



2023-2026

# Strategic Plan

PREPARED BY CLAIRE WEST - CONSULTING

LAYOUT BY KAYCE WESTFALL, SUNSHINE & EVERGREEN CREATIVE DESIGN

All roads lead to the museum



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# Our Roadmap to Progress

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# Organization Mission



The mission of the Cave Creek Museum is to preserve the artifacts of the prehistory, history, culture and legacy of the Cave Creek Mining District and the Cave Creek/Carefree foothills area through education, research, and interpretive exhibits.

# Strategic Planning Process

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In 2022 the Cave Creek Museum in Cave Creek, Arizona, undertook a comprehensive strategic planning process with the assistance of a third-party facilitator, since the previous Strategic Plan was expiring, with a substantial number of goals accomplished. The Museum issued a Request for Proposals with the mandate that the process be inclusive of external stakeholders and constituents, and that it be paired with a robust fundraising plan to support the pillars of the new Strategic Plan. The process was led by a Strategic Planning Task Force, under the guidance

of the strategic planning consultant, Claire West - Consulting. The planning process proceeded over the period January through April, 2023. The Museum undertook an exhaustive process in which community stakeholders, Museum Board members and Museum staff participated. The planning process included Front End telephone interviews, six Strategic Planning Task Force brainstorming sessions, four Focus Group meetings, three board retreats, and a design session. Context for the process included the fact that the Museum was emerging from pandemic closure, along with museums around the globe. Under the astute guidance of staff, the Museum rebounded to record attendance and a healthy financial status. The planning process ran parallel to preparations for an Executive Director search.



**“The strategic planning process has created rich dialog between board members”  
– Joe Dollison,  
board member**

# Executive Summary

Strategic Plan 2023-2026 - The Museum's long-range plan has four distinct priorities. The priorities were determined by the board and staff. In the Plan, these priorities are broken down into actions for years one, two, and three of the three-year plan. The priorities or "Destinations" cascade into Categories and then into Strategies, with accountability built in.



## 01. Facility

External Facility, Facility Expansion, Technology, Staffing, Facility Usage, Facility Profile



## 02. Future Sustainability

Youth, Facility Expansion, Human Resources, Museum Usage, Museum Profile, Finance



## 03. Community Served

Youth, Human Resources, Museum Usage, Museum Profile



## 04. Mission Responsibility

History, Collections, Preservation, Acquisition, Interpretation

# Cave Creek Museum Strategic Plan Graphic



# Fundraising Plan

Fundraising Committee currently developing Fundraising Plan. This will be added to Strategic Plan as soon as completed.  
ETD: Summer 2023

# How to Use this Plan

A functional Strategic Plan guides organization decisions for the duration of the Plan – in this case, June 2023 through May 2026. The Plan includes Key Performance Indicators which are the accountability metric for each strategy. The Plan should be the basis for board meetings, staff meetings, and committee actions. The Plan helps to guide projects undertaken, partnerships formed or solidified, board candidates identified, opportunities accepted etc. Progress should be reported at least monthly, and strategies adjusted, if necessary, annually. At the conclusion of the Plan, the results should be shared with the community, with grantors, with municipal partners, and with other key stakeholders.



## KPI

## Progress Reports

## Share Results

Key Performance Indicators: Accountability metrics for each strategy

Report monthly & adjust annually as necessary

In 2026 – Share results with community & key stakeholders.

**This plan should be the basis for museum board, staff, and committee actions.**



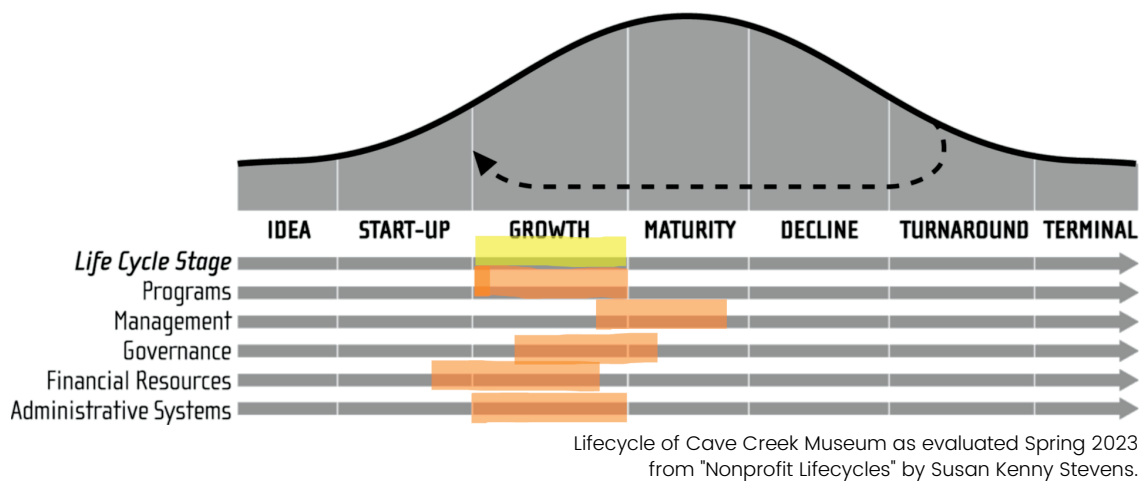
\*Key Performance Indicators (KPI) for this document to be updated by Cave Creek Museum Board during the Summer, 2023.



# Lifecycle

According to the Nonprofit Lifecycles methodology developed by Susan Kenny Stevens, Cave Creek Museum Leadership determined that the organization, which has reinvented itself a few times over its fifty-two years in operation, is generally in a stage of Growth in early 2023.

**Recommendation: Maintain vigilance to ensure Programs and Administrative Systems circulate in Growth mode; to ensure that Governance retains vitality; to fully resource Management; and to ensure that Financial Resources do not continue to lag behind other functions.**



- Programs are in Growth mode – distinctive, original, lively, continually developing, impactful, volunteer-dependent, and fill a niche.
- Management is in early Maturity – well organized, results-focused, in touch with the community, yet still person-dependent.
- Governance is in late Growth – board takes ownership, understands its role, members are engaged, healthy turnover.
- Financial Resources are in early Growth – finances are stable, portfolio is balanced, ready for a formal fundraising plan.
- Administrative Systems are in Growth – developing infrastructure, understand technological needs, ready to optimize systems.

**Cave Creek Museum Leadership determined that the organization is generally in a stage of Growth in early 2023.**

# Focus Groups Summarized



## What does CCM do spectacularly well?

- It does "community"
- Special events
- Local speakers and artisans
- Local partnerships
- Reaching beyond the Museum
- Critical archive
- Word of Mouth
- Responsiveness to the community
- Impressive to tourists
- Stamp Mill
- Preserving Local History
- Personable people
- Presentation of Arizona Goldmining
- Displays
- Volunteerism
- Archaeology wing
- Shows what makes Cave Creek unique
- A place to learn about the area

## What is your favorite cultural institution to visit?

- Museum of Science & Industry (IL)
- Smithsonian DC
- Dearborn Museum
- National Parks
- Canyon de Chelly
- Local Outdoor sites
- Pioneer Living History Museum
- Arizona Historical sites
- Museums
- Desert Botanical Garden
- Met in NY
- Art library in Phoenix
- Library system throughout Valley
- The Mob Museum (Las Vegas)
- AZ Musicfest
- The MIM
- Tate Modern
- Musee D'Orsay
- Holocaust Museum in DC
- Volks Museum Munich
- Tower of London
- Prado
- Coliseum
- Viking Ship Norway
- Gaudi
- Sangre de Familia
- Harold's
- DC Mall vets memorials
- City of Rome
- Venice
- Civil Rights Museum
- Ground Zero Museum
- Old Town Scottsdale
- Cave Creek Museum

# Focus Groups Summarized



## What do you look for when visiting a museum?

- Learning
- Worth the time and the money
- Stories
- The presentation
- Greeters
- First impression
- Free days
- Displays I can relate to for myself and my family
- Temporary exhibits
- Appearance
- Space – like to see the contents
- Innovative Instead of a bunch of glass cases
- When I walk away from a local museum, I want to know more about the area
- Displays
- Interactivity
- Good docents
- Detailed, clear text panels on the displays
- Balanced information to avoid overload

## How do you calculate the value of a museum visit?

- How much there is to see
- Did I get my money's worth
- Authentic experiences for children too
- The Wow
- Unique collections – one of a kind
- Is it something you would bring guests to
- Learning
- Emotional effect is more important than the dollar value
- Personal connection
- Beauty
- A good deal for the money
- Did I recall it afterwards
- A desire to learn more afterwards

## If you consider a visit to a cultural institution from start to finish, what makes or breaks it?

- Initial info is key in making a decision to visit
- The logistics behind the visit
- The access route
- The open hours
- Exterior appearance
- A physical info map
- To start with a brief synopsis on a video
- A choice of routes and exhibits
- I don't want to be accosted by docents
- I want to customize my own experience
- I like to end with a gift shop

# Focus Groups Summarized



## How can youth be involved in a museum?

- Hands-on
- Fun activities to do whilst there
- A dedicated kids area
- Learn about diverse cultures
- Computer/video manipulation
- Under five is hard to integrate unless it is a children's museum
- Curriculum
- Exhibits paced to what kids can grasp
- They see themselves in historic exhibits
- World history, not just local history
- Critical to get kids into the habit of museum going
- Embrace their current way of learning
- Reach them beyond the Museum walls
- At present they are used to being digital natives

## What is the first thing that comes to mind when you hear the word museum?

- Learning
- Learning about local lifestyles culturally, and history
- Positive memories
- Date Night
- History
- Art
- Information
- Walking
- Cold
- Antiquities
- Don't touch
- Dues

## What is the number of times a year you visit a museum?

- Ranged everywhere from 1 to 30, primarily whilst traveling

## What is more important in a cultural institution, education or entertainment?

- Neither is more important than the other

# Focus Groups Summarized



## What role do cultural institutions play in education?

- Never too old to learn
- Primary source of education

## Where do you spend your recreational dollars?

- Eating out
- Visiting historical sites
- Outdoors
- Socializing with friends
- Movies
- Thrifting
- Events
- Road trips
- Concerts/shows
- Art
- Travel
- Sporting events

## Where do you go to socialize with friends?

- Groups walks
- Lunch
- Outdoor malls
- Coffee
- Local sights
- Restaurants
- Bars
- Hiking
- Pistol group
- Horses
- Cards
- Having people over
- Library, Holland Center
- Local saloons
- Legion Post
- Neighbours
- Golf



CCM Stamp Mill Demonstration

# Focus Groups Summarized



## Where do you go to meet new people?

- Volunteering
- Church
- Hiking
- Involvement with like people
- Gym
- Cave Creek Museum
- Sonoran Arts League
- Kiwanis
- Library
- Tai Chi, Ceramics, Art
- Thrifting
- Bars
- Chamber of Commerce
- Fundraising events
- Associations
- Rodeo
- Jeep tour groups
- Golf
- Community Pool
- Walking

## Do most of your friends & colleagues know about CCM?

- Yes
- Only because I tell them
- Don't know because they don't drive by it
- No
- Some will never be interested
- Tourists know

## Are there gaps in the way the museum is serving the community?

- Schools
- Newcomers
- Kids
- Broaden beyond Cave Creek history
- Need to capitalize the fact that it is an alternative to those who are not in public schools
- Limit to Cave Creek history



Cave Creek Museum - photo Darlene Southern



# Focus Groups Summarized



## How do you get your information about opportunities for leisure activities?

- Interest Groups
- Word of Mouth
- The internet
- Local publications
- The Chamber
- Social Media
- Printed leaflets
- Sky Harbor Info Center
- Phoenix newspapers
- Friends
- Newsletters
- Email
- Cave Creekers infamous bulletin board
- Images magazine
- City Sun Times
- Specific websites
- TV

## Thinking about the children in your life, how do they like to spend their recreational time?

- Screens
- Sports
- Dance
- Theatre
- Have no time
- Reading
- Waterpark
- Airplane museum
- Phones
- Hiking
- Music
- Organized activities
- Horseback riding
- Fishing
- Science Center

# Focus Groups Summarized



## How do you picture Cave Creek in 2026?

- Double the people
- Chip Plant
- Like Carefree secularization with multi million dollar developments
- Gates around entrances
- Only so much land
- Less western
- Creekers will be fewer and vibe will be diminished
- May have to sell up and move to Cottonwood
- Washes will have been blocked to horses and dogs
- Won't see cowboys packing heat as a way of life
- Incomers may not have interest in the "West"
- Flavor will be gone
- What visitors come for may be gone
- Dirt parking lots will be gone
- No more dirt roads
- Will look like a suburb
- More fancy restaurants
- Fewer grunge bars
- Lost uniqueness



Cave Creek, Arizona

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# Strategic Plan 2023

## "On the Road to the Future"

**Our Question...** *What is Cave Creek Museum on the morning of December 31, 2026?*

Your *Mission* is the car you are driving

Your *Vision* is where you are going

Your *Values* are how you are driving the car

Your *Purpose* is why you got in the car in the first place

Your *Strategic Plan* is your satellite navigation



The mission of the Cave Creek Museum is to preserve the artifacts of the prehistory, history, culture and legacy of the Cave Creek Mining District and the Cave Creek/Carefree foothills area through education, research, and interpretive exhibits

# Our Roadmap



## Destination: Facility

Categories: External Facility, Facility Expansion, Technology, Staffing, Facility Usage, Facility Profile



## Destination: Future Sustainability

Categories: Youth, Facility Expansion, Human Resources, Museum Usage, Museum Profile, Finance



## Destination: Community Served

Categories: Youth, Human Resources, Museum Usage, Museum Profile



## Destination: Mission Responsibility

History, Collections, Preservation, Acquisition, Interpretation

*This is just the beginning!*



# Destinations (Pillars) with Strategies

## Year One: 2023/2024



### Destination: Facility

Categories: External Facility, Facility Expansion, Technology, Staffing, Facility Usage, Facility Profile

#### External Facility

##### STRATEGIES

##### CCM HAS CURB APPEAL

- How: Veterans Memory Garden, When: 2023, Who: The Veterans Memory Garden Committee, Key Performance Indicator (KPI):

##### CCM HAS EXPANDED PARKING

- How: i) Buy lot across the street, ii) Use church lot and Kiwanis lot iii) Town Hall and Public Parking, When: 2023-2024, Who: Assigned Task Force, KPI:

##### CCM IS A FACILITY WITH PRESENCE

- How: i) Relocate sign, When: 2023, Who: Town, ii) Veterans Memory Garden, When: 2023, Who: Veterans Memory Garden Committee, KPI:

#### Facility Expansion

##### STRATEGIES

##### CCM HAS ADDITIONAL SPACE

- How: i) Acquire neighboring land or part of it (first priority), ii) Eliminate back parking, iii) elevated expansion, iv) Spitler Property behind Rebel Ranch, Who: Ad Hoc Committee, When: Deadline to present options to the board no later than October 2023, KPI:

##### CCM HAS ONSITE COLLECTIONS STORAGE

- How: Dependent on Expansion (see Additional Space strategy)

##### CCM HAS A PLAN FOR TWO CAMPUSES

- How: Dependent on Expansion (see Additional Space strategy)

##### CCM HAS AN EXPANDED MINING CAMPUS

- Dependent on Expansion (see Additional Space strategy)

##### CCM HAS A DEDICATED RESEARCH/EDUCATION SITE

- Dependent on Expansion (see Additional Space strategy)

##### CCM HAS A MINING EDUCATION CENTER

- Dependent on Expansion (see Additional Space strategy)



# Destinations (Pillars) with Strategies

## Year One: 2023/2024



### Destination: Facility

Categories: External Facility, Facility Expansion, Technology, Staffing, Facility Usage, Facility Profile

#### Technology

##### STRATEGIES

##### CCM MAINTAINS UP TO DATE TECHNOLOGY

- How: Dedicated IT line item in annual operating budget, When: 2023, Who: Chief Executive, Finance Committee, Ad Hoc IT Committee, KPI:

##### CCM PERFORMS ANNUAL AUDITS OF TECH NEEDS

- How: Dedicated IT line item in annual operating budget, When: 2023, Who: Chief Executive, Finance Committee, Ad Hoc IT Committee, KPI:

##### ALL CCM COLLECTIONS ARE ON PAST PERFECT AND ACCESSED ONLINE GLOBALLY

- How: Connect Past Perfect to the web to enable access, When: 2023, Who: Board member Steve Greenberg will initiate, KPI:

#### Human Resources

##### STRATEGIES

##### CCM HAS INCREASED PAID STAFF

- How: i) Add FTE line item to operating budget, ii) Engage a Collections Manager, iii) Engage an intern, When: 2023, 2024, 2025. 2026, Who: i) Compensation committee including Chief Executive, Finance Committee, Board, ii/iii) Staff writes job descriptions, KPI:

##### CCM DEMONSTRATES A DIVERSE DEMOGRAPHIC ON STAFF

- How: i) Strategic posting of positions available, ii) Intentional crafting of job description, When: (see Facilities pillar Increased Paid Staff strategy), KPI:

##### CCM DEMONSTRATES A YOUNGER DEMOGRAPHIC AS VOLUNTEERS

- How: i) Formation of T.O.P (Teen Outreach Program), or K.M.H. (Kids Museum Helpers) to develop life-skills through building exhibits in the Museum [youth team has since been renamed]\*\*. ii) Hold focus groups with existing teen fans of the Museum\*, Who: T.O.P. Committee including Nina, Mia, youth advisors, adult volunteer mentors, education committee. iii) Engage national honors society and school guidance counselors\*\*\*. When: ii) \* Early 2023, \*\*Summer 2023, KPI:

# Destinations (Pillars) with Strategies

## Year One: 2023/2024



### Destination: Facility

Categories: External Facility, Facility Expansion, Technology, Staffing, Facility Usage, Facility Profile

#### Museum Usage

##### STRATEGIES

##### CCM HAS INCORPORATED TOUCHABLE, HANDS-ON, ACCESSIBLE EXHIBITS

- How: Exhibits that don't require plexiglass, Who: New leadership for Exhibits Committee.  
When: September 2023, September 2024, September 2025; completion of exhibits 2026,  
KPI:

##### CCM IS TOP DESTINATION FOR HISTORY AND CONTEMPORARY PROGRAMS

- How: Local landmarks/Trip Advisor, Museum guestbook in the form of a laptop/tablet/guest book in the entry, When: 2023/2024, Who: staff, KPI:

##### ALL CCM COLLECTIONS ARE ON PAST PERFECT AND ACCESSED ONLINE

- See Facilities pillar, Technology category

##### CCM IS ATTRACTING A YOUNGER DEMOGRAPHIC VISITOR

- How: Expand Public School/Home School base by 10%, When: 2023/2024, Who: Education Committee, KPI:

##### ADULT SHOW-AND-TELL KEEPSAKE DAY IS A REGULAR FEE-BASED FEATURE

- How: see Mission Responsibility pillar

#### Museum Profile

##### STRATEGIES

##### CCM HAS A RECOGNIZABLE COHESIVE BRAND

- How: Branding currently underway, Who: Staff, Marketing Committee, KPI:

##### CCM IS RECOGNIZABLE IN OUR COMMUNITY

- How: i) Focus Group with the participants in the second Strategic Planning Focus Group, ii) Small exhibit in the Town Hall, Desert Broom Appaloosa Library, iii) Trifolds at local businesses, Peddlers, Retablo, Frontier Town, public institutions within a 10 mile radius, iv) New resident package with QR Code – here is what is available in your community, v) Speaker engagements, vi) Walking-tour map generated by the Town, When: By 2025, Who: Marketing Committee, KPI:

# Destinations (Pillars) with Strategies

## Year One: 2023/2024



### Destination: Future Sustainability

Categories: Youth, Facility Expansion, Human Resources, Museum Usage, Museum Profile, Finance

#### Youth

##### STRATEGIES

##### CCM HAS MORE AND BETTER PROGRAMS FOR YOUTH

- How: i) Expanded Public School/Home School base, ii) T.O.P exhibits, iii) Virtual summer camp kits, When: i),ii) See Facilities pillar Younger Demographic as Visitors strategy, iii) June 2023, KPI:

#### Human Resources

##### STRATEGIES

##### THE CCM VOLUNTEER CORPS HAS A DIVERSE DEMOGRAPHIC,

- How: i) Dream Team (see strategy below “Succession Plan”), KPI:

##### CCM HAS A SUCCESSION PLAN FOR

- Emergency staffing, ii) Training-up, iii) Dream Team, How: i) ArtsReady: Pocket Response Resource – NCAPER, ii), iii) Network with schools of engineering, Black Mountain Bikers, Mountain Bike Assn., Legion Riders, a master list of groups & clubs, When: compile list 2023, recruitment starting in 2024, KPI:

##### CCM HAS INCREASED ITS VOLUNTEER BODY

- How: Increase by 12.5% per year, When: 2023, 2024, 2025, 2026, Who: Intensify recruitment by staff, employ Word of Mouth, KPI:

#### Museum Usage

##### STRATEGIES

##### CCM MEMBERSHIP NUMBERS OVER 350

- How: Using current recruitment techniques, increase memberships by a percentage each year When: Starting in 2023, KPI:

# Destinations (Pillars) with Strategies Year One: 2023/2024



## Destination: Future Sustainability

Categories: Youth, Facility Expansion, Human Resources, Museum Usage, Museum Profile, Finance

### Museum Profile

#### STRATEGIES

##### CCM IS THE HUB OF THE BUSINESS COMMUNITY

- How: i) CCM is the go-to to teach new employees about the CC community, ii) Work with other businesses for cross-promotion, When: i) 2024, ii) Underway, Who: Staff, KPI:

##### CCM IS THE COMMUNITY CENTER

- How: See Facility pillar Expanded Space category, When: Ongoing, Who: Staff & volunteers, KPI:

### Finance

#### STRATEGIES

##### CCM HAS INITIATED A BUDGET LINE ITEM FOR INFRASTRUCTURE AND MAINTENANCE

- How: i) Formulate a capital improvement plan, ii) Implement a policy of a percentage of working capital at the end of each fiscal year, When: 2023-2024 operating budget, Who: Finance Committee, KPI:

##### CCM HAS A STRUCTURED FUNDRAISING CALENDAR

- How: Create one, When: 2023, Who: Fundraising Committee and Claire West-Consulting, KPI:

# Destinations (Pillars) with Strategies

## Year One: 2023/2024



### Destination: Community Served

Categories: Youth, Human Resources, Museum Usage, Museum Profile

#### Youth

##### STRATEGIES

##### K-COLLEGE STUDENTS ARE USING CCM FOR THEIR RESEARCH

- How: i) Inform museum studies college and university departments and targeted and K-12 schools of the opportunity to access via the web (see Facilities pillar, Technology category) through a one-pager/calling card. When: When the material is available online, Who: Education Committee, staff, ii) Extend the invitation to museum studies college and university departments and targeted and K-12 schools to visit the museum (provide an incentive/gamify), When: Once material is established online, iii) Develop a training session on what we have available to them, Who: Education Committee, staff, KPI:

##### CCM OPERATES A ROBUST JUNIOR VOLUNTEER PROGRAM

- How: Youth learn about the history associated with exhibits, share the information with visitors and attend special events, When, 2023-2026, Who: Volunteer Coordinator, KPI:

##### CCM BRINGS THE MUSEUM TO THE PUBLIC IN PUBLIC SPACES/ASSEMBLIES WITH STORIES

- How: see Mission Responsibility pillar

#### Human Resources

##### STRATEGIES

##### CCM VERY IMPORTANT VOLUNTEERS ARE RECOGNIZED AND APPRECIATED

- How: Bolster what is currently done by staff and board to communicate satisfaction by i) A forum for them to “tell their stories”/pick a favorite piece in the museum, ii) Recognize volunteer-of-the-year at annual meeting, and start a volunteer-of-the-month so that more of the general volunteers/docents/dream team receive an award, iii) Place a little plaque by the door so that the volunteers are visible to the community as they enter, iv) Initiate/continue day trip to other exhibits, When: 2023, Who: Volunteer coordinator Debbie Clements, board member Buck Columna, KPI:

##### CCM DOCENTS ARE BETTER TRAINED AND INFORMED

- How: Build on the good job done now by expanding the channel of communication to volunteers to keep them appropriately up to date, When: 2023 monthly, Who: Debbie Clements, KPI:

# Destinations (Pillars) with Strategies

## Year One: 2023/2024



### Destination: Community Served

Categories: Youth, Human Resources, Museum Usage, Museum Profile

#### Museum Usage

##### STRATEGIES

##### CCM IS ACTIVELY SERVING PEOPLE LIVING WITH DISABILITIES

- How: i) \*CCM ceases to refer to people living with disabilities as handicapped, ii) \*\*Recognizing that CCM welcomes people living with a range of disabilities, and that CCM lacks expertise in this area, initiate a museum assessment through Artability, When: \* Immediately, Who: Claire West-Consulting will assist staff, KPI:

#### Museum Profile

##### STRATEGIES

##### EXPANDED PR IS BRINGING OUT OF TOWN VISITORS

- How: Create a plan. When: 2023, Who: Marketing committee, KPI:

##### CCM IS TRACKING OUT OF TOWN VISITATION

- How: Through a log – i) Guests sign in to a computer screen or tablet which feeds into CCM records, with premium gift incentive to leave email address, ii) Written log iii) Docents ask in person where guests are visiting from and how they heard about CCM, When: 2023, Who: staff, KPI:

##### CCM IS A GO-TO PLACE

- See Facility pillar Museum Usage category, Museum Profile category

##### THERE IS INCREASED COMMUNITY AWARENESS AND INVOLVEMENT IN CCM

- See Facility pillar Museum Usage category, Museum Profile category, and Sustainability pillar Museum Usage category, Museum Profile category

##### PEOPLE SEEK CCM OUT

- See Facility pillar Museum Usage category, Museum Profile category

##### CCM IS CULTIVATING STRONG BUSINESS RELATIONSHIPS THROUGH PRESENTATIONS FOR PROGRAMS AND SPONSORSHIPS

- See Sustainability pillar Museum Profile category



# Destinations (Pillars) with Strategies

## Year One: 2023/2024



### Destination: Mission Responsibility

History, Collections, Preservation, Acquisition, Interpretation

#### Mission Responsibility

##### STRATEGIES

CCM HAS PREPARED A THREE-YEAR PLAN FOR IDENTIFYING AND ACCOMMODATING COLLECTIONS, INTERPRETATION, HISTORY, ACQUISITION, PRESERVATION

- How: Formulate i) A schedule of exhibitions with rationale, ii) Criteria and plan to manage collections, iii) An updated Collections Policy, iv) Why and what we deaccession.

When: 2023, 2024, 2025, Who: Exhibitions Committee (reactivated and enlarged), KPI:

THE CCM VIRTUAL AND MUSEUM-BASED RESEARCH LIBRARY/COLLECTIONS IS UP TO DATE

- How: To elevate CCM relevance as an academic resource for the public, connect Past Perfect to the web to enable access When: 2023, Who: Board Member Steve will initiate; a robust new technology committee will train future responsible party; when necessary, contract with expert in I.T., KPI:

CCM HAS ONSITE COLLECTIONS STORAGE AND WORKSPACE

- See Facilities Pillar Expansion category,

CCM IS A "A LIVE" HISTORY MUSEUM, INCLUDING IN COLLECTIONS TODAY'S HISTORY, RECOGNIZING EVENTS AND ACTIVITIES THAT WILL BE SIGNIFICANT IN THE FUTURE

- How: Integrate into the exhibits and collections plan; proactive approach to seeking out items from contemporary occurrences, When: 2023, Who: The board, committees, staff, KPI:

ALL COLLECTIONS ARE AVAILABLE IN PAST PERFECT

- See Mission Responsibilities pillar

CCM IS THE CULTURE KEEPER OF THE AREA

- How: i) Continue role as Culture Keeper, link with exhibits plan, and Alive History priorities. Let community know that we welcome and seek information about cultural milestones or artifacts, ii) The Landmarks are turned over to CCM, When: underway and ongoing, Who: Identify single individual to take it on as a project, KPI:

# Destinations (Pillars) with Strategies

## Year One: 2023/2024



### Destination: Mission Responsibility

History, Collections, Preservation, Acquisition, Interpretation

#### Mission Responsibility, cont.

##### STRATEGIES

CCM HAS A BUDGET LINE ITEM FOR History, Collections, Preservation, Interpretation, Acquisition (HCPIA)

- How: Currently in existence – going forward will mirror the three year curatorial plan, When: 2023, 2024, 2025, 2026, Who: Board of Directors, Staff, Exhibits Committee, KPI:

BROADER PARTNERSHIPS CONTINUE TO BE DEVELOPED WITH SIMILARLY ALIGNED ORGANIZATIONS FOR TRAVELING EXHIBITS, COLLECTIONS AND SHARED IDEAS

- How: Align with three year HCPIA schedule, When: ongoing, Who: Staff, Exhibits Committee, marketing Committee, Education Committee, Volunteers, KPI:

ADULT SHOW-AND-TELL KEEPSAKE DAY IS A REGULAR FEE-BASED FEATURE

- How: In house programming (similar to volunteer highlight and Questers), patrons bring artifacts to the program and incorporate the stories. When: Pilot in 2023 by scheduling and heavily emphasizing in newsletter to attract interest, Who: staff, KPI:

CCM BRINGS THE MUSEUM TO THE PUBLIC IN PUBLIC SPACES/ASSEMBLIES WITH STORIES

- How: Proactively seek out occasions and places to tell stories of the history, objects, geology and places of the area, When: ongoing, Who: speakers panel, KPI:

CCM PROVIDES CONTEXT ON THE EVOLUTION OF CAVE CREEK/CAREFREE

- How: Build on what is currently done by integrating into the three year HCPIA, When: 2023, Who: Staff, Exhibits Committee, KPI:

# Destinations (Pillars) with Strategies Year Two: 2024/2025



## Destination: Facility

Categories: External Facility, Facility Expansion, Technology, Staffing, Facility Usage, Facility Profile

### External Facility

#### STRATEGIES

##### CCM HAS EXPANDED PARKING

- How: i) Buy lot across the street, ii) Use church lot and Kiwanis lot iii) Town Hall and Public Parking, When: 2023-2024, Who: Assigned Task Force, KPI:

### Facility Expansion

#### STRATEGIES

##### CCM HAS ADDITIONAL SPACE

- How: i) Acquire neighboring land or part of it (first priority), ii) Eliminate back parking, iii) elevated expansion, iv) Spitler Property behind Rebel Ranch, Who: Ad Hoc Committee, When: Deadline to present options to the board no later than October 2023, KPI:

##### CCM HAS ONSITE COLLECTIONS STORAGE

- How: Dependent on Expansion (see Additional Space strategy)

##### CCM HAS A PLAN FOR TWO CAMPUSES

- How: Dependent on Expansion (see Additional Space strategy)

##### CCM HAS AN EXPANDED MINING CAMPUS

- Dependent on Expansion (see Additional Space strategy)

##### CCM HAS A DEDICATED RESEARCH/EDUCATION SITE

- Dependent on Expansion (see Additional Space strategy)

##### CCM HAS A MINING EDUCATION CENTER

- Dependent on Expansion (see Additional Space strategy)

# Destinations (Pillars) with Strategies

## Year Two: 2024/2025



### Destination: Facility

Categories: External Facility, Facility Expansion, Technology, Staffing, Facility Usage, Facility Profile

#### Human Resources

##### STRATEGIES

###### CCM HAS INCREASED PAID STAFF

- How: i) Add FTE line item to operating budget, ii) Engage a Collections Manager, iii) Engage an intern, When: 2023, 2024, 2025. 2026, Who: i) Compensation committee including Chief Executive, Finance Committee, Board, ii/iii) Staff writes job descriptions, KPI:

###### CCM DEMONSTRATES A DIVERSE DEMOGRAPHIC ON STAFF

- How: i) Strategic posting of positions available, ii) Intentional crafting of job description, When: (See Facilities pillar Increased Paid Staff strategy), KPI:

###### CCM DEMONSTRATES A YOUNGER DEMOGRAPHIC AS VOLUNTEERS

- How: Engage national honors society and school guidance counselors. When: 2024, KPI:

#### Museum Usage

##### STRATEGIES

###### CCM HAS INCORPORATED TOUCHABLE, HANDS-ON, ACCESSIBLE EXHIBITS

- How: Exhibits that don't require plexiglass, Who: New leadership for Exhibits Committee. When: September 2023, September 2024, September 2025; completion of exhibits 2026, KPI:

###### CCM IS BUSY WITH EVENTS AND PROGRAMS

- How: Intern Program Manager, When: 2024/5, Who: See Facilities pillar Increased Paid Staff strategy, KPI

###### CCM IS TOP DESTINATION FOR HISTORY AND CONTEMPORARY PROGRAMS

- How: Local landmarks/Trip Advisor, Museum guestbook in the form of a laptop/tablet/guest book in the entry, When: 2023/2024, Who: staff, KPI:

###### ALL CCM COLLECTIONS ARE ON PAST PERFECT AND ACCESSED ON LINE

- See Facilities pillar, Technology category

# Destinations (Pillars) with Strategies Year Two: 2024/2025



## Destination: Facility

Categories: External Facility, Facility Expansion, Technology, Staffing, Facility Usage, Facility Profile

### Museum Usage, cont.

#### STRATEGIES

##### CCM IS ATTRACTING A YOUNGER DEMOGRAPHIC VISITOR

- How: Expand Public School/Home School base by 10%, When: 2023/2024, Who: Education Committee, KPI:

##### ADULT SHOW-AND-TELL KEEPSAKE DAY IS A REGULAR FEE-BASED FEATURE

- How: see Mission Responsibility pillar

### Museum Profile

#### STRATEGIES

##### CCM HAS A RECOGNIZABLE COHESIVE BRAND

- How: Branding currently underway, Who: Staff, Marketing Committee, KPI:

##### CCM IS RECOGNIZABLE IN OUR COMMUNITY

- How: i) Focus Group with the participants in the second Strategic Planning Focus Group, ii) Small exhibit in the Town Hall, Desert Broom Appaloosa Library, iii) Trifolds at local businesses, Peddlers, Retablo, Frontier Town, public institutions within a 10 mile radius, iv) New resident package with QR Code – here is what is available in your community, v) speaker engagements, vi) Walking-tour map generated by the Town, When: By 2025, Who: Marketing Committee, KPI:

# Destinations (Pillars) with Strategies Year Two: 2024/2025



## Destination: Future Sustainability

Categories: Youth, Facility Expansion, Human Resources, Museum Usage, Museum Profile, Finance

### Youth

#### STRATEGIES

##### CCM HAS MORE AND BETTER PROGRAMS FOR YOUTH

- How: i) Expanded Public School/Homeschoolers base, ii) T.O.P exhibits, When:, ii) See Facilities pillar Younger Demographic as Visitors strategy, KPI:

### Facility Expansion

#### STRATEGIES

##### CCM HAS A CAPITAL CAMPAIGN IN PLACE

- How: After “Additional Space Task Force” has made presentation to the board, bring in a capital campaign consultant for a one-day “how-to” consultancy, When: After “Additional Space Task Force” has made presentation to the board, Who: Additional Space Task Force and board, KPI:

### Human Resources

#### STRATEGIES

##### THE CCM VOLUNTEER CORPS HAS A DIVERSE DEMOGRAPHIC,

- How: i) Dream Team (see strategy below “Succession Plan”), KPI:

##### CCM HAS A SUCCESSION PLAN FOR

- Emergency staffing, ii) Training-up, iii) Dream Team, How: i) ArtsReady: Pocket Response Resource – NCAPER, ii), iii) Network with schools of engineering, Black Mountain Bikers, Mountain Bike Assn., Legion Riders, a master list of groups & clubs, When: Recruitment starting in 2024, Who: KPI:

##### CCM HAS INCREASED ITS VOLUNTEER BODY

- How: Increase by 12.5% per year, When: 2023, 2024, 2025, 2026, Who: Intensify recruitment by staff, employ word of mouth, KPI:

# Destinations (Pillars) with Strategies Year Two: 2024/2025



## Destination: Future Sustainability

Categories: Youth, Facility Expansion, Human Resources, Museum Usage, Museum Profile, Finance

### Museum Usage

#### STRATEGIES

##### CCM PRESENTS RELEVANT CHANGING EXHIBITS

- How: 3 in auditorium, 2 in history wing per year, taking advantage of traveling exhibits, When: by 2026, Who: Exhibits Committee, KPI:

### Museum Profile

#### STRATEGIES

##### CCM PROVIDES CONTEXT FOR COMMUNITY SUPPORT

- How: Case Statements for individual Giving Campaign stressing the added value of CCM in the community, When: 2024, Who: Staff, Fundraising Committee, See also below category Finance/Endowment, KPI:

##### CCM IS THE HUB OF THE BUSINESS COMMUNITY

- How: i) CCM is the go-to to teach new employees about the CC community, ii) Work with other businesses for cross-promotion, When: i) 2024, ii) Underway, Who: Staff, KPI:

##### CCM IS THE COMMUNITY CENTER

- How: See Facility pillar Expanded Space category, When: Ongoing, Who: Staff & volunteers, KPI:

### Finance

#### STRATEGIES

##### CCM HAS INITIATED A BUDGET LINE ITEM FOR INFRASTRUCTURE AND MAINTENANCE

- How: i) Formulate a capital improvement plan, ii) Implement a policy of a percentage of working capital at the end of each fiscal year, When: 2023-2024 operating budget, Who: Finance Committee, KPI:



# Destinations (Pillars) with Strategies

## Year Two: 2024/2025



### Destination: Community Served

Categories: Youth, Human Resources, Museum Usage, Museum Profile

#### Youth

##### STRATEGIES

###### K-COLLEGE STUDENTS ARE USING CCM FOR THEIR RESEARCH

- How: i) Inform museum studies college and university departments and targeted and K-12 schools of the opportunity to access via the web (see Facilities pillar, Technology category) through a one-pager/calling card. When: When the material is available online, Who: Education Committee, staff, ii) Extend the invitation to museum studies college and university departments and targeted and K-12 schools to visit the museum (provide an incentive/gamify), When: Once material is established online, iii) Develop a training session on what we have available to them, Who: Education Committee, staff, KPI:

###### CCM CURRICULUM IS MORE WIDELY USED IN LOCAL SCHOOLS

- How: i) Bolster educational outreach, ii) Align with district needs, When: 2024, Who: Staff and Education Committee, KPI:

###### CCM OPERATES A ROBUST JUNIOR VOLUNTEER PROGRAM

- How: Youth learn about the history associated with exhibits, share the information with visitors and attend special events, When, 2023-2026, Who: Volunteer Coordinator, KPI:

###### CCM BRINGS THE MUSEUM TO THE PUBLIC IN PUBLIC SPACES/ASSEMBLIES WITH STORIES

- How: See Mission Responsibility pillar

#### Museum Usage

##### STRATEGIES

###### CCM IS ACTIVELY SERVING PEOPLE LIVING WITH DISABILITIES

- How: i) \*CCM ceases to refer to people living with disabilities as handicapped, ii) \*\*Recognizing that CCM welcomes people living with a range of disabilities, and that CCM lacks expertise in this area, initiate a museum assessment through Artability, When: \* Immediately, \*\*2024, Who: Claire West-Consulting will assist staff, KPI:

###### CCM HAS EXPANDED EDUCATION PROGRAMS ON AND OFF SITE

- How: Intern Program Manager, When: 2024/2025, Who: (See Facilities pillar Increased Paid Staff strategy), KPI:

# Destinations (Pillars) with Strategies Year Two: 2024/2025



## Destination: Community Served

Categories: Youth, Human Resources, Museum Usage, Museum Profile

### Museum Usage, cont.

#### STRATEGIES

##### CCM IS A FUN DESTINATION FOR YOUNG FAMILIES

- How: Intern Program Manager, When: 2024/2025, Who: (See Facilities pillar Increased Paid Staff strategy), KPI:

##### CCM PRESENTS EVENING AND WEEKEND AND DAYTIME PROGRAMS

- How: Intern Program Manager, When: 2024/2025, Who: (See Facilities pillar Increased Paid Staff strategy), KPI:

### Museum Profile

#### STRATEGIES

##### CCM IS A GO-TO PLACE

- See Facility pillar Museum Usage category, Museum Profile category

##### THERE IS INCREASED COMMUNITY AWARENESS AND INVOLVEMENT IN CCM

- See Facility pillar Museum Usage category, Museum Profile category, and Sustainability pillar Museum Usage category, Museum Profile category

##### PEOPLE SEEK CCM OUT

- See Facility pillar Museum Usage category, Museum Profile category

##### CCM IS A FUN DESTINATION FOR YOUNG FAMILIES

- How: Intern Program Manager, When: 2024/2025, Who: See Facility pillar Museum Usage category, and Sustainability pillar Museum Usage category

##### CCM IS CULTIVATING STRONG BUSINESS RELATIONSHIPS THROUGH PRESENTATIONS FOR PROGRAMS AND SPONSORSHIPS

- See Sustainability pillar Museum Profile category

# Destinations (Pillars) with Strategies

## Year Two: 2024/2025



### Destination: Mission Responsibility

History, Collections, Preservation, Acquisition, Interpretation

#### Mission Responsibility

##### STRATEGIES

CCM HAS PREPARED A THREE-YEAR PLAN FOR IDENTIFYING AND ACCOMMODATING COLLECTIONS, INTERPRETATION, HISTORY, ACQUISITION, PRESERVATION

- How: Formulate i) A schedule of exhibitions with rationale, ii) Criteria and plan to manage collections, iii) An updated Collections Policy, iv) Why and what we deaccession.

When: 2023, 2024, 2025, Who: Exhibitions Committee (reactivated and enlarged), KPI:

CAVE CREEK INDIVIDUAL AND BUSINESS ORAL, PHOTOGRAPHIC AND ARTIFACTUAL HISTORY IS INTEGRATED INTO CCM

- How: i) Existing number of tapes have not been transcribed; partnering with Library which has a state grant to conduct oral histories interviews – Library has shared the questions and these will be shared, When: 2024, Who: Exhibits Committee and staff, ii) Integrate into museum exhibits plan, Who: staff, KPI:

CCM HAS ONSITE COLLECTIONS STORAGE AND WORKSPACE

- See Facilities Pillar Expansion category,

ALL COLLECTIONS ARE AVAILABLE IN PAST PERFECT

- See Mission Responsibilities pillar

CCM IS THE CULTURE KEEPER OF THE AREA

- How: i) Continue role as Culture Keeper, link with exhibits plan, and Alive History priorities. Let community know that we welcome and seek information about cultural milestones or artifacts, ii) The Landmarks are turned over to CCM, When: Underway and ongoing, Who: identify single individual to take it on as a project, KPI:

CCM HAS A BUDGET LINE ITEM FOR HCPIA

- How: currently in existence – going forward will mirror the three year curatorial plan, When: 2023, 2024, 2025, 2026, Who: Board of Directors, Staff, Exhibits Committee, KPI:

# Destinations (Pillars) with Strategies

## Year Two: 2024/2025



### Destination: Mission Responsibility

History, Collections, Preservation, Acquisition, Interpretation

#### Mission Responsibility, cont.

##### STRATEGIES

BROADER PARTNERSHIPS CONTINUE TO BE DEVELOPED WITH SIMILARLY ALIGNED ORGANIZATIONS FOR TRAVELING EXHIBITS, COLLECTIONS AND SHARED IDEAS

- How: Align with three year HCPIA schedule, When: Ongoing, Who: staff, Exhibits Committee, marketing Committee, Education Committee, Volunteers, KPI:

ADULT SHOW-AND-TELL KEEPSAKE DAY IS A REGULAR FEE-BASED FEATURE

- How: In house programming (similar to volunteer highlight and Questers), patrons bring artifacts to the program and incorporate the stories. When: Pilot in 2023 by scheduling and heavily emphasizing in newsletter to attract interest, Who: Staff, KPI:

CCM BRINGS THE MUSEUM TO THE PUBLIC IN PUBLIC SPACES/ASSEMBLIES WITH STORIES

- How: Proactively seek out occasions and places to tell stories of the history, objects, geology and places of the area, When: Ongoing, Who: Speakers panel, KPI:

CCM HAS DEVELOPED MEANINGFUL RELATIONSHIPS WITH THE ADJACENT TRIBAL COMMUNITIES

- How: Re-approach contacts with SRPMIC, with invitation to collaborate in a meaningful way to tell the story of Ancestral Sonoran Desert Dwellers (formerly referred to as the Hohokam), including an invitation to join the board. Establish a relationship with the Ft. McDowell Yavapai Nation (formerly referred to as Apaches) through communication with River of Time Museum and Discovery Center in Fountain Hills, When: 2024, Who: Board member Steve, Stephanie, Claire, KPI:

# Destinations (Pillars) with Strategies

## Year Three: 2025/2026



### Destination: Facility

Categories: External Facility, Facility Expansion, Technology, Staffing, Facility Usage, Facility Profile

#### Facility Expansion

##### STRATEGIES

##### CCM HAS ADDITIONAL SPACE

- How: i) Acquire neighboring land or part of it (first priority), ii) Eliminate back parking, iii) Elevated expansion, iv) Spitler Property behind Rebel Ranch, Who: Ad Hoc Committee, KPI:

##### CCM HAS ONSITE COLLECTIONS STORAGE

- How: Dependent on Expansion (see Additional Space strategy)

##### CCM HAS A PLAN FOR TWO CAMPUSES

- How: Dependent on Expansion (see Additional Space strategy)

##### CCM HAS AN EXPANDED MINING CAMPUS

- Dependent on Expansion (see Additional Space strategy)

##### CCM HAS A DEDICATED RESEARCH/EDUCATION SITE

- Dependent on Expansion (see Additional Space strategy)

##### CCM HAS A MINING EDUCATION CENTER

- Dependent on Expansion (see Additional Space strategy)

#### Human Resources

##### STRATEGIES

##### CCM HAS INCREASED PAID STAFF

- How: i) Add FTE line item to operating budget, ii) Engage a Collections Manager, iii) Engage an intern, When: 2023, 2024, 2025, 2026, Who: i) Compensation committee including Chief Executive, Finance Committee, Board, ii/iii) Staff writes job descriptions, KPI:

##### CCM DEMONSTRATES A DIVERSE DEMOGRAPHIC ON STAFF

- How: i) Strategic posting of positions available, ii) Intentional crafting of job description, When: (see Facilities pillar Increased Paid Staff strategy), KPI:

# Destinations (Pillars) with Strategies

## Year Three: 2025/2026



### Destination: Facility

Categories: External Facility, Facility Expansion, Technology, Staffing, Facility Usage, Facility Profile

#### Human Resources, cont.

##### STRATEGIES

##### CCM DEMONSTRATES A YOUNGER DEMOGRAPHIC AS VOLUNTEERS

- How: Engage national honors society and school guidance counselors. When: 2024, KPI:

#### Museum Usage

##### STRATEGIES

##### CCM HAS INCORPORATED TOUCHABLE, HANDS-ON, ACCESSIBLE EXHIBITS

- How: Exhibits that don't require plexiglass, Who: New leadership for Exhibits Committee. When: September 2023, September 2024, September 2025; completion of exhibits 2026, KPI:

##### CCM IS BUSY WITH EVENTS AND PROGRAMS

- How: Intern Program Manager, When: 2024/2025, Who: See Facilities pillar Increased Paid Staff strategy, KPI

##### ALL CCM COLLECTIONS ARE ON PAST PERFECT AND ACCESSED ONLINE

- See Facilities pillar, Technology category

##### ADULT SHOW-AND-TELL KEEPSAKE DAY IS A REGULAR FEE-BASED FEATURE

- How: See Mission Responsibility pillar

#### Museum Profile

##### STRATEGIES

##### CCM HAS A RECOGNIZABLE COHESIVE BRAND

- How: Branding currently underway, Who: Staff, Marketing Committee, KPI:

##### CCM IS RECOGNIZABLE IN OUR COMMUNITY

- How: i) Focus Group with the participants in the second Strategic Planning Focus Group, ii) Small exhibit in the Town Hall, Desert Broom Appaloosa Library, iii) Trifolds at local businesses, Peddlers, Retablo, Frontier Town, public institutions within a 10 mile radius, iv) New resident package with QR Code – here is what is available in your community, v) Speaker engagements, vi) Walking-tour map generated by the Town, When: By 2025, Who: Marketing Committee, KPI:

# Destinations (Pillars) with Strategies Year Three: 2025/2026



## Destination: Future Sustainability

Categories: Youth, Facility Expansion, Human Resources, Museum Usage, Museum Profile, Finance

### Youth

#### STRATEGIES

##### CCM HAS MORE AND BETTER PROGRAMS FOR YOUTH

- How: i) Expanded Public School/Homeschoolers base, ii) T.O.P exhibits, When: 2025/2026, ii) See Facilities pillar Younger Demographic as Visitors strategy, KPI:

### Facility Expansion

#### STRATEGIES

##### CCM HAS A CAPITAL CAMPAIGN IN PLACE

- How: After “Additional Space Task Force” has made presentation to the board, bring in a capital campaign consultant for a one-day “how-to” consultancy, When: After “Additional Space Task Force” has made presentation to the board, Who: Additional Space Task Force and board, KPI:

### Human Resources

#### STRATEGIES

##### THE CCM VOLUNTEER CORPS HAS A DIVERSE DEMOGRAPHIC,

- How: i) Dream Team (see strategy below “Succession Plan”), KPI:

##### CCM HAS A SUCCESSION PLAN FOR

- Emergency staffing, ii) Training-up, iii) Dream Team, How: i) ArtsReady: Pocket Response Resource – NCAPER, ii), iii) Network with schools of engineering, Black Mountain Bikers, Mountain Bike Assn., Legion Riders, a master list of groups & clubs, When: Recruitment starting in 2024, Who: KPI:

##### CCM HAS INCREASED ITS VOLUNTEER BODY

- How: Increase by 12.5% per year, When: 2023, 2024, 2025, 2026, Who: Intensify recruitment by staff, employ Word of Mouth, KPI:



# Destinations (Pillars) with Strategies Year Three: 2025/2026



## Destination: Future Sustainability

Categories: Youth, Facility Expansion, Human Resources, Museum Usage, Museum Profile, Finance

### Museum Usage

#### STRATEGIES

#### CCM PRESENTS RELEVANT CHANGING EXHIBITS

- How: 3 in auditorium, 2 in history wing per year, taking advantage of traveling exhibits, When: by 2026, Who: Exhibits Committee, KPI

### Museum Profile

#### STRATEGIES

#### CCM IS THE COMMUNITY CENTER

- How: See Facility pillar Expanded Space category, When: Ongoing, Who: Staff & volunteers, KPI:

# Destinations (Pillars) with Strategies

## Year Three: 2025/2026



### Destination: Community Served

Categories: Youth, Human Resources, Museum Usage, Museum Profile

#### Youth

##### STRATEGIES

##### K-COLLEGE STUDENTS ARE USING CCM FOR THEIR RESEARCH

- How: i) Inform museum studies college and university departments and targeted and K-12 schools of the opportunity to access via the web (see Facilities pillar, Technology category) through a one-pager/calling card. When: when the material is available online, Who: Education Committee, staff, ii) Extend the invitation to museum studies college and university departments and targeted and K-12 schools to visit the museum (provide an incentive/gamify), When: once material is established online, iii) Develop a training session on what we have available to them, Who: Education Committee, staff, KPI:

##### CCM OPERATES A ROBUST JUNIOR VOLUNTEER PROGRAM

- How: Youth learn about the history associated with exhibits, share the information with visitors and attend special events, When, 2023-2026, Who: Volunteer Coordinator, KPI:

##### CCM BRINGS THE MUSEUM TO THE PUBLIC IN PUBLIC SPACES/ASSEMBLIES WITH STORIES

- How: see Mission Responsibility pillar

#### Museum Usage

##### STRATEGIES

##### CCM HAS EXPANDED EDUCATION PROGRAMS ON AND OFF SITE

- How: Intern Program Manager, When: 2024/2025, Who: (See Facilities pillar Increased Paid Staff strategy), KPI:

##### CCM IS A FUN DESTINATION FOR YOUNG FAMILIES

- How: Intern Program Manager, When: 2024/2025, Who: (See Facilities pillar Increased Paid Staff strategy), KPI:

##### CCM PRESENTS EVENING AND WEEKEND AND DAYTIME PROGRAMS

- How: Intern Program Manager, When: 2024/2025, Who: (See Facilities pillar Increased Paid Staff strategy), KPI:

# Destinations (Pillars) with Strategies Year Three: 2025/2026



## Destination: Community Served

Categories: Youth, Human Resources, Museum Usage, Museum Profile

### Museum Profile

#### STRATEGIES

##### CCM IS A GO-TO PLACE

- See Facility pillar Museum Usage category, Museum Profile category

##### THERE IS INCREASED COMMUNITY AWARENESS AND INVOLVEMENT IN CCM

- See Facility pillar Museum Usage category, Museum Profile category, and Sustainability pillar Museum Usage category, Museum Profile category

##### PEOPLE SEEK CCM OUT

- See Facility pillar Museum Usage category, Museum Profile category

##### CCM IS A FUN DESTINATION FOR YOUNG FAMILIES

- How: Intern Program Manager, When: 2024/2025, Who: See Facility pillar Museum Usage category, and Sustainability pillar Museum Usage category

##### CCM IS CULTIVATING STRONG BUSINESS RELATIONSHIPS THROUGH PRESENTATIONS FOR PROGRAMS AND SPONSORSHIPS

- See Sustainability pillar Museum Profile category

# Destinations (Pillars) with Strategies

## Year Three: 2025/2026



### Destination: Mission Responsibility

History, Collections, Preservation, Acquisition, Interpretation

#### Mission Responsibility

##### STRATEGIES

CCM HAS PREPARED A THREE-YEAR PLAN FOR IDENTIFYING AND ACCOMMODATING COLLECTIONS, INTERPRETATION, HISTORY, ACQUISITION, PRESERVATION

- How: Formulate i) A schedule of exhibitions with rationale, ii) Criteria and plan to manage collections, iii) An updated Collections Policy, iv) Why and what we deaccession.

When: 2023, 2024, 2025, Who: Exhibitions Committee (reactivated and enlarged), KPI:

CCM HAS ONSITE COLLECTIONS STORAGE AND WORKSPACE

- See Facilities Pillar Expansion category,

ALL COLLECTIONS ARE AVAILABLE IN PAST PERFECT

- See Mission Responsibilities pillar

CCM IS THE CULTURE KEEPER OF THE AREA

- How: i) Continue role as Culture Keeper, link with exhibits plan, and Alive History priorities. Let community know that we welcome and seek information about cultural milestones or artifacts, ii) The Landmarks are turned over to CCM, When: underway and ongoing, Who: identify single individual to take it on as a project, KPI:

CCM HAS A BUDGET LINE ITEM FOR HCPIA

- How: Currently in existence – going forward will mirror the three year curatorial plan, When: 2023, 2024, 2025, 2026, Who: Board of Directors, Staff, Exhibits Committee, KPI:

BROADER PARTNERSHIPS CONTINUE TO BE DEVELOPED WITH SIMILARLY ALIGNED ORGANIZATIONS FOR TRAVELING EXHIBITS, COLLECTIONS AND SHARED IDEAS

- How: Align with three year HCPIA schedule, When: Ongoing, Who: Staff, Exhibits Committee, marketing Committee, Education Committee, Volunteers, KPI:

# Destinations (Pillars) with Strategies

## Year Three: 2025/2026



### Destination: Mission Responsibility

History, Collections, Preservation, Acquisition, Interpretation

#### Mission Responsibility, cont.

##### STRATEGIES

##### ADULT SHOW-AND-TELL KEEPSAKE DAY IS A REGULAR FEE-BASED FEATURE

- How: In house programming (similar to volunteer highlight and Questers), patrons bring artifacts to the program and incorporate the stories. When: Pilot in 2023 by scheduling and heavily emphasizing in newsletter to attract interest, Who: staff, KPI:

##### CCM BRINGS THE MUSEUM TO THE PUBLIC IN PUBLIC SPACES/ASSEMBLIES WITH STORIES

- How: Proactively seek out occasions and places to tell stories of the history, objects, geology and places of the area, When: ongoing, Who: speakers panel, KPI:



"Just because the road ahead is long,  
is no reason to slow down.  
Just because there is much work to be done,  
is no reason to get discouraged.  
It is a reason to get started, to grow, to find  
new ways, to reach within yourself and  
discover strength, commitment,  
determination, discipline."  
- Ralph S. Marston Jr.

# Acknowledgements

The Cave Creek Museum would like to thank the following for their support of this Strategic Plan by donating their time to ensure its success.

- Current Board of Directors
  - President Darlene Southern, Vice President Tammy Causey, Treasurer Pam DiPietro, Joe Dollison, Steve Greenberg, Colin “Buck” Columna, Chris Kempster, Nina Spitzer, Molly Tufts
- Current Staff
  - Executive Director Evelyn Johnson, Museum Administrator JoAnn Stuckey
- Strategic Planning Task Force
  - Tammy Causey (Chair), Joe Dollison, Luke Kautzman (Town of Cave Creek), Kayce Westfall (volunteer & former board member), Molly Tufts, Darlene Southern, Stephanie Bradley (former board president), Evelyn Johnson, Jo Ann Stuckey
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  - Tammy Causey, Joe Dollison, Luke Kautzman, Kayce Westfall, Molly Tufts, Darlene Southern, Stephanie Bradley, Steve Greenberg, Colin “Buck” Columna, Nina Spitzer, Evelyn Johnson, Jo Ann Stuckey
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**We thank you for your continued support  
in our efforts to contribute to our community.**

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