OUR VISION FOR 2017:
A VIBRANT DESTINATION

Across the country, museums are experiencing enormous changes brought on by demographic shifts, the influence of social media, the visitor’s desire for connectivity and participation, growing competition for limited resources, a general decline in tourism, rapidly changing technology, and many other influences. The best museums will be those that can adapt to these changes and meet the needs of their audiences while not losing sight of their missions.

A vibrant museum has the potential to be an incredible catalyst for social change by embracing participatory culture and opening up to the active, social ways that people today engage with art, history, science, and ideas. Through the implementation of the goals outlined in this plan, we believe that by 2017, the Mattatuck Museum will be a vibrant destination attracting more than 75,000 visitors per year and more than 25% of the annual operating budget will be covered through the revenue generated by this audience.
**MISSION STATEMENT**
The Mattatuck Museum is a center of art and history, a gathering place that nurtures creativity and learning through transformative experiences to encourage a deeper understanding of ourselves and our heritage.

**VISION STATEMENT**
The Mattatuck Museum will be known as a vibrant destination inspiring visitors from New England and beyond.

**CORE VALUES**
- **Access:** We are welcoming, accessible and collaborative.
- **Stewardship:** We embody integrity, ethical practice and accountability in the care, enrichment and use of our human, financial and physical resources.
- **Community:** We are committed to fostering strong relationships with our community to build a common future.
- **Education:** We promote the unique connections between art and regional history to inform, challenge and engage a diverse public.
- **Inspiration:** We challenge expectations and provide a stimulating environment that inspires curiosity and awe.

**BACKGROUND**
The Mattatuck Museum, founded in 1877 as the Mattatuck Historical Society to serve the ten-town region surrounding present-day Waterbury, is at a critical juncture.

The Museum is known locally and regionally as a vibrant community-centered institution dedicated to providing learning opportunities about art and cultural history to a diverse audience. Its collections, exhibitions and programs adhere to the highest of museum standards, are numerous and varied, and represent the educational backgrounds and personal interests of the community which it serves. As a result, the museum is known as a dynamic and ever-changing resource for a variety of constituents, from first-time museum-goers and young families to art collectors and historians.

The Museum has served for more than 135 years as a keeper of historical artifacts and a place for community engagement around local history and Connecticut-based art; however, with changing demographics, aging traditional audiences, and growing competition for resources, the Museum must decide what its focus will be for the coming years and make appropriate adjustments to its infrastructure, budget, staff structure, and outreach efforts.

With a current operating budget of approximately $1.25 million and revenue of $900,000, the Museum is tapping investment funds to cover the annual operating gap. The dedicated staff of 12 is tasked with all aspects of operations, curatorial and program activity, education and outreach, security and maintenance, and administration.

This plan reflects the thinking of the Museum’s Board, staff, and constituents about critical next steps given the context in which the Museum operates.

Funding for the strategic plan was provided by Connecticut Community Foundation, CT Humanities and a private donation.

“*The Mattatuck Museum is known for engaging its community in an understanding of the past and providing vision and leadership for the future through its exhibitions and collections of national significance that interpret the history of the region and the art of America.*"
A NOTE FROM THE BOARD PRESIDENT

Since its inception last year, the Strategic Planning Task Force has been consistently clear about what is most essential to ensure the Museum continues to thrive in the future. Opinions clearly converged around two strategic imperatives.

The first reflected a deeply held conviction that the Mattatuck Museum must not make change for change’s sake or in a way which would compromise the values and characteristics that have defined it since its founding.

The second is an acknowledgement that the Mattatuck Museum’s success in achieving its most fundamental goal—becoming a better and stronger version of itself—is dependent to a large extent on its ability to increase its investment assets and philanthropic support in order to generate the operating income necessary to fund its plans and strategic priorities.

A museum such as the Mattatuck must be true to its rich history and traditions, but not held back by them. It must, in my view, manage progressively the landscape of change in the years ahead. The goals articulated in this document will show that the Museum intends to play to its strength while making incremental, targeted changes in its exhibits and educational programs to keep them authentic, relevant and distinct.

The “art” of any museum is, in essence, the art of assisting personal discovery. The process of discovery brings with it excitement and intellectual growth. The more you learn, the more you want to know. You draw your energy and understanding from the material. The results can be extraordinary.

Curiosity, like gravity, is accelerative. That is the marvel. The creative displays at the Mattatuck ignite the glow of discovery. That leverage must be maintained going forward. We should never lose sight of the joy that comes from learning something new. Sparks often may flicker, but once they have gone out, little is achieved by blowing on them.

One more thought. At the end of each day as the Mattatuck family takes stock, we should not overlook our constituents. Were they well-served, treated with dignity, assisted in their needs?

Yes, the Mattatuck needs money to allow its mission to thrive, but money is not what we are growing. We are growing minds. And that should be a duty and satisfaction for all of us.

C. Hiram Upson
Board President

C. HIRAM UPSON
President, Board of Directors
Mattatuck Museum
A NOTE FROM THE EXECUTIVE DIRECTOR

The Mattatuck Museum has developed planning documents in the past – many with striking results. Prior plans have empowered the board to relocate to our current building, to re-imagine our history exhibit as a core educational resource, and to engage our City’s diverse communities in the development of an extensive cache of oral histories that enrich our collections while strengthening community ties. More recent planning encouraged partnerships with local nonprofit partners and facilitated capital projects to enhance the streetscape on Park Place and to triple available parking.

In developing this three-year strategic plan, I was joined by a team of highly committed collaborators in an 18-month process of research, discovery, communication and planning. Critical funding was provided by CT Humanities, the Connecticut Community Foundation and C. Hiram Upson, all early advocates of the process. Their support was essential in enabling us to take an extensive, thoughtful and methodical approach from the project’s inception.

I owe a great debt of gratitude to our Board of Directors for their dedication, vision and encouragement, in particular our immediate past president, Cathy Smith, and our current president, Hi Upson, who provided sage advice, enthusiastic leadership, and unflagging support throughout this process. I am also indebted to our talented staff for their expertise, insight and commitment to the future of the Mattatuck Museum.

Reaching out to current and prospective visitors and donors was a crucial part of the process and the resulting plan was enriched by the responses of the many people who provided valuable feedback.

I want to acknowledge the counsel of Laura Freebairn-Smith and Organizational Performance Group. Laura provided unparalleled guidance to our group throughout the process and connected our group with Pam Franks, Deputy Director for Collections and Education at Yale University and Pat Grazzini, Deputy Director at the Minneapolis Institute of Arts, who were both extremely generous in sharing experiences and ideas critical to the development of this plan.

We are excited about the possibilities for the Mattatuck Museum—a vibrant destination that will make a sizeable difference in this City that is exceptionally passionate about its past and its future.

Robert Burns
Director
READER’S GUIDE TO THE PLAN

TRANSFORMATIONAL PROJECTS
Projects with lasting impact

06

KEY PERFORMANCE INDICATORS
Becoming a data-driven decision making institution

11

GOALS
Getting to our vision step by step

12

ART AND HISTORY FOR ALL

13

IMPROVE THE COLLECTIONS

14

INCOME INCREASED INCREMENTALLY

15

GETTING THE WORD OUT

16

A TECH-DRIVEN MUSEUM

18

STAFF EFFECTIVENESS AND SATISFACTION

19

BOARD EFFECTIVENESS AND SATISFACTION

20

MUSEUM BOARD AND STAFF

21
TRANSFORMATIONAL PROJECTS

The Mattatuck Museum is on a trajectory toward transformation. These projects could have a lasting impact that will resound for many years beyond this plan. In seeking viable options which would transform the Mattatuck Museum in the near-term, the Strategic Planning Task Force has identified two themes to pursue in tandem while seeking partnerships that will support the development and ultimate success of each.

EXPANDING THE EXISTING FOOTPRINT WITH CONTIGUOUS SPACE

The Mattatuck Museum is recognized locally as a vital partner in the educational, social, and cultural life of our community. We have worked hard to build an environment where people can gather, share, and learn. Through a strategic expansion of collections and program offerings, the museum seeks to widen our reach beyond our local community and attract a larger audience of visitors that will, in turn, benefit our community.

The growth of our Museum must include improvements to our storage facilities, updating of outdated equipment, increasing the size of our elevator, making spaces for exhibits and programs more attractive and efficient, installation of a loading dock and better access points, the addition of new classrooms, and ensuring that parking and security arrangements are inviting to the public. Creative solutions to these issues will likely involve utilizing space both within and beyond the walls of the current Museum.

The recent announcement of the multi-million-dollar investment by the Waterbury Community Investment Program to stabilize and revitalize the neighborhood immediately surrounding the Museum has presented a unique opportunity to explore expansion within our current neighborhood. Expanding to contiguous space will not only alleviate shortcomings and expand offerings, it will enable us to recommit ourselves and the institution to our neighboring community and to the positive future of downtown Waterbury.

BIG ATTRACTORS

For the Mattatuck to become a destination museum, transcendent of driving distances and perceived concerns about Waterbury, it must create exhibits, programs and events with strong allure to attract state and regional audiences.

In addition to identifying “headliner” exhibits that bring well-known art/artists to the Museum on a bi-annual basis, we will work to expand programming beyond the walls of the Museum. Through partnerships with artists, arts and cultural organizations, government agencies, and other non-profits, we will focus our collective energy on developing unique, annual, public events which resonate with a broad audience and attract them to the Waterbury area.
EXPANDING THE EXISTING FOOTPRINT WITH CONTIGUOUS SPACE

The Mattatuck Museum is on a trajectory to become a cultural destination focused on a visitor-centered experience that links the museum, our community, and the visitor in exploration of art and cultural history through inspiring exhibits and programming. Located at the crossroads of Connecticut, the Museum is known for its exceptional presentation of regional history and for its growing roster of exhibitions—highlighting its own collections of art, artifacts, and decorative arts as well as hosting traveling exhibits.

To realize the Museum's full potential, the board must identify a means to physically expand the museum. Many factors drive this pressing need:

- the physical limitations of the current building
- a growing staff
- the competing needs of expanding both exhibitions and programs
- outside community needs for meeting space
- investments by others to change the community surrounding the museum.

Expansion can be accomplished in a variety of ways: (1) through securing and developing nearby spaces, (2) moving entirely to a different, larger space, or (3) through the construction of an entirely new facility.

Dramatic changes in the immediate environs of the Mattatuck Museum are already underway. The Waterbury Community Investment Program (WCIP) recently announced a $3.8 million revitalization project of homes on Gaffney Place and Central Avenue immediately adjacent to the Museum. This is the first phase of a multi-year program WCIP is spearheading in the neighborhood and will provide opportunities for the Museum and other community partners to assist in the revitalization of the neighborhood.

The opportunity for the Museum to partner with this project may provide the needed additional space in proximity to the existing Museum and allow for growing partnerships with our neighboring institutions and other cultural institutions in the area. For these reasons, the SPTF determined that the Museum should first focus on its current neighborhood for any expansion plans rather than exploring satellite or alternative locations in Waterbury.
The Museum’s commitment to the City of Waterbury expands beyond our desire to remain and expand in our current location. It demands that the Museum be an active player in working with the City to identify ways to mitigate perceptions about Waterbury. Tools to do this will include:

• seek innovative ways to send the message that Waterbury in general and the Museum’s neighborhood in particular are a safe and friendly place to visit
• actively working with partners within a ½ mile radius of the museum campus to ensure that Waterbury is safe
• active recruitment of and incentives for artists and artisans to work and/or live in Waterbury
• reviving the model of CT’s history of establishing and nurturing “artist colonies” throughout the state
• working with Main Street, Waterbury Development Corp. and City Economic Development officials to lure restaurants, bars, and entertainment businesses to Downtown Waterbury
• partnering with artists on public art projects to help alleviate “gateway issues”

The Waterbury Community Investment Program, a partnership between Webster Bank, the Harold Webster Smith Foundation, NeighborWorks New Horizons and other local partners including the Mattatuck Museum, has brought new energy and focus to the area immediately surrounding the Museum. The Museum is committed to working in partnership with our neighbors to develop a “cultural campus” in the midst of this new development. To that end, it will seek creative opportunities for partnerships while planning for expansion. The expansion plan will focus on using new spaces programmatically to attract and grow target audiences – children, families, special needs, adult learners, etc.

Expansion will require significant investments and careful planning:

• create a business plan outlining revenue potential and operating costs of expansion
• plan and implement a comprehensive campaign for both capital needs and endowment growth - targets for funding will include Federal, State, and City grants, foundation and corporate support, and major gifts
• secure partnerships with WCIP, Leavenworth Foundation, CT Community Foundation, Leever Foundation, YMCA, Girls Inc., Waterbury Symphony/Bravo Program, ACC, local community groups, and city and state housing authorities

EXPANDING THE EXISTING FOOTPRINT WITH CONTIGUOUS SPACE

AS A FUTURE STEP IN EXPANSION

The Museum may seek partnerships with cultural organizations and property owners in Waterbury to increase visibility and to expand the Museum’s message. This can include developing exhibits in empty storefront spaces including the former Historical Society building, the Farrington Building, Lilley Building, Sovereign Bank, near UCONN and the Palace Theatre, the Elton Hotel, Twin Towers, City Hall, Library, Metro North Train Station or the local hospitals.

This idea could be expanded beyond downtown to neighborhoods utilizing former library and school spaces throughout the city that are no longer being used. A further phase might be to target several key locations within the historic “Mattatuck” area such as Middlebury, Woodbury, Watertown and Naugatuck. Finally, taking the Mattatuck Museum story to Heritage Village could increase outreach.
BIG ATTRACTORS

Culture is born out of human interaction and cannot exist without people to enjoy, evaluate, and participate in it. Shifting attitudes are chipping away at perceptions of museums with audiences demanding more inspiring, interactive gathering places promoting more interaction among participants. For the Mattatuck to become a destination museum, transcendent of driving distances and perceived concerns about Waterbury, it must create exhibits and events with strong enough allure to attract state and regional audiences. These will also help Waterbury economically and in terms of reputation. The Mattatuck will focus on three “big attractors” - a biennial headliner show, a focus on unique collections, and events that serve to convene people with a broad interest.

BIENNIAL HEADLINER SHOW

Every two years, the Mattatuck Museum will produce a significant exhibition featuring an artist or artists well-known to the general public. Planning will commence in 2014 for an exhibition in 2015. Some shows will have an additional fee for entry to help underwrite expenses related to organizing a blockbuster show. Educational and entertaining programs will be developed in conjunction with the exhibit and many will include special events to increase draw and potential additional revenue.

The goals of the headliner shows are to increase visitation, revenue, and the Museum’s reputation as a significant provider of arts and cultural education in Waterbury and the greater New England region.

UNIQUE COLLECTION(S)

The Mattatuck Museum has several unique collections within its holdings that could set the Museum apart in the field. The Museum’s 10,000 piece button collection, donated by the Waterbury Companies, includes rare examples of the finest buttons from across the globe. In addition, the Museum has buttons of unrivaled historic significance and others that help document the industry that has thrived in the region for 200+ years. Research into the materials used to create the buttons and varied cultures from which the collections derive has never been explored for programmatic themes. Regional, national and international societies devoted to buttons and button collecting are known to the Museum but have never been targeted as an audience.

In the period covered by this plan, the Museum will focus on expanding recognition for its considerable global button collection. We plan to do this in three ways: (1) a new user-friendly presentation, (2) a scholarly examination and cataloguing, and (3) a multimedia explanation that provides a special visitor experience.
The Mattatuck Museum has a long history of presenting well-regarded programs and events. As a cultural leader within the community the Museum has worked with other organizations and government agencies to convene panels and programs on topics of local interest.

In an effort to connect our community with the wider region, the Museum is collaborating with the City of Waterbury and the Connecticut Department of Economic Development’s Create Here Now program to develop a unique event based on the popular Nuit des Soudeurs (Night of the Welders) held each summer in the City of Granville, Normandy, France. The annual weekend-long event merges the worlds of the artist and the artisan in a celebration of metallurgy and metal arts. Artists are selected each year by a panel to develop specific “welding” projects which are then implemented on site at the festival by volunteer welders who travel from across the country to participate. Demonstrations by artisans and artists, a music series, and specialty foods round out the weekend and serve to attract the thousands which attend each year.

Local government and businesses are very interested in partnering with the Museum to develop a similar festival for Waterbury. With Waterbury’s long history in metalworking, recent investments in manufacturing programs at Naugatuck Valley Community College and the new Career Academy High School, and the return of manufacturing centers surrounding the City the time is right to develop a special festival devoted to metalworking. Local and regional manufacturers, trade schools, and interested craftspeople will be invited to participate in the development of the event.
KEY PERFORMANCE INDICATORS
Becoming a data-driven decision making institution

The fundamental factors that contribute to the Mattatuck Museum’s success are its reputation and the diversification of its audiences and finances. Key measurement areas include:

- Visitors
  - financial profile
  - space
  - staff, board, and volunteers

- Visitor index: conveys quantity and quality of visitor engagement
  - total number of visitors
  - number of repeat visits
  - number of new visitors
  - geographical spread of visitors
  - quality of visitor experience

- Financial Profile
  - increase in endowment principal, year over year

- Space optimization index
  - # of visitors per public space square footage
  - public space footage/total revenue

- Staff, Board, and Volunteers
  - staff: biennial staff satisfaction rating with 85% satisfaction
  - staff: turnover and tenure rates
  - board: average “give/get” increases
  - volunteers: average hours per volunteer/number of volunteer hours/increases
GOALS
GETTING TO OUR VISION STEP BY STEP

ART AND HISTORY FOR ALL
By 2017, the Mattatuck Museum will develop and offer ongoing and regular public programs in conjunction with the permanent art and history collections, as well as special exhibitions and temporary installations throughout the year for a broad and diverse audience, increasing overall attendance.

IMPROVE THE COLLECTIONS
By 2017, we will have strengthened the collections through deaccession and acquisition.

INCOME INCREASED INCREMENTALLY
By 2017, the Mattatuck Museum will increase its annual operating budget to $2M through increased fundraising, earned revenue, and finding efficiencies through partnerships and organizational structure.

GETTING THE WORD OUT
By 2017, we will invest all available resources to tell more people about interesting holdings and exhibitions at the Mattatuck Museum.

REIMAGINED SPACE
By 2017, the Mattatuck Museum will have successfully completed a full survey of existing space and implemented a reorganization plan to maximize use of existing space and identify needs which cannot be accommodated within the current architecture.

A TECH-DRIVEN MUSEUM
By 2017, the Mattatuck Museum will have increased its use of technology for presenting museum content to enhance visitor experience and expand access to all.

STAFF EFFECTIVENESS AND SATISFACTION
By 2017, the Mattatuck Museum will have developed, through training and acquisition, a knowledgeable group of directors who are actively engaged in expanding the profile of the museum to build a strong and stable pool of financial support, increased public participation, and enhanced recognition for the museum's high-caliber programming and exhibitions.
ART AND HISTORY FOR ALL

By 2017, the Mattatuck Museum will offer ongoing and regular public programs in conjunction with the permanent art and history collections, as well as special exhibitions and temporary installations throughout the year for a broad and diverse audience, increasing overall attendance.

OBJECTIVES

Objective 1: Expand pre K – 12 school programs to include homeschoolers, school-break studio classes, teen advisory group/interns, and teacher resources.

Objective 2: Develop a system for effective longitudinal data tracking and analysis of visitor attendance, program attendance, membership, and donor support related to education and outreach.

Objective 3: Expand adult programs to include ongoing Docent training, and other volunteer opportunities, public tours, artist demonstrations, and collaborative programs with Naugatuck Valley Community College, Post University, and UCONN/Waterbury campus.

Objective 4: Develop a regular after-hours program for young professionals.

Objective 5: Develop Access programs, specifically for children with autism and sight or hearing impairments, and for seniors with dementia.

Objective 6: Reconfigure the Museum’s hours open to the public.

Objective 7: Incorporate hands-on art making for the majority of programming for all ages.

METRICS

Metric 1: There is an overall increase in program attendance each year.

Metric 2: There is a marked increase in membership.

Metric 3: There is an increase in donor support.

Metric 4: Additional volunteer support groups are added to the Museum’s body of constituents.

Metric 5: There is an increase in program participation from members of the community previously not engaged with the institution, including artists, families, young professionals, under served community members and disenfranchised groups, and visitors from outside of the greater Waterbury area.

Metric 6: The Museum is actively hosting more visitors with physical challenges.
IMPROVE THE COLLECTIONS

By 2017 we will have strengthened the collections by focusing on the 20th century collection, enriching the history collection, and strengthening curatorial capacity.

OBJECTIVES

Objective 1: Improve the existing collections through donations, acquisitions, and deaccessioning.

Tactics:
- deaccession and repatriate native collections.
- improve button museum installation.
- make a targeted survey of objects that should be deaccessioned to increase funds for acquisition/conservation.
- develop a strategic process of rotating objects out of storage.
- develop a plan to present changing history exhibitions.
- continue to document and research objects in the collection.
- review and have earmarked works for deaccession for board approval as appropriate.
- increase funds for accessions by $50K.

Objective 2: Increase the collection.

Tactics:
- develop new sources of funding for art purchases.
- add to the collection via gifts and purchases.
- further relationships with collectors and develop new ones.

Objective 3: Strengthen curatorial capacity.

Tactics:
- evaluate and energize curatorial committees.
- develop a 3-year exhibition schedule that is integrated with collections and programs and attracts diverse audiences.
- develop a network of experts in our collection and exhibition fields that can help us focus on opportunities to increase donations and fundraising.
- develop a peer network who will advise on acquisitions and exhibition planning.
- find two new collectors or artists or scholars who will join the collections/exhibitions committee.

METRICS

Metric 1: Two new collectors or artists will have donated to the collection.

Metric 2: The Museum will have identified gaps that could be bridged by gifts and loans and acquired at least one piece of two of the artists identified in this possibilities list.

Metric 3: By 2017, the Museum will have published one article and won at least one award.

Metric 4: By 2017, the Museum will have an annual acquisitions budget of at least $100K.
INCOME INCREASED INCREMENTALLY

By 2017, the Museum will increase revenue for mission critical work and keep infrastructure costs stable by exploring partnerships with other organizations. Financial targets are:

<table>
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<th>Fiscal Year</th>
<th>Operating Budget</th>
<th>Acquisitions Budget</th>
<th>Endowment Principal</th>
<th>Acquisitions Endowment</th>
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</tbody>
</table>

OBJECTIVES

Objective 1: Grow revenue through appropriate program fees, grants, investments and donations.

Objective 2: Explore partnerships to share backroom operations to reduce costs and to increase available skill sets for operations.

Objective 3: Plan and implement a comprehensive fundraising campaign.

Objective 4: Increase staff by 1-2 FTE (full-time equivalent) positions in curatorial, security, and visitor services.

Objective 4: Reboot café and museum shop ensuring highest quality products and services.

Metric 1: Endowment principal grows to $12M by FY2017.

Metric 2: Incremental positive growth in foot traffic each year to meet $80K goal by 2017.

Metric 3: Café filled with visitors having lunch and an active museum shop attracting purchases that account for 10% of the annual operating budget.

Metric 4: Reduced dependency on investment income to meet the Museum’s operational needs.

Metric 5: Investment policy which seeks to earn significant long-term returns within prudent risk restraints, preserving the purchasing power of such assets, and reducing investment income withdrawals to a rate not exceeding the Investment Committee’s recommended benchmark level.
GETTING THE WORD OUT

By 2017, we will invest all available resources to tell more people about interesting holdings and exhibitions at the Mattatuck Museum. We will reach a wider audience through expanded print media, web-based channels, and social media sites.

OBJECTIVES

Objective 1: Increase marketing budget for targeted appeals to attract regional and national audiences.

Objective 2: Develop a recognizable identity to use across all media.

Objective 3: Have a staff member who focuses on social media, QR codes (Quick Response codes), and other marketing activities.

Objective 4: Educate the public in access and use of collections information via the Embark database.

Objective 5: Explore other advertising channels.

METRICS

Metric 1: We will have 10% of the permanent collection that is on view QR enabled.

Metric 2: The marketing budget will increase by 100% to $60,000.

Metric 3: Query visitors to track how they learned about the museum/program/exhibit.

Metric 4: Increase number of visitors to physical site(s) by 10%.

Metric 5: Increase unique website visits by 50%.

Metric 6: Museum website visitors are actively utilizing content and linking via social media between the museum and their universe.
REIMAGINED SPACE

By 2017, the Mattatuck Museum will have successfully completed a full survey of existing space and implemented a reorganization plan to maximize use of existing space and identify needs which cannot be accommodated within the current architecture.

OBJECTIVES

Objective 1: Conduct a building-wide space-use survey to guide expansion of the museum beyond its current walls.

Objective 2: Reorganize storage and office spaces to maximize efficiency.

Objective 3: Make the building exterior more welcoming.

Objective 4: Reconceive the museum interiors to give visitors an immediate excitement about the Museum.

METRICS

Metric 1: Eighty percent (80%) of visitors rate the museum exteriors exciting, informative and inviting to the public, and they can clearly find the museum, parking lots, entrances and information desk.

Metric 2: Staff offices have been moved and refitted to accommodate access among departments and efficient use of shared technology – printers, scanners, etc.

Metric 3: Liberated spaces have been utilized for expanded offerings in programs, education and exhibitions – increasing visitation.

Metric 4: Collections, archives and library materials are safely stored and protected in dry, climate-controlled spaces with reduced exposure to damage by water, humidity, etc.
A TECH-DRIVEN MUSEUM

By 2017, the Mattatuck Museum will have increased its use of technology for presenting museum content to enhance visitor experience and expand access to all.

OBJECTIVES

Objective 1: Inventory existing equipment and software; replace any in immediate need and establish a 3-year staggered replacement cycle to ensure up-to-date technology.

Objective 2: Develop and implement a multi-channel accessibility plan for museum content that provides an open forum to attract tech-oriented and/or social media audience demographic.

Objective 3: Repurpose and enhance existing materials for interpretation and incorporate new media – QR labels, cell phone tours, iPad/Droid aps, etc.

Objective 4: Incorporate technology into programming and exhibitions to provide access to collections for physically challenged and disabled visitors.

Objective 5: Develop evaluation tools to track if and how visitors are using and reacting to new media presentations.

METRICS

Metric 1: Five percent (5%) of visitors will access information from QR codes at least twice during a single visit.
BOB BURNS and JAN DOUGHTY  
*Staff Leads*

MARY ROSENGRANT-CHIAPPALONE and DAVID SFARA  
*Board Liaison*

**METRICS**

Metric 1: Have a fully staffed organization with a detailed organizational chart, job descriptions and an annual evaluation plan which includes a periodic 360-degree analysis of both employee and supervisor.

Metric 2: The annual budget has funds allocated and incentives for staff professional development opportunities.

Metric 3: There is a cross-training plan implemented that cites specific targets of competency to be achieved for each participant.

Metric 4: There is a marked reduction in the use of off-site vendors.

Metric 5: Staff rate the Museum culture at 85% or higher on an annual staff satisfaction survey.

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**STAFF EFFECTIVENESS AND SATISFACTION**

By 2017, the staff of the Mattatuck Museum will be effective in their positions and satisfied with the work culture.

**OBJECTIVES**

Objective 1: Institute and fund a professional development plan that includes a mechanism to identify position-appropriate opportunities for all staff.

Objective 2: Reduce dependency on off-site vendors by increasing staff skills.

Objective 3: Explore opportunities for staff cross-training in all areas of the museum for emergency coverage and shared understanding of co-worker responsibilities.

Objective 4: Grow staff by at least 2 full-time equivalent positions to meet the expansion plans of the museum.

Objective 5: Annual evaluation plan implemented.
BOB BURNS  
Staff Lead

HI UPSON and KRIS JACOBI  
Board Liaison

BOARD EFFECTIVENESS AND SATISFACTION

By 2017, the Mattatuck Museum will have developed through elections, training and acquisition, a knowledgeable collection of directors who are actively engaged in expanding the profile of the museum in order to build a strong and stable pool of financial support, increased public participation, and enhanced recognition for the museum's high-caliber programming and exhibitions.

OBJECTIVES

Objective 1: Ongoing assessment of current board for professional and personal strengths.

Objective 2: Focus on board and committee diversity to more closely reflect the Museum’s community.

Objective 3: Expand board and committee geographic representation to expand the Museum's reach into other regions.

Objective 4: Improve community outreach and collaboration with ethnic, religious and/or social organizations.

Objective 5: Expand business community representation on the board, committees, and in Museum membership.

Objective 6: Identify and provide board development and training opportunities.

Objective 7: Recruit and develop a small team of “lead directors” as an advisory team and sounding board to aid the Museum’s director and senior management.

Objective 8: Strengthen the museum’s financial health through clear and sound fiscal decision-making and focused effort to significantly increase endowment portfolio through personal gifts and cultivated solicitation.

METRICS

Metric 1: Increase the average “give+get” of the Board in line with increases in the budget growth over the year.

Metric 2: The museum has a full complement of active and engaged board members representing the diversity of our community including race, ethnicity and professional background.

Metric 3: The board is actively engaged in reaching out to its personal and/or professional universe on behalf of the museum to increase visibility and funding.

Metric 4: The museum develops a dynamic team of “lead directors” working in tandem with professional staff to further the mission and vision of the museum.

Metric 5: Planning and implementation underway to undertake a comprehensive campaign raising funds for both endowment and capital needs.

Metric 6: The Mattatuck Museum is recognized locally and regionally as a high-caliber cultural institution offering a variety of educational programs for all ages and inspiring and engaging art exhibitions.
BOARD OF DIRECTORS
C. Hiram Upson
President
Mary Rosengrant-Chiappalone
1st Vice President
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