



DESERT CABALLEROS  
WESTERN MUSEUM

**STRATEGIC FRAMEWORK**

2022 - 2026



February 2022

The Desert Caballeros Western Museum is in excellent financial and organizational health. We have balanced our budgets as far back as anyone can remember-no easy task for any non-profit given the vagaries of the economy, politics, and pandemics.

However, this doesn't mean we can sit back and expect this to continue. We have to thoughtfully manage our precious resources and carefully plan for the future. Change is always coming and we must be prepared to not just handle it, but capitalize on it for the benefit of our thousands of visitors of all ages each year.

We have always believed the time to change is from a position of strength and that is what we intend to do during the next few years, but we needed a well-thought-out road map to guide us. This is why the Board of Trustees embarked on our most comprehensive strategic planning process ever.

We needed to fully understand where we were and establish where we want to go. So, we set priorities and focused our energy to ensure that trustees, employees and other stakeholders are working toward common goals.

Our work has resulted in two overarching new directions for the Museum going forward. The first is to broaden the narrative of the stories we tell. The history of the West is a rich confluence of cultures and we want to share their real histories, both the triumphs and tragedies, so a full and accurate picture is presented.

Second, we have made the biggest decision since the Museum was founded more than 50 years ago and that is to construct an entirely new museum to create a state-of-the-art home for the collection and exhibits for the next 50 years. We are proud of this work and we invite your comments. This Strategic Framework is a living document and it needs everyone's commitment to be fully realized.

Respectfully,

Jason Rovey  
Chairperson, Board of Trustees

Daniel Finley  
Executive Director

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# EXECUTIVE SUMMARY

There are times when a strategic plan marks a significant pivot point in the life of a museum. This is just that moment for the Desert Caballeros Western Museum (DCWM), which under the leadership of Daniel Finley, the Executive Director, and Jason Rovey, Chair of the Board of Trustees, elected to undertake a thorough planning process that would examine the shifting realities of the region and world. The Framework establishes the steps needed to set the Museum on a path for greater public engagement both locally, regionally, and internationally.

The planning process began in June of 2021 and concluded in February of 2022 with this adopted Strategic Framework. Elements of the process included confidential interviews with key internal stakeholders, and voices in the community and across the State to gain insights, perspectives, and candid feedback for the Board and staff to consider. With a retreat in the early fall of 2021, the process shifted to working groups tackling the five initiatives in this Framework. The process was inclusive of all Board and staff members in thoughtful and problem-solving discussions. Further, the planning effort dovetailed with DCWM preparing to undertake the Reaccreditation process with the American Alliance of Museums (AAM) in March 2022.

Two fundamental decisions were made at the retreat. First, a commitment was made to expand the narrative of the West to include all the voices, traditions, and histories of the West throughout the work of the Museum. Indigenous peoples, settlers, ranchers, and the many diverse groups who, over time, have lived or migrated to the West broadens the narrative and reveals all the stories of the cultures, people, and environs. This is one of the core initiatives of this Strategic Framework.

Second, the Board committed to building a new stand-alone state-of-the-art facility that befits the aims and future aspirations of the Museum. This new building will create a 21<sup>st</sup> century museum that centers on the visitor experience using its exhibitions, programs, and collections to engage current and future generations. Current technology, updated internal systems, and interactive experiences will create a Museum that is a source of community pride for Wickenburg. Thus, designing and building a new Museum coupled with broadening the narrative drive all the steps and work that has begun and will unfold over the next five years.

These two key decisions evolved into two of the core initiatives: Broaden the Narrative, and, Build a New Facility. The other three initiatives directly support the success of these aspirations and include: Expand Community and Public Engagement, Enhance Institutional Leadership, and Ensure Financial Sustainability.

All five initiatives interrelate and will progress simultaneously until the successful opening of the new Museum. The re-envisioned Museum will be the result of Board, Executive Director, and staff efforts to implement engaging visitor experiences, conduct robust marketing, and involve the community in major fundraising efforts.

The Board and staff are committed to shaping a diversity, equity, accessibility, and inclusion (DEAI) policy. The principles and aims of such a policy are embedded throughout the document. As the work unfolds, the Board and staff will build forward-looking steps to become the inclusive institution that is at the heart of this Strategic Framework.

This Strategic Framework will be a united and integrated effort across the institution with many milestones achieved along the way. Prudent financial management and fundraising will occur simultaneously to ensure the right sizing of the facility and the capacity of the Museum to deliver on its promise to the public and community. The Board and staff acknowledge that this Framework is on an aggressive timeline. Ongoing monitoring will ensure adjustments as they may occur.

At the heart of this Framework are the inspirational mission, vision, and values.

*Mission*

Share the diverse stories, cultures and experiences of the West.

*Vision*

Greater community engagement expands the understanding of values and traditions of the West.

## *Values*

The Board, Staff, and Volunteers of DCWM value:

- Sparking curiosity
- Cultivating inclusion
- Building relationships
- Broadening narratives
- Fostering mutual respect
- Contributing to communities
- Stewarding collections
- Upholding environmental sustainability
- Advancing ethics and standards
- Acting with fiscal prudence

Additional components of this Framework include:

- Guiding principles;
- *Outcome measurements* used to assess progress on the Framework;
- *Definitions* that capture the agreed upon core concepts that inform this Framework;
- *Year-at-a-glance timeline*;
- The *five initiatives* with details of the steps needed to achieve the mission, values and vision; and,
- *Tools* to guide the ongoing advancement of this Strategic Framework.

This Strategic Framework represents a commitment by the Museum to make a difference through its work and its place in the community for the people of Wickenburg and beyond. The Board and staff invite you to join them on this exciting journey.



# STRATEGIC FRAMEWORK

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## MISSION, VISION, + VALUES

### Mission

Share the diverse stories, cultures and experiences of the West.

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### Values

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# GUIDING PRINCIPLES

## Guiding Principles

These guiding principles inform how we do our work. We strive to:

### Embrace diverse communities in meaningful ways

- Share the historical, cultural and environmental stories of the West
- Engage all generations in the conversations about cultures, peoples and the fragility of the West
- Represent multiple communities in our programs, exhibitions, and collections
- Contribute to the vitality and well-being of our communities

### Care for the collections, resources and facilities

- Ensure the responsible stewardship of all museum resources.
- Align the capacity of our physical plant and programs to support our vision
- Expand the collection to represent all cultures of the West
- Provide accessible, safe, and secure experiences for the public, staff, and volunteers

### Offer innovative ways for continuing participation and dialogue

- Explore contemporary issues, new ideas, and diverse histories
- Utilize technology to reach the broadest audiences
- Expose future generations to the West and its peoples
- Conduct market research to inform our decisions

### Advance ethical and professional practices that enable us to do our best work

- Support a healthy learning culture to stay relevant to those we serve
- Cultivate the succession of leadership at all levels of the organization
- Uphold openness and transparency with all stakeholders
- Lead strategically with the flexibility to respond to new challenges

## OUTCOME MEASUREMENTS

Outcome measurements are targets that are assessed once a year to gauge progress made on the Strategic Framework overall. Some of the outcome measurements may require creating a baseline in year one to be able to make a comparison beginning in the second year of use. As these outcome measurements are used and reviewed, some adjustments may be needed to best capture the targets. In some cases, new outcome measurements will be developed to keep pace with changing realities for DCWM.

Outcome measurement #1: The diversity of community and public engagement has increased measurably each year.

Measured by: Attendance to the Museum, participation in programs, website hits, etc.

Outcome measurement #2: The visibility of the Museum has broadened through effective public and marketing efforts.

Measured by: Evidence in social media, press, publications, etc.

Outcome measurement #3: Exhibitions, programming, and public offerings reflect a broader story of the West with multiple communities, voices, and stories.

Measured by: Broader representation in exhibitions, programs and offerings and the number of communities involved in the development of the range public engagement opportunities.

Outcome measurement #4: Broader community engagement throughout the Museum and its programming has grown contributing to new relationships and alliances for the future.

Measured by: Evidence of renewed and ongoing partnerships, attendance numbers, etc.

Outcome measurement #5: 100% of Board members fulfill their expectations and obligations as trustees.

Measured by: Board attendance, participation on Board committees, financial support for the Museum, attendance at special events and openings, etc.

Outcome measurement #6: 100% of Board members have made a financial commitment to the capital campaign by the end of 2023.

Measured by: Documentation of Board commitments in support of the campaign.

Outcome measurement #7: The management and ongoing success of securing support for the capital campaign has been steady, reaching the 70-80% benchmark by the end of 2023 to break ground.

Measured by: Capital campaign records of contributors as compared to the campaign goal.

Outcome measurement #8: Financial sustainability for the Museum during the capital campaign has remained steady.

Measured by: Annual giving records for general operating holding strong with little deviation from past years.

Outcome measurement #9: The conceptual design for the building and the exhibitions has been successfully completed by the end of 2022.

Measured by: Completed conceptual designs submitted by the selected architect, and by the exhibition design team.

Outcome measurement #10: The architectural design and exhibition designs have been completed by the end of 2023.

Measured by: Completed and approved architectural plans for the entire site and facility, and specific designs for all visitor experience offerings, including content research and development, interpretive themes and organization, exhibition design, public and educational programming, and overall digital strategy for public engagement and operations.

## KEY DEFINITIONS

*Accessibility* is giving equitable access to everyone along the continuum of human ability and experience. Accessibility encompasses the broader meanings of compliance and refers to how organizations make space for the characteristics that each person brings. (American Alliance of Museums, AAM)

*Communities* is the dynamic environment of shifting political landscapes, funder priorities, constituent needs, and demographics in which nonprofits operate. Communities can be groups bound by ethnic identity, geographic setting, shared experiences, or passions.

*Community Engagement* The process of building relationships with community members who will work side-by-side with the museum as an ongoing partner, in any and every way imaginable, building an army of support for your organization's mission, with the end goal of making the community a better place to live. (Hildy Gottlieb, Creating the Future)

*Diversity* All the ways that people are different and the same at the individual and group levels. Even when people appear the same, they are different. Organizational diversity requires examining and questioning the makeup of a group to ensure that multiple perspectives are represented. (AAM)

*Equity* refers to the fair and just treatment of all members of a community. Equity requires commitment to strategic priorities, resources, respect, and civility, as well as ongoing action and assessment of progress toward achieving specified goals. (AAM)

*Inclusion* is the intentional, ongoing effort to ensure that diverse individuals fully participate in all aspects of organizational work, including decision-making processes. It also refers to the ways that diverse participants are valued as respected members of an organization and/or community. While a truly "inclusive" group is necessarily diverse a "diverse" group may or may not be "inclusive." (AAM)

*Mission* captures why your organization exists, how it makes a difference in the world, and how it impacts the future. It also identifies who the organization is for. A mission statement should be short, inspiring, and guide the work of the institution internally while conveying to the public its purpose and role. The mission informs and drives the work of the organization every day, year-round. (Mission Matters)

*Principles* Stated, agreed-upon ways of operating at all levels of an institution. They typically cover a range of topics such as audience engagement, Board participation, financial principles, and diversity and inclusion. (Mission Matters)

*Outcomes* The effect of an organization's action, activity, or program. A description of an organization's results should reach beyond the outputs of its activities to encompass changes in conditions, behaviors, or attitudes designed to contribute to the lasting impact the organization seeks. These results are both accomplishment of milestones and changes that indicate progress toward the organization's long-term goals and strategic plan. (Independent Sector/Guidestar, Charting Impact)

*Values* Core beliefs that guide the behaviors and commitments that are embraced and upheld year-round by trustees, directors, staff, and volunteers. An organization's values should permeate and be evident in all that the institution undertakes. (Mission Matters)

*Vision* describes the long-term impact and achievements that the organization aims to accomplish in relation to the environment in which it operates. The vision can be qualitative and should not restate the essence conveyed in the mission. The vision is an aspirational target set in the future—often ten years or more ahead. (Mission Matters)

*West* The West is a multi-layered intersection of land and cultures, diverse peoples and traditions. This place refers to the geographic parameters of the remarkable landscape, flora, fauna and water from the Mississippi River west to the Pacific and north to Canada and south to northern Mexico. The people refer to the Indigenous people who occupied the land for thousands of years and still do today, and the diversity of the people who sought out the West to explore, settle, and make a living, including but not limited to, the Spanish, Mexicans, African Americans, Chinese, ranchers, farmers, Mormons, Mennonites.



INITIATIVES

# INITIATIVES

## INTRODUCTION TO INITIATIVES

This Strategic Framework for DCWM requires undertaking several areas of work simultaneously to create the most optimal, relevant, and sustainable results. Thus,

these five initiatives interlink and inform one another and will be a tightly coordinated effort over the next five years – the time span of this Framework with the goal to complete a new building in that time. Most importantly, the goal of this reimagined museum and new facility is to reflect the many communities, people and stories that convey the dynamic histories, contemporary realities, and hopes for the future of the western region.

The Initiatives are to:

- *Expand Community + Public Engagement*, a commitment to involve a greater representation of the community in the creation of and participation in the Museum’s activities, exhibitions and programs, and to provide services relevant to diverse communities and audiences.
- *Broaden Narrative*, a central component of this Framework, is to tell the many stories of the western region of North America by including the many communities who have lived in, contributed to, and defined the dynamic places, ways of life, and beliefs tied to the power of this place.
- *Enhance Institutional Leadership* pertains to the ongoing diversification of Board and staff for greater representation of the extended community, perspectives, and skill sets to achieve and guide this ambitious Framework to reflect a broader public and guide the Museum forward.
- *Ensure Financial Sustainability* is a multi-pronged effort to support the financial needs and demands of the Museum as it expands its service to the community, public, and number of people served, to undertake a successful multi-year capital campaign to secure the funding necessary to plan and build a new facility, and to operate sustainably into the future.
- *Build a New Facility* outlines the sequential steps from master planning through design and construction to create a 21<sup>st</sup> century building offering contemporary visitor experiences for the community of Wickenburg, the greater western region, and international visitors.

# INITIATIVES YEAR-AT-A-GLANCE

Initiative 1 Expand Community + Public Engagement	Initiative 2 Broaden Narrative	Initiative 3 Enhance Institutional Leadership	Initiative 4 Ensure Financial Sustainability	Initiative 5 Build New Facility <i>*(Assumes funding goals hit)</i>
2022				
Build: Marketing Plan & Community Engagement Plan Master Plan: <i>Visitor Experience Plan</i>	Interpretive Planning Assess current collection Master Plan: <i>Visitor Experience Plan</i>	Create ED contract Review committee structure Master Plan: <i>Staffing Plan</i>	Revise Fundraising Plan Cap Campaign / Silent: Project + Business Planning & Feasibility Study + Scope Assessment Master Plan: <i>Business Plan</i>	Feasibility Study Curatorial research Conceptual design Master Plan: <i>Facility Plan</i>
2023				
Implement: Marketing Plan & Community Engagement Plan Continue with ongoing programming	Build Collection Plan Continue with ongoing programming & exhibitions	Create DEAI Commitment Policy Board & staff succession planning	Cap Campaign / Silent: Feasibility Study + Scope Assessment & Board Gifts & Lead + Major Gifts	Architectural Design Exhibit Design Collection & admin prep Permit & legal matters Demo & site prep
2024				
Continue with ongoing programming Plan for inaugural programs & community events Implement Visitor Experience Plan	Implement Interpretive Plan	Continue with Board & staff priorities	Cap Campaign / Silent: 70%-80% goal secured	Building Construction Collection prep
2025				
Continue with ongoing programming Plan for inaugural programs & community events Implement Visitor Experience Plan	Implement Interpretive Plan	Continue with Board & staff priorities	Cap Campaign / Public: Community Campaign Dedication 100% goal received	Museum transition Building completion Exhibit fab Installation
2026				
Implement Visitor Experience Plan, inaugural programs, exhibitions & events	Implement Interpretive Plan		Cap Campaign / Public: Post Campaign	Open & Celebrate

Ongoing

Diversify volunteer pool Train volunteers on elements of Strategic Framework	Broader representation in collections, facilities, & interpretation	Clarify Board representation Review nominating process Review & improve salaries, benefits & performance	Donor Stewardship	Public Relations
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Initiative 1: Expand Community + Public Engagement

INITIATIVES	ADD. RESOURCES	ACCOUNTABILITY	STATUS
<b>2022</b>			
<b>Audiences and Communities</b>			
<p>Assess long-term and recent audiences/communities</p> <ul style="list-style-type: none"> <li>• Identify long-term committed participants and specific program participants such as:               <ul style="list-style-type: none"> <li>○ Wickenburg community and residents</li> <li>○ Seasonal residents</li> <li>○ Families</li> <li>○ Local schools / homeschoolers</li> <li>○ Boyd Ranch Kids Club</li> <li>○ Seniors</li> <li>○ Tourists (regional, national, international)</li> <li>○ Members</li> <li>○ Volunteers</li> </ul> </li> </ul>		Dir. of Marketing + Dir. of Ed.	
<ul style="list-style-type: none"> <li>• Expand range of new communities to reach and engage with the Museum such as:               <ul style="list-style-type: none"> <li>○ Wickenburg leadership</li> <li>○ Young professionals and residents of the town</li> <li>○ Indigenous communities such as the Apache, Navajo, + Hopi Tribes</li> <li>○ Latino and Hispanic communities</li> <li>○ Chinese, religious communities, other</li> <li>○ Wickenburg Ranch</li> <li>○ Valley and Scottsdale residents</li> <li>○ Prescott, Sedona, etc.</li> <li>○ The Ropers</li> </ul> </li> </ul>		Dir. of Marketing + Dir. of Ed.	
<p>Build Community Engagement Plan</p> <ul style="list-style-type: none"> <li>• Outline priorities and strategies that align communities and concepts</li> <li>• Align methods for reaching different communities and audiences with strategies such as:               <ul style="list-style-type: none"> <li>○ Valley residents – events, movies, food trucks, cluster of offerings for a day outing</li> <li>○ Families and multigenerational programs</li> <li>○ Schools through school resources, field trips (pilot programs)</li> </ul> </li> <li>• Factor in the framework on broadening the narrative (Initiative 2)</li> </ul>		Dir. of Ed.	

INITIATIVE 1 cont.	ADD. RESOURCES	ACCOUNTABILITY	STATUS
<b>Marketing Plan and Promotional Strategies</b>			
Build Marketing Plan <ul style="list-style-type: none"> <li>Undertake assessment, data gathering, strategy building, and implementation</li> </ul>		Dir. of Marketing	
Conduct a SWOT analysis of past and current marketing strategies <ul style="list-style-type: none"> <li>Assess strengths of current marketing and promotional efforts</li> <li>Review potential strategies using the audience/community work and expanded narrative matrix to create the right blend of strategies</li> </ul>		↓	
Shift internal practices to: <ul style="list-style-type: none"> <li>Plan for and integrate market research to inform decisions</li> <li>Find ways for Boyd Ranch and the Museum to convey the diversity of offerings and different ways for the public to engage with DCWM</li> </ul>	TBD	↓	
Develop marketing strategies for building opening		↓	
Conduct focus groups and community conversations	Consultant Support	↓	
<b>Program Assessment/Decision-making Tool</b>			
Use the assessment/decision-making tool to guide modifications for upcoming programs for this fiscal year and make adjustments accordingly <ul style="list-style-type: none"> <li>Incorporate in the review and planning of public offerings moving forward</li> </ul>		Dir. of Ed. + Dep. Dir./Curator	
Use the matrices from other components (Community Engagement Plan, Interpretative Plan, Marketing Plan) to guide the shaping and achieving of balance in public offerings for the future <ul style="list-style-type: none"> <li>Onsite</li> <li>Offsite</li> <li>Online</li> </ul>		↓	
<b>Master Planning</b>			
<i>Master Plan:</i> Create Visitor Experience Plan as part of the master planning process	TBD Consultant(s)	↓	
Determine scope of public offerings in light of effort dedicated to master planning and preparing for a new building	TBD Consultant(s)	↓	

<i>INITIATIVE 1 cont.</i>	<b>ADD. RESOURCES</b>	<b>ACCOUNTABILITY</b>	<b>STATUS</b>
<b>2023</b>			
<b>Audiences and Communities</b>			
Implement Community Engagement Plan		Dir. of Ed. + Dep. Dir/Curator	
<b>Marketing Plan and Promotional Strategies</b>			
Implement Marketing Plan		Dir. of Marketing	
<b>Preparation for New Building/Master Planning</b>			
Continue with ongoing programming		Dir. of Ed. + Dep. Dir/Curator	
<b>2024</b>			
<b>Preparation for New Building/Master Planning</b>			
Implement Interpretive Plan			
Continue with ongoing programming			
Plan for inaugural programs & community events			
<b>2025</b>			
<b>Preparation for New Building/Master Planning</b>			
Implement Interpretive Plan			
Continue with ongoing programming			
Plan for inaugural programs & community events			
<b>2026</b>			
<b>Preparation for New Building/Master Planning</b>			
Implement Interpretive Plan, inaugural programs, exhibitions, & events			
<i>Ongoing</i>			
<b>Volunteers</b>			
Plan for more diversity in volunteers as critical to delivering programs and engaging with the public <ul style="list-style-type: none"> <li>• Continue with high school program</li> <li>• Consider other ways to engage volunteers</li> </ul>			
Incorporate training that captures the spirit of this Framework and the expanded narrative <ul style="list-style-type: none"> <li>• Examine the strengths of the current program and amend as needed</li> </ul>		▼	

Initiative 2: Broaden Narrative

INITIATIVES	ADD. RESOURCES	ACCOUNTABILITY	STATUS
<b>2022</b>			
<b>Parameters of Broader Narrative</b>			
Build a matrix that captures the full dynamic of the broader narrative to guide decision making and support of achieving inclusive stories by:		Staff + Advisors	
Clarifying the specifics of representing a broader narrative and diverse voices <ul style="list-style-type: none"> <li>• Multiple stories and perspectives from Latino (including geographic regions of Mexico, Spain, South America), Indigenous (ancient peoples and contemporary tribes), Chinese, etc.</li> <li>• Representation in current Wickenburg such as Basque, Mennonites, Mormons, Catholic Missions, etc.</li> <li>• Livelihoods including mining, ranching, guest ranches, farming, arts, etc.</li> <li>• Sources such as living traditions, oral histories, storytelling (traditional and contemporary), prehistory and history, etc.</li> <li>• Spectrum of the arts and senses – music, visual arts, theater, dance, photography, etc.</li> </ul>	TBD		
Addressing the many interpretations of “west” – the people, cultures, the land, water, living flora and fauna, the diverse ecosystems, etc. that influence the public’s understanding and ways of life in the western region of North America with an eye toward: <ul style="list-style-type: none"> <li>• The ever-increasing fragility of the western region (fire, drought, floods, etc.)</li> <li>• Indigenous ways of caring for land, water, flora and fauna, as an example</li> </ul>			
Strategizing the best methods for engaging and gathering different voices, community representation, scholars, etc. that incorporate into the choices made and interpretation, voices, and stories shared			
Taking into account the different ways the broader narrative influences the range of activities, terminology, development of public engagement (onsite, offsite, online), etc.			
<b>Interpretive Plan</b>			
Incorporate the elements of the broader narrative into an Interpretive Plan to: <ul style="list-style-type: none"> <li>• Guide work in the near term for programs and exhibitions</li> <li>• Prepare to guide the work with Master Planning for the new building</li> </ul>		↓	

INITIATIVE 2 cont.	ADD. RESOURCES	ACCOUNTABILITY	STATUS
<b>2022 cont.</b>			
<b>Broader Representation Relative to Collections</b>			
Assess current collection for strengths and weaknesses relative to broader representation Identify areas/cultures/stories not represented as guideline for future goals		Staff + Acq. Com.	
Build a Collecting Plan and strategies that will advance better representation over the long-run <ul style="list-style-type: none"> <li>• Factor in short-term priorities and solutions such as borrowing from other museums</li> <li>• Research an arrangement as a Smithsonian Affiliate (with an eye toward the new building)</li> <li>• Plan for storage capacity to achieve expanding the collection + archives</li> <li>• Include oral histories, videos, and other digital means to expand representation quickly</li> </ul>		Dep. Dir./Curator + Acq. Com.	
Plan to enhance collection storage as possible for the near term and for the new building			
Broader Narrative Implications Apply the rubric to Cowgirl Up!, all new programing, fundraising efforts, store merchandise, website, etc.		E.D., Staff + Cowgirl Up! Com. etc.	
<b>2023</b>			
<b>Broader Representation Relative to Collections</b>			
Build Collections Plan		E.D., Dep. Dir/Curator + Acq. Com.	
<b>Public Engagement and Offerings Menu</b>			
Develop decision tools, assessment processes that support this priority (See Initiative 1 dedicated to Community and Engagement)		Dir. of Ed. + Dep. Dir./Curator	
Continue with ongoing programming & exhibitions			
<b>2024</b>			
<b>Interpretive Plan</b>			
Implement Interpretive Plan		↓	

<i>INITIATIVE 2 cont.</i>	<b>ADD. RESOURCES</b>	<b>ACCOUNTABILITY</b>	<b>STATUS</b>
<b>2025</b>			
<b>Interpretive Plan</b>			
Implement Interpretive Plan		Dir. of Ed. + Dep. Dir./Curator	
<b>2026</b>			
<b>Interpretive Plan</b>		↓	
Implement Interpretive Plan		▼	
<b>Ongoing</b>			
<b>Advisory Committee(s)</b>			
Review best solution for broad feedback on narrative, collection representation, etc. <ul style="list-style-type: none"> <li>• May be topic focused, or standing group, or other structure that supports DCWM mission, vision and values</li> </ul>	TBD	Staff	
<b>Broader Narrative relative to new facility</b>			
Ensure that the core goals of broader representation in stories, participation, and collections are addressed in facility planning – short-term and long-term		Dep. Dir./Curator, Dir. of Ed. + Master Planning Com.	
<b>Broader representation relative to collections</b>			
Continue work started in 2023		E.D. + Dep. Dir./Curator	

Initiative 3: Enhance Institutional Leadership

INITIATIVES	ADD. RESOURCES	ACCOUNTABILITY	STATUS
<b>2022</b>			
<b>Board Operations</b>			
Adjust Board meeting schedule to be implemented <ul style="list-style-type: none"> <li>• Meet quarterly (Jan, Apr, July, Oct) allowing time for committee work in between</li> </ul>		Exec. Com.	
Review and update job descriptions for all Board officer positions		Secretary	
Review Committee structure and clarify Committee Charters <ul style="list-style-type: none"> <li>• Create Finance Committee from Executive Committee</li> <li>• Review current committees in place                             <ul style="list-style-type: none"> <li>○ Executive, Development, Acquisition, Investment, Cowgirl Up!, Boyd Ranch,</li> <li>○ Conclude Strategic Planning / plan oversight shifts to Executive Committee and Board</li> <li>○ Consider creating a new Governance Committee (include nominating process, Board education, succession planning, onboarding, etc.)</li> <li>○ Create a Capital Campaign Committee, a Master Planning Committee and Building Committee (Determine best name and purpose for each)</li> </ul> </li> <li>• Schedule committees to meet monthly</li> <li>• Have committees submit reports a week in advance for Board packet</li> <li>• Ensure the right balance of membership and expertise is on each committee</li> <li>• Define the process for inviting Board members and non-Board members to a committee</li> <li>• Plan for committee leadership rotation to keep things fresh</li> </ul>		Exec. Com.	
Outline Board-related decision-making processes such as: <ul style="list-style-type: none"> <li>• Committee recommendations flowing into Board for discussion and vote (when needed submit to Executive Committee first)</li> <li>• Power of Executive Committee "shall have, and may exercise, the powers and authority of the Board" typically in the case of urgent issues/emergencies between Board meetings (Stated in current by-laws)</li> </ul>		Exec. Com. + Full Board	
Clarify Board expectations such as: <ul style="list-style-type: none"> <li>• Attendance at Board meetings</li> <li>• Participation on Committee(s)</li> <li>• Level of financial support (Gala tickets, membership, annual gift, capital campaign, etc.)</li> </ul>		Exec. Com. + Dev. Com.	

<i>INITIATIVE 3 cont.</i>	<b>ADD. RESOURCES</b>	<b>ACCOUNTABILITY</b>	<b>STATUS</b>
<b>Board Operations cont.</b>			
Create an annual calendar of Board-related activities and meeting schedule		Exec. Committee + E.D.	
Ensure annual Board retreat factors in review of progress on Strategic Plan		E.D.+ Board Chair	
Develop effective means of ongoing communication between Board meetings		Gov. Com.	
Develop an annual Board assessment and evaluation process (factor results into annual retreat)			
<b>Onboarding</b>			
Review and expand onboarding process <ul style="list-style-type: none"> <li>• Timing of onboarding new members (prior to first Board meeting)</li> <li>• Items to review such as strategic plan, priorities, and Board member responsibilities</li> <li>• Governance standards and practices</li> </ul>		Gov. Com.	
<b>Board Culture and Ongoing Practices</b>			
Create the elements of a healthy, inclusive Board culture		Gov. Com.	
Factor in ongoing Board training, conversations with experts, and access to current literature		Gov. Com.	
<b>Succession Planning</b>			
Expand the Board up to 25 members		Gov. Com.	
<b>Institutional Policies</b>			
Assess all existing policies relative to the direction set in this Plan <ul style="list-style-type: none"> <li>• Identify those that need to be added</li> </ul>		E.D., Exec. Com. + Full Board	
Develop an ED contract that includes accepted practices that protect the ED and the Board		Exec. Com. + E.D.	
Create a DEAI Commitment statement and supporting policy as part of the planning process		E.D. + Exec. Com.	
Master Planning			
<i>Master Plan:</i> Create Staffing Plan as part of the master planning process	TBD for consultant	E.D. and Master Planning Com.	
<b>2023</b>			
<b>Succession Planning</b>			
Shape a Succession Plan for the Board <ul style="list-style-type: none"> <li>• Have Vice Chair in queues for future Chair</li> <li>• Prepare for changes in Board officers</li> <li>• Anticipate ways to engage potential Board members through committee work</li> </ul>		Exec. Com. + Gov. Com.	
Prepare a Succession Plan for staff		E.D.	

<i>INITIATIVE 3 cont.</i>	<b>ADD. RESOURCES</b>	<b>ACCOUNTABILITY</b>	<b>STATUS</b>
<b>2024</b>			
Board + Staffing			
Continue with Board & staffing priorities		Board Chair, Exec. Com. + E.D.	
<b>2025</b>			
Board + Staffing			
Continue with Board & staffing priorities		Board Chair, Exec. Com. + E.D.	
<b>2026</b>			
Board + Staffing			
Continue with Board & staffing priorities		Board Chair, Exec. Com. + E.D.	
<b>Ongoing</b>			
<b>Balance on Board</b>		.	
Clarify and expand expertise and representation on the Board and link to nominating processes <ul style="list-style-type: none"> <li>• Create grid of desired representation then slot in current Board members to see gaps/Along with noting when terms are up and rotating off occurs after 2 subsequent terms <ul style="list-style-type: none"> <li>○ Identify community representation like School Superintendent, Chamber reps, etc.</li> <li>○ Address growing broader representation from various communities such as Latino/Hispanic, Chinese, Japanese, Indigenous, etc.</li> <li>○ Consider a wider geographic reach</li> </ul> </li> </ul>		Gov. Com.	
Review nominating processes and timing in sync with full Board meeting schedule		Gov. Com.	
<b>Staff Support &amp; Structure</b>			
Review staff salaries and establish a structure for improvement over time <ul style="list-style-type: none"> <li>• Assess priorities and implement annually</li> </ul>		E.D.	
Examine and adjust as necessary, the "work-from-home" policy for the future		E.D.	
Review benefits for all staff to ensure the proper system to support staff is in place <ul style="list-style-type: none"> <li>• Share a status report with the Board once a year</li> </ul>		E.D.	
Establish staff compensation standards tied to new building		E.D.	
Review performance review process		E.D.	

Initiative 4: Ensure Financial Sustainability

INITIATIVES	ADD. RESOURCES	ACCOUNTABILITY	STATUS
<b>2022</b>			
<b>Fundraising Strategy for the Future</b>			
Revise annual Fundraising Plan with an eye toward the capital campaign for a building <ul style="list-style-type: none"> <li>• Conduct an analysis to inform the strategy (individual giving, trustee giving, etc.)</li> <li>• Outline a vision and case statement in support of the future of DCWM</li> <li>• Detail strategies to strengthen all levels of giving in preparation for capital campaign:               <ul style="list-style-type: none"> <li>○ Individual giving, annual appeal, foundation grants, special events, etc.</li> </ul> </li> <li>• Incorporate and expand planned giving program</li> <li>• Assess timeline of events to determine the optimal strategy for the gala, etc.</li> </ul>		Dir. of Dev., E.D., Dev. Com.	
<b>Board Engagement in Fundraising</b>			
Build the systems to support fundraising now and into the capital campaign <ul style="list-style-type: none"> <li>• Outline the process/steps of making asks, ongoing coordination, and working with Dev. Office</li> <li>• Clarify roles of ED, Development staff, + Board Development Committee with goals and strategies and coordination</li> <li>• Develop messaging and talking points for Board use</li> <li>• Continue with ongoing training to increase Board effectiveness and participation in fundraising</li> </ul>		E.D., Dir. of Dev., Dev. Com., Board Chair  ↓	
Determine Board annual goals for the Museum supported by goals coordinated by the Board Development Committee		↓	
Master Planning			
<i>Master Plan:</i> Create Business Plan as part of the master planning process	TBD for consultant(s)	Master Planning Com.	

INITIATIVE 4 cont.	ADD. RESOURCES	ACCOUNTABILITY	STATUS
<b>Capital Campaign Preparation (Silent Phase 1 &amp; 2)</b>			
Conduct research into the requirements and strategies used for undertaking and managing a capital campaigns such as: <ul style="list-style-type: none"> <li>• Feasibility studies to affirm the ability to run the campaign and support the operating budget once opened</li> <li>• Needs-assessment for project</li> <li>• Building the internal systems key to managing a capital campaign such as:               <ul style="list-style-type: none"> <li>○ Staffing + contractors needed + hired</li> <li>○ Technology + database</li> <li>○ Forms for document gifts, pledges, etc.</li> </ul> </li> <li>• Outline timeline of activities and securing support</li> <li>• Structure campaign including capital expenses, ramp up costs, endowment, staffing, furniture, etc.</li> <li>• Factor in the projections and details generated during the master planning process</li> <li>• Conduct initial prospect research + identify top leads</li> </ul>	TBD for Capital Campaign Support	E.D., Dir. of Dev., Dev. Com., Cap. Campaign Com.	
Clarify capital campaign policies <ul style="list-style-type: none"> <li>• Clarify internal management for Campaign</li> </ul>		Capital Camp. Com. + Dev. Staff	
Secure seed funds for soft campaign costs		Cap. Campaign Com. + Dev. Staff	
Ensure Board participates in the Campaign working closely with the Development Office		Board Chair	
Create a Capital Campaign Committee of the Board <ul style="list-style-type: none"> <li>• Recruit &amp; engage Campaign leadership</li> <li>• Launch Capital Campaign Committee</li> </ul>		Board Chair + E.D.	
Create case for support + key messages		Cap. Campaign Com. + Dev. Staff	
<b>Analysis of Special Event Costs + Income</b>			
Conduct an analysis of all special events including direct and indirect costs relative to income <ul style="list-style-type: none"> <li>• Determine if there are adjustments to increase the level of income/decrease costs for events</li> <li>• Strategize ways to update Cowgirl Up!</li> <li>• Coordinate events with Boyd Ranch for the best outcome for all efforts</li> </ul>		Dir. of Business Ops, Dir. of Development	

<b>INITIATIVE 4 cont.</b>	<b>ADD. RESOURCES</b>	<b>ACCOUNTABILITY</b>	<b>STATUS</b>
<b>Financial Policies and Procedures</b>			
Review existing financial policies and practices <ul style="list-style-type: none"> <li>• Determine what policies need amendment and which policies need to be established</li> <li>• Consider those policies that will be needed heading into a capital campaign</li> <li>• Develop:               <ul style="list-style-type: none"> <li>○ Ethical Gift Receipt Policy</li> <li>○ Charitable Gift Annuities policy</li> <li>○ In-kind gifts</li> </ul> </li> <li>• Coordinate policies with Investment policies and financial management of gifts, and donor records</li> </ul>		E.D., Fin. Com., Dir. of Business Ops.	
<b>2023</b>			
<b>Earned Income Strategies</b>			
Assess the various earned income programs within the Museum to determine if any adjustments or modifications are required: <ul style="list-style-type: none"> <li>• Membership</li> <li>• Admissions</li> <li>• Program fees</li> <li>• Special events (covered up above)</li> </ul>		Sr. Staff, Dir. of Business Ops, + Dir. of Dev.	
Examine the operations of the two stores to reveal opportunities for adjustments in merchandise, income, inventory, etc. <ul style="list-style-type: none"> <li>• Determine if there are short-term adjustments</li> <li>• Consider the two stores as separate entities and as one</li> <li>• Keep in mind any takeaways as planning for a new building takes shape</li> </ul>		Retail Ops Manager	

<b>INITIATIVE 4 cont.</b>	<b>ADD. RESOURCES</b>	<b>ACCOUNTABILITY</b>	<b>STATUS</b>
<b>Capital Campaign Progress (Silent Phase 2 &amp; 3)</b>			
Silent Phase: Feasibility Study + Scope Assessment (6 months) <ul style="list-style-type: none"> <li>• Identify top lead prospects/donors &amp; amounts identified</li> <li>• Draft plan submitted &amp; approved</li> </ul>		Dev. Com., Cap. Campaign Com., Board Chair, E.D. + Dev. Director	
Silent Phase: Board Gifts (6 months) <ul style="list-style-type: none"> <li>• 100% Board campaign gifts secured</li> </ul>			
Silent Phase: Lead & Major Gifts (4 months – 18 months) <ul style="list-style-type: none"> <li>• Solicit lead and major gifts</li> <li>• Start to solicit foundations (after 50% of goal secured)</li> </ul>			
<b>2024</b>			
<b>Capital Campaign Progress (Silent Phase 4 + Public Phase 5)</b>			
Silent Phase: Lead + Major Gifts (4 months – 18 months) <ul style="list-style-type: none"> <li>• Solicit lead and major gifts</li> <li>• 70% - 80% of campaign fundraising goal secured</li> </ul>			
Public Phase: Community Campaign + Construction (1-2 years) <ul style="list-style-type: none"> <li>• Announce campaign goal &amp; progress</li> <li>• Press &amp; media campaign</li> <li>• Solicit mid &amp; low-level gifts &amp; challenge grants</li> </ul>			
<b>2025</b>			
<b>Capital Campaign Progress (Public Phase 5)</b>			
Public Phase: Community Campaign + Construction (1-2 years) <ul style="list-style-type: none"> <li>• Announce campaign goal &amp; progress</li> <li>• Press &amp; media campaign</li> <li>• Solicit mid &amp; low-level gifts &amp; challenge grants to meet final 20% of goal</li> <li>• 100% of fundraising goal achieved</li> <li>• Donors recognized &amp; thanked and finalized naming opportunities</li> </ul>		↓	

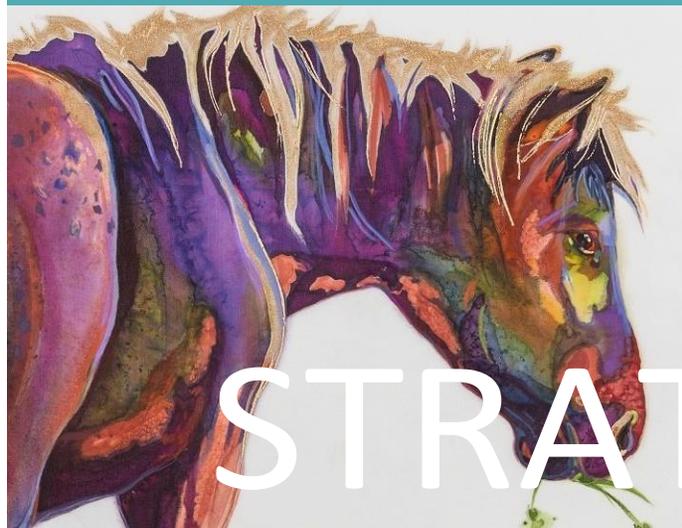
<i>INITIATIVE 4 cont.</i>	<i>ADD. RESOURCES</i>	<i>ACCOUNTABILITY</i>	<i>STATUS</i>
<b>2026</b>			
<b>Capital Campaign Progress (Public Phase 6)</b>			
Public Phase: Dedication & Post Campaign (3 – 6 months) <ul style="list-style-type: none"> <li>• Final report &amp; accounting</li> <li>• Celebrate</li> <li>• Donor stewardship continues</li> </ul>		Dev. Com., Cap. Campaign Com., Board Chair, E.D. + Dev. Director	
<b>Ongoing</b>			
Donor Stewardship		E.D. + Dev. Staff	

Initiative 5: Build New Facility

INITIATIVES	ADD. RESOURCES	ACCOUNTABILITY	STATUS
<b>2022</b>			
<b>Master Planning</b>			
<i>Master Plan:</i> Create Facilities Plan as part of the master planning process <ul style="list-style-type: none"> <li>Includes future site and current building</li> </ul>	TBD Consultants	E.D. + Dep. Dir./Curator	
<b>Facilities</b>	↓	E.D. + Cap. Campaign Com.	
Feasibility study in support of campaign and future operation	↓	E.D., Dep. Dir. /Curator + Master Planning Com.	
Conceptual design	TBD Architect		
<b>Operational Preparation</b>			
Curatorial research and work			
Administration preparation			
<b>2023</b>			
<b>Facilities</b>			
Architectural Design	TBD Architect		
Permit & legal consolidation of parcels	TBD		
Demolition & primary site work	TBD		
<b>Exhibitions</b>			
Exhibit Design	TBD Exhibit Designers		
Collection prep	TBD		
<b>Operational Preparation</b>			
Curatorial research and work	TBD		
Collection prep	TBD		
Administration preparation	TBD	↓	

<i>INITIATIVE 5 cont.</i>	<b>ADD. RESOURCES</b>	<b>ACCOUNTABILITY</b>	<b>STATUS</b>
<b>Capital Campaign Progress</b> - 100% Board capital gifts secured		E.D., Board Chair, + Cap. Campaign Com.	
<b>2024</b>			
<b>Facilities</b>			
Building Construction	TBD	E.D. + Master Planning Com.	
<b>Exhibitions</b>			
Exhibit Fabrication	TBD		
Collection prep	TBD	Dep. Dir./Curator	
<b>Operational Preparation</b>			
Curatorial research and work	TBD	Dep. Dir./Curator	
<b>Capital Campaign Progress</b>			
<ul style="list-style-type: none"> <li>70% - 80% of campaign fundraising goal secured</li> </ul>		E.D. + Cap Campaign	
<b>2025</b>			
<b>Facilities</b>			
Building construction continues & completed	TBD	E.D. + Master Planning Com.	
<b>Exhibitions</b>			
Exhibit Fabrication	TBD	E.D. + Master Planning Com.	
Collections prep and move	TBD		
Installation (exhibits, collections, furniture)	TBD	↓	
Test systems, final punch list & prep for opening	TBD	↓	
<b>Operational Preparation</b>			
Admin moves	TBD	E.D.	
Public Relations (public phase)	TBD	Dir. of Marketing	
<b>Capital Campaign Progress</b> - 100% of fundraising goal achieved			

<i>INITIATIVE 5 cont.</i>	<i>ADD. RESOURCES</i>	<i>ACCOUNTABILITY</i>	<i>STATUS</i>
<b>2026</b>			
<b>Operational Preparation</b>			
Open & Celebrate	TBD	Board + Staff	
<b>Ongoing</b>			
Publicrelations	TBD	Dir. Marketing	
Donor Stewardship	TBD	E.D., Dir. of Dev. + Deve.Com.	



# STRATEGIC TOOLKIT

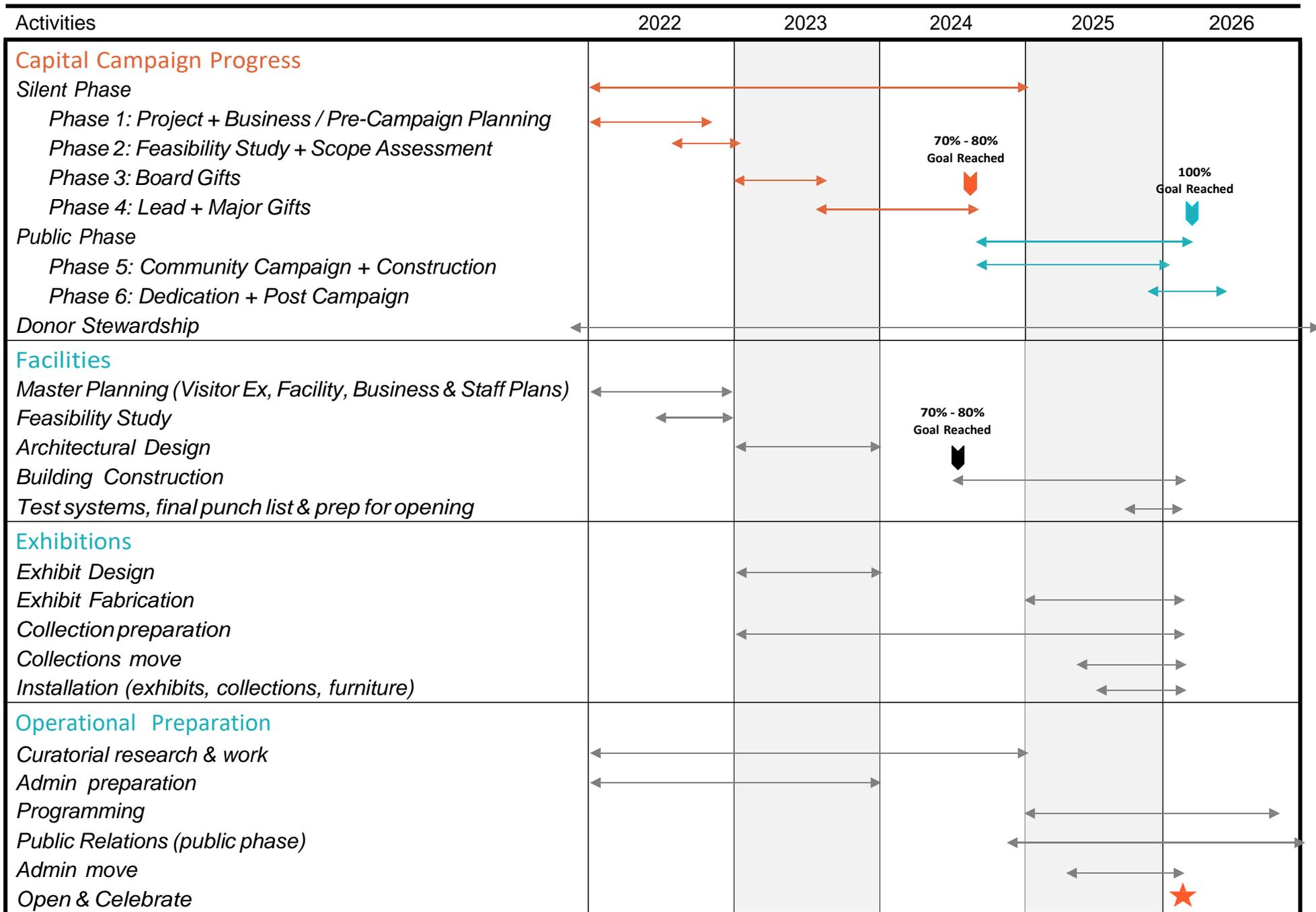
# STRATEGIC TOOLKIT

The following tools were developed during the planning process. They are designed to serve as a guideline and reference. The tools should be adjusted as use and time informs what is best for DCWM.

The tools are:

- *DCWM Building Timeline Chart* that integrates all the steps of building a new Museum tied to benchmarks achieved by the capital campaign
- *DCWM Capital Campaign Sample Timeline* this is a timeline that is “typical” for undertaking a capital campaign.
- *DCWM Decision-making Tool* was developed through conversations with staff to create a simple way to assess the alignment of current or proposed public programs and activities.

# DCWM BUILDING TIMELINE CHART



# DCWM CAPITAL CAMPAIGN SAMPLE TIMELINE

	<b>PHASE 1</b> <b>Project + Business Planning / Pre-Campaign Planning</b>	<b>PHASE 2</b> <b>Feasibility Study + Scope Assessment</b>	<b>PHASE 3</b> <b>Board Gifts</b>	<b>PHASE 4</b> <b>Lead + Major Gifts</b>	<b>PHASE 5</b> <b>Community Campaign + Construction</b>	<b>PHASE 6</b> <b>Dedication Post Campaign</b>
	<b>SILENT PHASE</b>				<b>PUBLIC PHASE</b>	
<b>Phase Length</b>	<b>2022</b> (6 month – 1 year)	<b>2022 – 2023</b> (6 months)	<b>2023</b> (6 months)	<b>2023 - 2024</b> (4 – 18 months)	<b>2024 – 2025</b> (1 – 2 years)	<b>2026</b> (3 – 6 months)
<b>Milestones Achieved</b>	Project needs-assessment completed Non-philanthropic revenue options identified Financing options identified Key case messages outlined	Identify top prospects & amount that can be raised Project scope adjusted based on additional info Plan drafted & Board approve	100% Board campaign gifts secured	70-80+% of campaign fundraising goal secured	Final public campaign goal & timeline decided Comprehensive marketing & donor acquisition program Final % of campaign fundraising goal secured	100% of fundraising goal achieved Project is completed & occupied Celebrate
<b>Activities</b>	Secure early seed fund commitments from loyal supporters to fund campaign soft costs Identify needs for additional Dev. staff, contractors & hire Identify development technology, systems & policies needed Screen constituent databases to identify best prospects & conduct prospect research Engage & inform lead & major donor prospects & foundations Strengthen annual and major gift programs Recruit & engage Campaign Committee leaders Launch Campaign Committee Create draft case for Support & key messages Outline initial campaign timeline & create campaign policies	Identify & train feasibility study group participants Conduct feasibility interviews Gather feedback on case & project Case messaging refined based on feedback Align project scope & vision with available resources Develop a working goal	Project scope & financing Clarified case & campaign materials created Conduct Board giving campaign Cultivate & engage lead & major donors Continue growing annual fund & major gift programs Continue to engage foundation program officers Continue to engage & inform lead & major prospects Develop reconnection plan	Solicit lead & major gifts Solicit foundations (after 50% goal secured) Determine final campaign goal & timeline Plan for community phase Secure challenge grants for community phase Continue growing annual & major gift programs	Public announcement of campaign Ground-breaking ceremony Ramp-up communications inviting all to participate Solicit mid & low-level gifts Challenge grant for final fundraising push announced Continue building robust annual, major & planned giving programs	Donors & volunteers recognized Finalize naming Ribbon cutting opening celebration Final campaign report + account Donor stewardship continues

Source: Comprehensive Capital Campaign Planning Overview, The Varga Group, 2020

# DCWM PROGRAM DECISION-MAKING TOOL

DCWM staff will use this strategic decision-making tool to facilitate discussions and inform decisions that align with the Strategic Framework.

**Program/Service/Activity** \_\_\_\_\_ **Current** \_\_\_\_\_ **Proposed** \_\_\_\_\_

	Disagree	Neutral	Agree
Supports the mission, values, and vision.	1	2	3
Supports Strategic Plan and Initiatives.	1	2	3
Builds diverse communities and audiences.	1	2	3
Is financially profitable OR Outside funding support is possible.	1	2	3
Has a positive return on investment (ROI).	1	2	3
Has staff and/or volunteer capacity.	1	2	3
Fits within the Museum's physical capacity.	1	2	3
Has a high marketing potential.	1	2	3
Presents unique or one-of-a-kind opportunity OR Diversifies the Museum public engagement offerings.	1	2	3

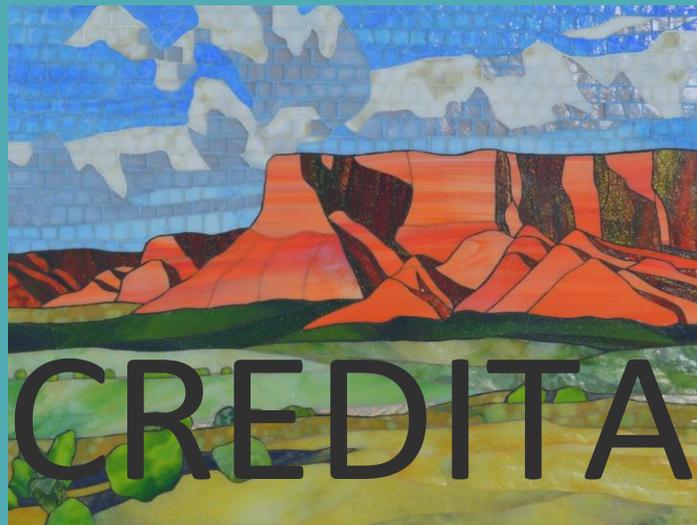
9-14 points	Eliminate/Don't Pursue	Total Score
15-23 points	Rework	
24-27 points	Continue/Enhance as Appropriate	

Explore \_\_\_\_\_ Build/Add/Keep \_\_\_\_\_ Don't Add/Eliminate \_\_\_\_\_ Put on Hold (Date to revisit) \_\_\_\_\_

Notes:

Name Submitted: \_\_\_\_\_ Date: \_\_\_\_\_

Name Approved: \_\_\_\_\_ Date: \_\_\_\_\_



# REACCREDITATION

# REACCREDITATION PREPAREDNESS

When this strategic planning process was launched in the summer of 2021, one of the goals was to complete the Framework prior to the launch of the American Alliance of Museums (AAM) Reaccreditation review beginning March 1, 2022. As part of the planning process, the requirements set forth by AAM were reviewed and assessed. The following three charts document those assessments. DCWM has upheld and abided by standards set forth by AAM as noted in these charts. It has been noted where adjustments are being made to revise policies or standards to align with the direction and priorities of the DCWM Strategic Framework.

# DCWM GOVERNANCE BENCHMARK

## AAM ETHICS, STANDARDS, AND BEST PRACTICES

*Below is a selection of the core ethics, standards, and best practices in the areas of museum governance outlined by the American Alliance of Museums' Characteristics of Excellence. Standards are generally accepted levels of attainment that museums are expected to achieve. They define the fundamental obligations of a museum, a responsible nonprofit, and a well-run business. Ratings as of 12/2021: -- not achieved, ✓ satisfactory, + excellent*

<i>STANDARDS</i>	<i>-- / ✓ / +</i>
<p><b>Public Trust and Accountability</b> The museum is a good steward of its resources held in the public trust.</p>	+
The museum identifies the communities it serves, and makes appropriate decisions in how it serves them.	✓ (updating)
Regardless of its self-identified communities, the museum strives to be a good neighbor in its geographic area.	+
The museum strives to be inclusive and offers opportunities for diverse participation.	✓ (updating)
The museum asserts its public service role and places education at the center of that role.	+
The museum demonstrates a commitment to providing the public with physical and intellectual access to the museum and its resources.	+
The museum is committed to public accountability and is transparent in its mission and its operations.	+
The museum complies with local, state, and federal laws, codes, and regulations applicable to its facilities, operations, and administration.	+
<p><b>Financial Sustainability</b> The museum legally, ethically and responsibly acquires, manages and allocates its financial resources in a way that advances its mission.</p>	+
The museum operates in a fiscally responsible manner that promotes its long-term sustainability.	+

STANDARDS	-- / ✓ / +
<p><b>Mission and Planning</b> The museum has a clear understanding of its mission, and communicates why it exists and who benefits as a result of its efforts.</p>	++
All aspects of the museum’s operations are integrated and focused on meeting its mission.	+
The museum’s governing authority and staff think and act strategically to acquire, develop, and allocate resources to advance the mission of the museum.	+
The museum engages in ongoing and reflective institutional planning that includes involvement of its audiences and community.	✓ (updating)
The museum establishes measures of success and uses them to evaluate and adjust its activities.	+
<p><b>Leadership and Organizational Structure</b> The governance, staff and volunteer structures and processes effectively advance the museum’s mission</p>	+
The governing authority, staff and volunteers have a clear and shared understanding of their roles and responsibilities.	+
The governing authority, staff, and volunteers legally, ethically and effectively carry out their responsibilities.	+
The composition, qualifications, and diversity of the museum’s leadership, staff, and volunteers enable it to carry out the museum’s mission and goals.	✓
There is a clear and formal division of responsibilities between the governing authority and any group that supports the museum, whether separately incorporated or operating within the museum or its parent organization.	+

# DCWM MUSEUM OPERATIONS BENCHMARK

## AAM ETHICS, STANDARDS, AND BEST PRACTICES

*Below is a selection of the core ethics, standards, and best practices in the areas of museum operations outlined by the American Alliance of Museums' Characteristics of Excellence. Standards are generally accepted levels of attainment that museums are expected to achieve. They define the fundamental obligations of a museum, a responsible nonprofit, and a well-run business. Ratings as of 12/2021: -- not achieved, ✓ satisfactory, + excellent*

STANDARDS	-- / ✓ / +
<p><b>Collection Stewardship</b> The museum owns, exhibits, or uses collections that are appropriate to its mission.</p>	+
The museum legally, ethically, and effectively manages, documents, cares for, and uses the collections.	+
The museum's collections-related research is conducted according to appropriate scholarly standards.	+
The museum strategically plans for the use and development of its collections.	+
Guided by its mission, the museum provides public access to its collections while ensuring their preservation.	+
<p><b>Education and Interpretation</b> The museum clearly states its overall educational goals, philosophy, and messages, and demonstrates that its activities are in alignment with them.</p>	✓ (updating)
The museum understands the characteristics and needs of its existing and potential audiences and uses this understanding to inform its interpretation.	+ (updating)
The museum's interpretive content is based on appropriate research.	+
Museums conducting primary research do so according to scholarly standards.	+
The museum uses techniques, technologies, and methods appropriate to its educational goals, content, audiences, and resources.	+ (updating)
The museum presents accurate and appropriate content for each of its audiences.	+

STANDARDS	-- / ✓ / +
<p><b>Education and Interpretation cont.</b> The museum demonstrates consistent high quality in its interpretive activities.</p>	+
The museum assesses the effectiveness of its interpretive activities and uses those results to plan and improve its activities.	+
<p><b>Facilities and Risk Management</b> The museum allocates its space and uses its facilities to meet the needs of the collections, audience, and staff.</p>	+
The museum has appropriate measures to ensure the safety and security of people, its collections and/or objects, and the facilities it owns or uses.	+
The museum has an effective program for the care and long-term maintenance of its facilities.	+
The museum is clean and well-maintained, and provides for the visitors' needs.	+
The museum takes appropriate measures to protect itself against potential risk and loss.	+

# AAM REACCREDITATION DOCUMENT CHECKLIST

## AAM CORE DOCUMENTS

*The following five documents have been designated as core because they are fundamental for professional museum operations and embody core museum values and practices. They codify and guide decisions and actions that promote institutional stability and viability, which in turn allows a museum to fulfill its educational role, preserve collections and stories for future generations, and be an enduring part of its community. Core Document Verification - <http://www.aam-us.org/resources/assessment-programs/core-documents>*

<i>DOCUMENTS</i>	Needs to Develop	Needs to Update	Completed & Approved
Mission Statement			Revised in Strat Plan
Institutional Code of Ethics		X	
Strategic Institutional Plan			3.1.21
Disaster Preparedness/Emergency Response Plan		X annually	
Collections Management Policy		X	

## ADDITIONAL PLANS, POLICIES, & DOCUMENTS

*These additional plans, policies and documents are reviewed during the assessment process.*

Accounting & internal control		X in light of cap. camp + new bldg.	
Collections Management Policy		X annually	
Collections Plan		X	

Conservation Plan	X		
Facilities use/ facilities rental		X	
Governance manual		X	
Housekeeping Plan		X regularly	
Individual donor support		X ongoing	
Interpretive Plan or Education Master Plan	X		
Investment (e.g. endowment investment)		X regularly	
Landscaping/Grounds Maintenance Plan	X		
Marketing Plan		X expand scope	
Personnel policy issues (Benefits, Compensation, Diversity, Grievance, Harassment, Performance Management, Personnel Records & Privacy, Separation, etc.)		X regularly	
Vision/Value statement(s)			X In Strat. Plan
Volunteer manual		X regularly	



# APPENDIX

# APPENDICES

## STRATEGIC PLANNING PROCESS

*The following highlights the key steps undertaken during the strategic planning process at the Desert Caballeros Western Museum. The process was facilitated by Gail Anderson & Associates (GA&A).*

### **Process Begins** (June 2021)

- Held first meeting with Executive Director and Strategic Planning Committee to lay out planning process
- Reviewed institutional documents
- Prepared protocol for confidential interviews

### **Institutional Assessment** (July–August 2021)

- Held confidential interviews with current Museum staff, Board of Trustees, donors, funders, regional museum professionals, business professionals, and community members
- Prepared institutional profile
- Researched the operations of peer and aspirational museums at 15 regional and national institutions

### **Strategic Planning Retreat / Part 1** (September 2021)

- Reviewed and discussed findings from interviews and review of institutional documents
- Presented issues facing museums in 21<sup>st</sup> century and industry trends
- Reviewed information on local and state demographics and cultural industry
- Assessed DCWM's strengths and areas for growth
- Discussed potential of museum expansion
- Reviewed Board effectiveness and report card

### **Strategic Planning Retreat / Part 2** (October 2021)

- Defined Strategic Planning roles & responsibilities of Board of Trustees, Strategic Planning Committee, Leadership, staff & Community
- Outlined initial thinking on mission, values, vision, and organizational culture with staff
- Identified five initiative areas and working group members

***Staff Work Sessions*** (November 2021 – January 2022)

- Facilitated working groups around five initiatives
- Facilitated sessions with Strategic Planning Committee to define mission, vision, values and principles
- Developed supporting tools to assist in the use of the Strategic Framework

***Review and Final Approval of Plan*** (February 2022)

- Reviewed draft Plan with Board and Senior staff
- Facilitated review of the Plan with staff
- Discussed implementation strategies for ongoing use and adjustments over times
- Adoption of the 2022 – 2026 Strategic Framework by the Desert Caballeros Western Museum Board

***Submittal of Plan to AAM for Reaccreditation Process*** (March 2022)

- Submitted approved Framework to AAM and Accreditation Review Committee

## GUIDELINES FOR USING THE FRAMEWORK

With the adoption of this Strategic Framework, the Desert Caballeros Western Museum Board and staff have outlined and committed to ways of working that uphold and advance the core commitments, values and ideology represented in this Framework. It is not work as usual and much of this Framework ties to transformational change. At its core, this is the new management tool for the organization and all efforts undertaken must relate back to this document, and be implemented with steady rigor and new habits. The work is a blend of short-term and long-term efforts with the work of expanding the narrative for example, being a priority for years to come beyond the lifespan of this Strategic Framework

As you work and advance the priorities in this Framework, it is important to pause and celebrate positive gains large and small, and to be open to changes that need to be made along the way. Remain agile-yet-dogged in staying true to the mission, vision and values, advancing the guiding principles and initiatives in this Framework, and commit to learning and adopting new ways of working. Unexpected challenges and opportunities will arise throughout each year, demanding scrutiny and careful review to determine what the best course of action will be, given that the budget and annual priorities have already been adopted. In many cases, another priority may need to be set aside to make room for an alternate activity. This requires a blend of assessing gains, costs, and potential impact with each decision. It is also fundamentally about being flexible, self-reflective and clear about the long view.

Annual retreats provide moments to pause and reflect on how the Board and staff did advancing the Framework as well as to take into account the changing dynamics of the world and its impact on the Museum. Appraise the outcome measurement results in advance of the retreat to provide concrete evidence for review. Conduct annual Board evaluation to review at the Board retreat. Reflect on the learning moments during the past year, and as appropriate, affirm or adjust the priorities for the coming year including making any revisions to the outcome measurements. The Framework is a living management tool that will provide guidance for community engagement, innovation, fundraising, financial management, decision-making, staff recruitment, and institutional growth, and will be modified and adjusted over time.

These guidelines are designed to help the Executive Director, Board, and staff uphold their roles in support of the Framework, support the mission, values, vision and institutional commitments for the future, and embrace the new ways of working as an integrated institution and operation striving for equity and inclusion and meaningful impact in the changing world.

## Board of Trustees

The Board is responsible for ensuring that DCWM has a Strategic Framework; DCWM resources are appropriately allocated in support of that Framework; and the Framework is used and modified as necessary over time. Listed below are some suggestions for the Board in the use and implementation of this Framework.

### The Board:

- Outlines expectations so all Board members understand their leadership role as a Board member in upholding the Framework;
- Uses the values, mission, vision, principles, and institutional commitments to guide the organization;
- Supports the Framework by making sure supporting policies and procedures are in place and are updated as needed;
- Uses the Framework as guiding document for Board work all year long:
  - Assures Board committees integrate the core strategic framework with clear priorities for the successful completion of their work;
  - Integrates generative discussions in Board meetings with the Executive Director;
  - Holds an annual retreat or special session to assess progress made over the past year, and to plan for the upcoming year
- Uses outcome measurements for assessing progress advancing the Framework. Outcome measurements, like other aspects of the Framework, are likely to be adjusted over time to reflect the changing nature of the organization. It is recommended that outcome measurements be assessed once a year. It is best to do this prior to the annual review of the Framework so information is on hand to inform the assessment of progress made at a Board special session;
- Evaluates the full Board and its performance advancing the Framework;
- Ties individual Board performance to responsibilities outlined in the Framework in tandem with Board expectations;
- Distinguishes Board roles and responsibilities in advancing the Framework;
- Reviews the Framework during Board recruitment and with new Board members during Board onboarding;
- Uses the priorities and responsibilities laid out in the Framework to clarify expectations and annual goals for the coming year for the Executive Director;
- Uses the Framework for fundraising purposes;
- Communicates the values, mission, vision, principles, and institutional commitments set forth in the Framework with stakeholders, donors, the community and the public; and,
- Supports the process of refreshing the next Strategic Framework about a year before the conclusion of the current Strategic Framework.

## Executive Director

The Executive Director is responsible for assuring that the Framework guides the work of the staff and is used for reference as appropriate for the Board.

The Executive Director:

- Uses the Framework to guide the work of the staff, upholding the mission, values, vision, and guiding principles, and embracing the initiatives;
- Ensures ongoing conversations with staff for successful implementation of the Framework, including supporting new integrated ways of working, including communities, and upholding the core elements of the Framework;
- Supports the long-term commitments outlined in the Framework, such as ongoing diversity, equity, accessibility, and inclusion training including discussions and Board training;
- Ensures the ongoing reference to the institutional commitments and strategies, organizational culture, and practice to inform and remind of new ways of working internally;
- Supports senior staff, who, in turn, ensure that annual workplans for each staff member are based on the principles and priorities in the Framework, and are referred to as part of ongoing performance feedback;
- Builds annual budgets, working with senior staff and the Board, tied to priorities in the Framework;
- References this Framework on an ongoing basis for guiding the work of the staff including during meetings and in messages;
- Ensures both an annual Board retreat or special session occurs assessing key aspects of the Framework, including review of the five initiatives: Expand Community + Public Engagement, Broaden Narrative, Enhance Institutional Leadership, Ensure Financial Sustainability, and Build New Facility and an assessment of the outcomes;
- Plays a leadership role in communicating the essence of the Strategic Framework with stakeholders, the community, donors, and the public, building trust and partnerships to embrace the work in collaboration;
- Bases decisions on the priorities and values of the Framework and makes adjustments when appropriate. When new challenges and opportunities arise, considers the impact to the Framework, and gains input from Board and staff, as appropriate, in order to make a balanced and informed decision. Some decisions require Board discussion and/or approval, while most can be managed at the staff level. In some cases, taking on a new priority may require postponing some tasks in order to devote adequate time and resources to the new priority;
- Prepares to create the next Strategic Framework about a year before the conclusion of the current Framework.

## Staff

Staff is responsible for using the Framework to guide and prioritize their work. The Framework is a valuable tool for conveying the overall priorities of DCWM to staff, communities, and the public, and providing context for their specific role(s) in advancing the Framework.

### Staff:

- Are proactive in understanding their roles and responsibilities as laid out in the Framework;
- Uphold their responsibility for supporting the mission and the values, working toward the vision, the institutional commitments, and the initiatives;
- Work with the Executive Director and/or senior staff to clarify job responsibilities, annual workplans, and similarly, assure that those who report to them receive the same level of support;
- Refer to priorities, individual work plans, and the Framework during performance discussions;
- Use the Framework for individual planning and management purposes, departmental meetings, cross-functional project meetings, or other ongoing aspects of operations;
- Base decisions on the priorities of the Framework and prepare to make adjustments when appropriate;
- Support the Executive Director during the budget planning process in assuring that priorities outlined in the Framework are accounted for in the annual operating budget, and are monitored and adjusted as needed throughout the year;
- Receive timely communication from Executive Director and/or senior staff about any adjustments in priorities, new areas of work or shifts in existing work including training as needed, to assist them in their work as appropriate;
- Engage and educate volunteers to ensure their understanding, support, and participation in advancing the Framework including open conversations and training to support their roles and work; and,
- Receive information from Executive Director and/or senior staff about updates and changes to the Framework over time.

## INTERVIEWEES + PLANNING PARTICIPANTS

Board, staff and community members participated and interviewed during the Summer 2021 through Winter 2022. The names and titles below reflect their position and involvement at that time.

### Board of Trustees

Maura Allen  
Myrna Bennett  
Charlee Brotherton  
Margie Brown  
Sam Crissman, Vice Chairperson  
Sally Cutler  
Betsy Deibel  
Theresa Dunn  
Judith Durr  
Sarah Goulard  
Chuck Guetz  
Ken Heineman  
Dave Keen  
Craig Keller  
Jane Parrish  
Kathleen Parrish  
Deb Poteet  
Jason Rovey, Chairperson  
Maura Schuster  
Jack Sigler  
Nancy Theken  
Linda Waag  
Betty Watt

### Strategic Planning Committee

Sandy Chamberlain  
Sam Crissman  
Theresa Dunn  
Daniel Finley, Executive Director  
Mary Ann Igna, Deputy Director and Curator  
Craig Keller  
Kathleen Parrish, Chairperson  
Jason Rovey

## Staff

Daniel Finley, Executive Director  
Tonia Baker, Housekeeping  
Caesar Chaves, Director of Marketing  
Kathy Clark, Director of Development  
Emily Gordon, Visitor Services Manager  
Hillary Harnasch, Director of Business Operations  
Mary Ann Igna, Deputy Director and Curator  
John Kyritsis, Collections Manager  
Jean Ann Myers, Education Assistant  
Jackie Oliver, Visitor Services Associate  
Natalie Olson, Director of Education  
Eduardo Pagán, Adjunct Curator of History  
Tarah Reed, Visitor Services Associate  
Bill Rix, Preparator  
Marilu Rix, Senior P/T Visitor Services Associate  
Dan Snitchler, Director of Facilities  
Lola Snitchler, Receptionist/Assistant to the Executive Director  
Shelli Stibbens, Visitor Services Associate  
Pam Wildman, Retail Operations Manager  
Tony Wright, Assistant to the Director of Facilities

## Donors

Lynne & John Boyer, Circle Members  
Elaine Schweitzer  
Peter Schweitzer, former Board Chairperson  
Jim Swift  
Betty & Tom Watt

## Business / City / Community Members

Jim Ballinger, Phoenix Art Museum, retired Director/CEO  
Julie Brooks, Wickenburg Chamber of Commerce, retired Executive Director  
James Burns, Arizona Historical Society, Executive Director  
Janet Cantley, Heard Museum, retired Curator, & DCWM Guest Curator  
Sally Cutler, former Board Member  
Dallas Gant, former Board Member  
Jeanie Hankins, Wickenburg Sun, Publisher  
Vince Lorefice, Town of Wickenburg, Town Manager  
Eileen McGuire, Wellik Foundation  
Rui Pereira, Town of Wickenburg, Mayor  
Becky Rovey, Town Council Member & Chair, Cowgirl Up!  
Cathy Weiss, Del E. Webb Center for the Performing Arts, Executive Director