,982	208,496	214,786	222,709	229,711		
Visitors	345			397	456	525	603	694	798		

### Assumptions

Does not include City overhead \$43,427, or free rent

Annual CPIU applied to Gov't Support begins

Private Giving annual increase

Fundraising

Endowment forecasted growth

Endowment Revenue from Interest

3.5%
2.0%
2.0%
6.5%
5.0%