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# WE ARE...

Our greatest strength is our community—our staff, neighbors, partners, volunteers, and visitors—who inspire and enrich our ongoing work in interpretation, preservation, research and education.

## Mission

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

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

## Core Values

- Access:** We are welcoming, accessible, inclusive, 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 engage and inform a diverse public.
- Inspiration:** We challenge expectations and provide a stimulating environment that inspires curiosity and awe.

## Land Acknowledgment

The Mattatuck Museum, so called after the Eastern Algonquin name for the land on which it was built, recognizes that the land we interpret as the “Mattatuck Plantation” through our history mission, is the original homeland of the Tunxis, Paugussett, Pequannock, and Potatuck tribal nations. We acknowledge the painful history of forced removal from this territory, and we honor and respect the Indigenous Peoples that were, and are still, connected to this land. We recognize the reverberations of colonialism past and present, and seek healing through this acknowledgment.

## Diversity, Equity, and Inclusion

The Mattatuck Museum is fortunate to exist in such a diverse city. We are committed to building and sustaining a diverse and inclusive community, including addressing barriers to the full inclusion of historically underrepresented groups. Recognizing that multiple voices and perspectives enrich our work, we embrace a broad definition of diversity and are dedicated to ensuring an environment where differences are valued and respected and where all members of our community are fully engaged participants in our mission.

Our greatest strength is our community—our staff, neighbors, partners, volunteers, and visitors—who inspire and enrich our ongoing work in interpretation, preservation, research, and education. We strive to offer a welcoming and accessible home for our collections of art, history, and cultural heritage and for the people who care about them.

We believe that: Diversity has many aspects. We understand the importance of words and that meanings evolve. We define diversity to include race, ethnicity, gender, gender identity, religion, culture, national origin, sexual orientation, physical abilities, age, parental status, philosophy and viewpoint, and socio-economics. We define inclusion as the practice of ensuring access to Museum services and facilities, including employment, exhibitions, programming, and other opportunities. We define equity as the absence of disparity. Together, these values create a rich community of opinion and skills necessary for the Museum to achieve its Mission and Vision.

Museums have long been isolated from the people they serve. Systemic exclusion rooted in a failure to understand and acknowledge multiple types of expertise has served as a barrier to the full participation of historically underrepresented groups. We strive to remove these barriers through asking questions and actively listening to the answers with people and groups contributing a variety of voices and perspectives.

We have much to learn. We acknowledge that culturally diverse understandings of art and history exist side by side and enrich one another; there are multiple ways of knowing. This means that while the Mattatuck has a great deal to offer through its collections we also have much to learn from others. Through patient, attentive relationship-building we hope to progress from collaboration to healing and ultimately, to find joy, strength, and resiliency for the Museum and for all those we serve.

While we are confident in our values and eager for change, we realize that the aspirations laid out here are part of an imperfect, dynamic, living process. Authentic work in diversity, equity, and inclusion requires shifting our mindset, in ways that can be challenging and sometimes painful.



# FOREWORD

## From the President of the Board of Directors

On behalf of the Board of Directors, we are pleased to present the Mattatuck Museum's 2021-26 Strategic Plan.

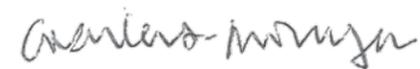
The plan is built on the Museum's Core Values and places these as the central tenet to ensure that the Mattatuck lives up to our Mission and our Vision for the future. While there are many frameworks we could have developed for looking ahead, we believe that our Core Values are central to our institutional identity and will continue to be relevant for the next five years and beyond. We hope this approach resonates for our many friends as it does for us.

As we enter the next phase of our organization's story, with the completion of our incredible building renovation and expansion, we look ahead to an exciting future. Shaped and led by our dedicated and talented staff, we will seek to live our Core Values and ensure that we continue to work towards our Mission and serve as a gathering place that nurtures creativity and learning through transformative experiences to encourage a deeper understanding of ourselves and our heritage.

Nevertheless, we know with certainty that the future is uncertain. 2020 taught us to be nimble, but the last ten years have taught us that our Core Values enables us to make difficult decisions in a way that best serves our Mission. This plan will evolve as the world continues to change, but it gives us a roadmap to follow.

This plan does not, and could not, reflect every good thought contributed by the many participants in the planning process. The Museum sought a balance of ambitious goals and focused tactics to allow us to work towards this vision in a meaningful manner. Difficult choices were made taking into account the institution's finite resources, and the sentiment behind suggestions was incorporated into the main goals for the plan.

This plan represents the culmination of nearly a year of work among the Museum's management team, Board of Directors, supporters, community members, and partners. While the work was not always easy or without its challenges, it provided us opportunities to think deeply about who we will be as we emerge from our transformation.



Charles Monagan



## From the Executive Director

Through the thoughtful and diligent planning and implementation of our last Strategic Plan, the Mattatuck Museum has now been transformed. We have dramatically changed our physical presence to become a more welcoming institution. By tearing down brick walls and replacing them with walls of glass, we have given our community a literal window into the museum and all we have to share. We've also found a way to highlight our beautiful neighborhood by allowing our visitors to look out of the museum at the rich architectural heritage surrounding the museum.

The Board and staff of the Mattatuck embrace our core values – access, stewardship, community, education, and inspiration – to create relevance and to ensure we are a gathering place for all. The NEW Mattatuck Museum weaves together regional, national and international art with local and regional history to create transformative experiences for diverse audiences.

Museums have always been a storehouse of all that is deemed important: objects, artifacts, art, and ephemera, and through exhibitions, research, and lending, we seek to illuminate our culture and transform lives. Our mission is to collect and care for these objects so that they will survive through time to inspire children, families, our community and visitors for many years to come. Our new museum is the physical manifestation of our commitment to this practice and stewardship.

In the 21st century, museums serve an expanded role; as community centers, schools, artist studios, and laboratories. We are a place of creativity, inspiration, and a place to engage with others who may, or may not, be like us. Our commitment is to constantly endeavor to make the Mattatuck Museum more inviting, more accessible—both physically accessible to visitors with special needs and a place that is not “scary”, “elitist”, or “boring”. We truly want everyone—regardless of age, race, experience, or ability—to visit, explore, learn, and question at the Mattatuck.

When you visit, you'll have noticed that in addition to items in the collection and on exhibition, we share our Mission, Vision and Core Values on the walls of the Museum. It is important that we are candid and intentional about the work we are doing, but most importantly, by living these commitments every day. Our Strategic Plan brings our Core Values to the heart of everything we do—inspiring and educating our community, care for our numerous resources to ensure that they are accessible to all.

Our central vision—to be a vibrant destination—is the driver behind the next five years. During this time we will work to further enhance the Museum as a destination known for our ability to welcome and engage diverse audiences from our community, the region and beyond. By fully embracing participatory culture and the active, social ways

that people today engage with art, history and ideas, the Museum has the potential to be a catalyst for social change. Through the thoughtful interpretation of our collection, which we hold in public trust, and a dynamic roster of changing exhibitions, we will be the vibrant institution we envisioned and the Mattatuck Museum will reflect the rich diversity of our various communities.

We are excited by the possibilities that the future holds for The MATT and we look forward to working together, with you, to fulfill the goals of this plan.



Bob Burns

# STRATEGIC PLANNING FRAMEWORK

## Development of the Plan

In fall of 2020, the Mattatuck assembled a group of volunteers from the staff and the Board of Directors to form the Strategic Planning Task Force. This group represented every department on staff and a wide range of new and long-time board members. The Task Force decided to enlist the support of Leo Tonkin to advise on the process. Tonkin interviewed community members from a list of stakeholders compiled by the Task Force and created a report of anonymous community feedback. He also developed a strategic visioning workshop where the Board of Directors and Museum Staff were able to envision a future for the Museum free from budget and time constraints, and dreamed about what that future would look like.

Feedback from stakeholders was incorporated into a document that outlines the many communities that the Museum hopes to serve and attract. The Board and Staff were asked to think about which audiences it needed to engage the most moving forward. Priorities included Waterbury residents, community organizations, in-state visitors, families, members, and donors. Other important audiences were businesses, schools and students, Spanish speakers, residents within a 15-mile radius, and universities.

With this information in hand, the Strategic Planning Task Force began to look at different ways to organize the Museum's strategic priorities. At this point, it became clear that looking at institutional change on a departmental level would not reflect the strategic priorities proposed in the planning process. Instead, the Task Force chose to create goals to reflect the institution's commitment to its Core Values and push the Museum towards formalizing its use of our Core Values in deciding its strategic direction.

From there, the Task Force led conversations with the full staff and Board of Directors to develop objectives for the different strategic goals and created a variety of tactics to enable the staff and Board to reach those objectives.

## Measuring Outcomes and Tracking Progress

Once the Strategic Plan was developed, the Staff and Board of the Museum developed metrics that could be assigned to specific departments who will be responsible for ensuring that our goals are met. These metrics reflect specific information that can be quantified and tracked moving forward to show progress towards these goals. Metrics were chosen for their ability to reflect different objectives for the Museum and their likelihood to continue for the next five years. These metrics will be used by the Staff and Board of Directors to track our progress towards these strategic goals. Metrics will be updated on a monthly basis and any metrics that diverge from targets—positively or negatively—will be discussed in staff meetings and board meetings. Department heads will review overall progress quarterly and an annual report will be shared with staff, board members, and on our website each year.



# STRATEGIC PLAN





# ACCESS

We are welcoming, accessible, inclusive, and collaborative.

## Goal 1: Put the visitor experience first by ensuring each point of contact is clear and positive.

Objective 1.1: Share clear and easy-to-find information regarding access to the Museum for visitors.

Tactic: Use photos, videos, and text across all media to convey ease of visiting: "Free Parking", "Elevators to all Floors", "Easy on and off I-84 & Rt. 8". (Metric VS1, VS2)

Objective 1.2: Offer a comprehensive Museum experience to people of all backgrounds, taking into account language barriers; educational attainment; and other lived experiences.

Tactic: Craft messaging for the website, social media, and e-news that is more approachable to attract our local community and make them feel comfortable engaging with the Museum. (Metric M1, M2, M3)

Tactic: Ensure that interpretive content in exhibitions is accessible for visitors, using simplified language. (Metric C2)

Tactic: Create awareness of Museum offerings for constituents that do not have access to a computer or the internet. (Metric M5)

Tactic: Use in-person handouts, OnCell access, docent-led tours, and/or physical labels to provide visitors with exhibition content in multiple languages. (Metric C1)

Tactic: All staff will learn common Spanish language phrases. (Metric VS4)

Objective 1.3: Ensure the Museum is accessible to people of all abilities, taking into account hearing, vision, or mobility impairments.

Tactic: Create hands-on activities in exhibition galleries where visitors can engage with objects and participate in other interactives. (Metric E7)

Tactic: Incorporate audio into Museum wayfinding and interpretation using the OnCell app to accommodate visitors with visual impairments. (Metric VS2, VS3)

Objective 1.4: Increase online access to all Museum collections.

Tactic: Include more archival and collection holdings on the website, including links to archival finding aids and research resources in Connecticut Archives Online using ArchivesSpace. (Metric C3, M1)

Tactic: Create online exhibitions to share content that was developed for in-person exhibitions using tools like Genially. (Metric C4, M1)

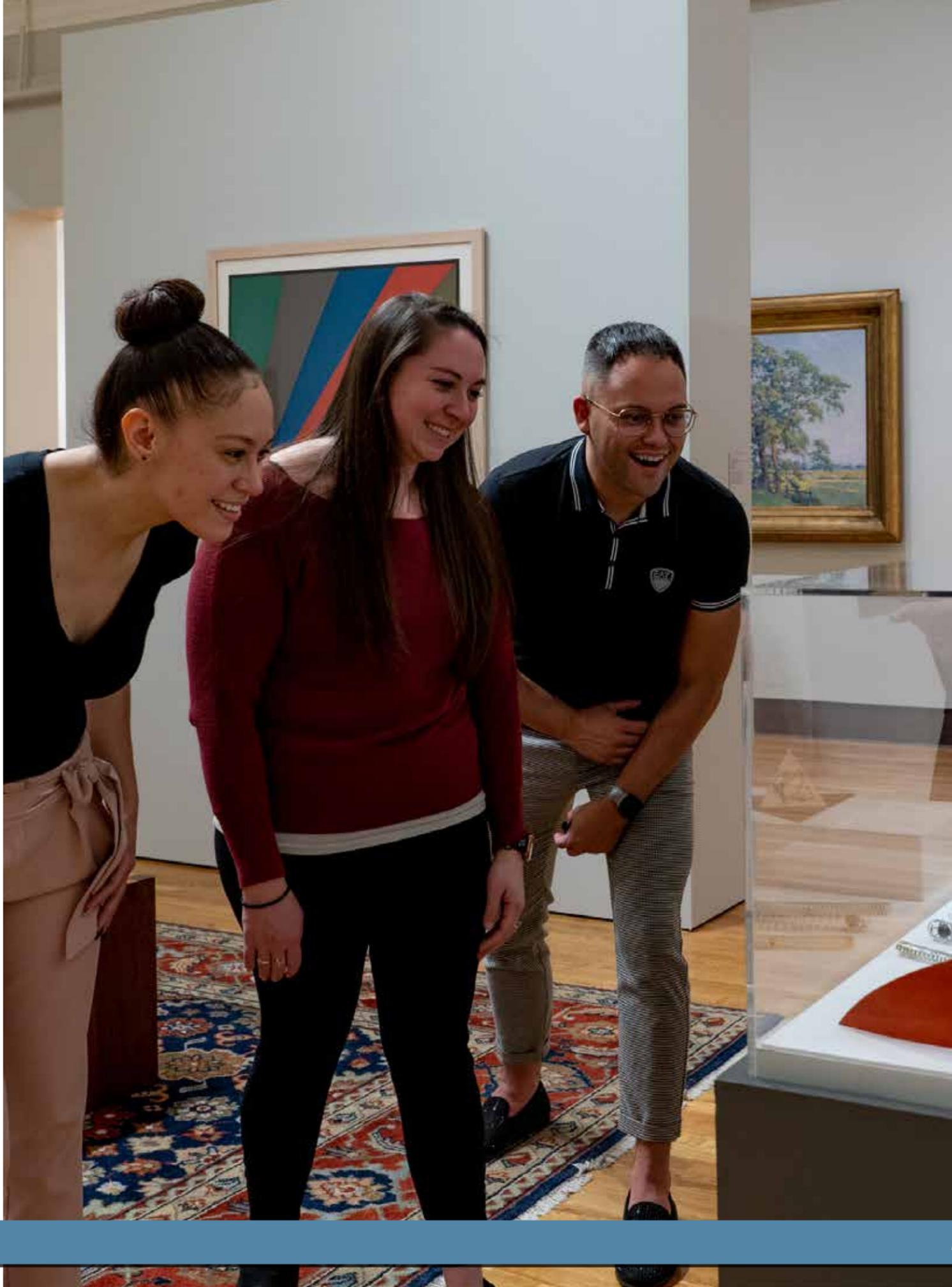
Tactic: Identify, digitize, and upload collection materials (artworks, history objects, and archives) not currently available online through Collective Access. (Metric C3, M1)

Tactic: Increase description, biography, and/or connections or groupings of objects to aid in searchability. (Metric C5)

Objective 1.5: Use a data-driven approach to evaluate the visitor experience through surveying, focus groups, and other means of data collection.

Tactic: Incorporate new and innovative ways to gather feedback into a comprehensive evaluation plan for visitation, exhibitions, and programs.  
(Metric D3, E8, M6, VS2, VS5)

Tactic: Use annual member survey to gather feedback.  
(Metric D2, D3)



**Goal 2: Prioritize affordability for people with limited means.**

Objective 2.1: Encourage more cultural, community, and church groups to attend tours and programs.

Tactic: Provide discounts to targeted groups, including first-time partnerships. (Metric E6, E9, VS6)

Objective 2.2: Ensure that free or reduced cost admission programs are well marketed to relevant audiences who would best make use of the opportunity.

Tactic: Reach out directly to low-income individuals with opportunities to participate. (Metric VS6)

Tactic: Implement memberships for SNAP and ALICE income levels. (Metric D4)

Objective 2.3: Find ways to keep program and admission costs low.

Tactic: Identify ways to bring on presenters at no or low cost to the Museum (i.e. authors selling books, etc.). (Metric E2)

Tactic: Use existing and/or free supplies in programs when possible. (Metric E2)

Tactic: Seek new sponsorship opportunities via grant and corporate funding. (Metric D1, D5)

# STEWARDSHIP

We embody integrity, ethical practice and accountability in the care, enrichment and use of our human, financial and physical resources.

**Goal 3: Adopt measures to ensure that all employees and volunteers (board, docents, interns, etc.) are respected, valued, included, and encouraged to realize their fullest potential.**

Objective 3.1: Identify professional development opportunities and hands-on learning through collaborative efforts with other institutions and nonprofits (i.e. MFA).

- Tactic: Encourage staff to share their expertise by participating in professional organizations, attending conferences, and giving talks and workshops. *(Metric HR4)*
- Tactic: Encourage staff to learn new skills by attending workshops, webinars, and conferences. *(Metric HR5)*
- Tactic: Take full advantage of tutorials and workshops that will allow staff to make best use of existing tools. *(Metric HR6)*

Objective 3.2: Increase diversity among the Museum's human resources, including staff and board, in an intentional way.

- Tactic: Review and update employee manual on an annual basis to ensure that equity and inclusion is incorporated into the organizational culture. *(Metric HR2, HR3)*
- Tactic: With Board leadership, develop advisory groups to guide efforts to diversify Museum offerings (programs, collections, exhibitions, etc.) and supporters. *(Metric B3)*

Objective 3.3: Work towards a direct, open line of communication between staff and management to maximize employee satisfaction.

- Tactic: Incorporate employee feedback into the evaluation system or into a separate, anonymous system. *(Metric HR3)*
- Tactic: Seek an outside consultant to work directly with employees on employee experience and share information with management/board. *(Metric HR3)*
- Tactic: Review and evaluate job descriptions for feasibility and sensibility of job. Build on performance strengths and identify opportunities to support growth in areas of weakness. *(Metric HR3, HR6)*
- Tactic: Encourage more cross-departmental planning and training to allow staff to be more proactive and less reactive. *(Metric HR9)*

Objective 3.4: Formalize a volunteer program to attract more participation.

- Tactic: Clear identification of roles and responsibilities outlined in a docent handbook. *(Metric E12)*
- Tactic: Reach out to organizations to recruit new participants. *(Metric D8, E10, E12)*





Objective 3.5: Increase sense of fulfillment for volunteers to encourage participation.

- Tactic: Find ways to show gratitude, such as an appreciation lunch. *(Metric E10)*
- Tactic: Identify ways to stay in communication for continued engagement and feedback. *(Metric E10)*
- Tactic: Continue to provide educational resources and enrichment, and professional development for docents. *(Metric E10)*

**Goal 4: Increase the Museum’s sustainability in an ethical and honest way through expanded financial resources, diverse revenue streams, and purposeful expending of funds.**

Objective 4.1: Increase generation of earned revenue (admissions, group tours, shop, café, and rentals).

- Tactic: Create more audience awareness by participating in fairs and festivals to increase admissions. *(Metric E14)*
- Tactic: Train Visitor Services (VS) Associates to use sales tactics and use employee incentives in order to promote shop, CT Art Trail, and membership sales. *(Metric VS9, VS10)*
- Tactic: Develop relationships with vendors and wholesalers to offer more low-cost items and maximize profit margins in Shop sales. *(Metric VS9)*
- Tactic: Participate in wedding expos and online directories. *(Metric VS7, VS8)*

Tactic: Promote location, exclusive caterer, and preferred vendors for the Museum with a rental showcase. *(Metric VS7, VS8, VS11)*

Objective 4.2: Increase revenue from public programs, workshops, and school programs.

- Tactic: Increase participation in education programs. *(Metric E1, E5)*
- Tactic: Create revenue-generating programs. *(Metric E2)*

Objective 4.3: Increase grant- and corporate-funded support of programs, exhibitions, and other mission-driven opportunities.

- Tactic: Engage volunteers to maximize fundraising event profits and allow staff to focus on more mission-driven initiatives. *(Metric D8)*
- Tactic: Identify and cultivate new funders. *(Metric D9)*
- Tactic: Identify funding opportunities for collections care and management. *(Metric D9)*

Objective 4.4: Steward and continue to grow investment portfolio while decreasing the need for endowment draws.

- Tactic: Launch Endowment Campaign to raise \$3 million for operations endowment. *(Metric D13)*
- Tactic: Expand planned giving program. *(Metric D10)*

Objective 4.5: Ensure transparency in our reporting to the Board, donors, and other constituents.

- Tactic: Share records on website, Charity Navigator, and Guidestar.

Objective 4.6: Evaluate the efficacy of advertising and marketing methods and the return on investment of expended funds.

- Tactic: Track attendance numbers in correlation to specific marketing initiatives. *(Metric M6, M9, VS5)*
- Tactic: Consistently review advertising analytics from paid advertising initiatives, website traffic, and social media platforms to evaluate effectiveness and inform future marketing strategies. *(Metric M1, M2, M9)*

**Goal 5: Care for and protect our physical resources, including the building, grounds, and collections.**

Objective 5.1: The collection is our greatest asset and the foundation for other Museum activities. We will continue to collect and preserve art and local history with a focus on making the collections more diverse and inclusive.

- Tactic: Identify and reach out to historians, professors, artists, and collectors to establish relationships. These individuals may have different specialties and provide new avenues of storytelling. *(Metric C15, C16)*

Tactic: Work with Collections Committee to assess all collections for gaps – place, gender, sexual orientation, time period, race, ethnicity, etc. *(Metric C6)*

Tactic: By 2026, augment the art collection with purchases, gifts and bequests. *(Metric C6)*

Tactic: Identify weaknesses in the history object and archival collection and actively seek out local historians, artists, families, and/or community groups in order to address these gaps. *(Metric C7)*

Objective 5.2: Follow best practices for preservation and conservation of artwork, history objects, and archival materials.

- Tactic: Conduct a preservation assessment.
- Tactic: Conserve and house fragile objects/artworks identified in preservation assessment in appropriate archival boxes, folders, sleeves, and other preservation supplies. *(Metric C9)*
- Tactic: Enhance storage areas to optimize space for collection objects. *(Metric C8)*
- Tactic: Describe, digitize, and make accessible undocumented collection objects – photographs, textiles, pottery, buttons, etc. *(Metric C10)*

Objective 5.3: Maintain and care for our new building.

- Tactic: To ensure the safety of the collection, maintain proper humidity and temperature control for collection storage and exhibition spaces. *(Metric C11)*
- Tactic: Institute routine inspections in mechanical and storage spaces to identify issues early and prevent damage. *(Metric VS12)*



# COMMUNITY

We are committed to fostering strong relationships with our community to build a common future.

## Goal 6: Enhance and deepen relationships with stakeholders, including members, donors and volunteers.

Objective 6.1: Foster a sense of ambassadorship among members and donors.

- Tactic: Work with stakeholders to determine right benefits and offerings, and encourage their use. *(Metric D1, D2, D5, D7, D11)*
- Tactic: Work with members and donors to attract new membership among their friends, family, and community. *(Metric D11)*

Objective 6.2: Drive an increase in contributions to Annual Fund, Membership, and Corporate Partnership.

- Tactic: Focus on impact of giving through testimonials and stories. *(Metric D2, D6, D7, D11)*
- Tactic: Use intentional prospect management and database to ensure prospects are identified and cultivated. *(Metric D12)*
- Tactic: Develop new opportunities to foster relationships with and between constituents. *(Metric D2, D6, D7)*
- Tactic: Develop membership programs for target groups (i.e. private schools; community partners). *(Metric D4)*

## Goal 7: Understand, define, and build relationships mindfully to diversify and purposefully address the Museum's varied audiences.

Objective 7.1: Use online platforms, including YouTube, to expand engagement to new audiences using our educational offerings.

- Tactic: Create "how to" workshops and presentations. *(Metric E4)*
- Tactic: Post interviews with community partners, cultural groups, artists, historians, and other stakeholders. *(Metric E4)*

Objective 7.2: Organize conversations to cultivate cultural partners throughout the community, reaching new audiences and amplifying our impact.

- Tactic: Encourage Museum staff to participate in community gatherings and organizations. *(Metric A7, E14)*
- Tactic: Partner with community organizations and cultural groups to create new programs and provide community buy-in. *(Metric A7, E9)*
- Tactic: Engage a Community Advisory Committee (CAC) to advise on revamping, developing, and expansion of public programs, workshops, and events for varied audiences. *(Metric E1, E3, E11)*



### MUSEUM HOURS

MONDAY-FRIDAY: 12-5 PM  
FIRST FULL WEEKEND OF THE MONTH: 12-5 PM  
Please note that the galleries are cleared 15 minutes before closing.

### MUSEUMS ON US

1st Saturday & Sunday of the month. Free admission for members of the American Savings Foundation, Merrill Lynch, and U.S. Trust cardholders.

### FREE FAMILY ART ACTIVITY

1st Saturday of the month. Join us before-hours for a family art activity followed by a fun family-friendly activity from 10 AM to 12 PM. Sponsored by the American Savings Foundation.

For a full listing of upcoming programs, please visit our website.

MAIN ENTRANCE  
THROUGH THE  
RIGHT DOOR

### ADMISSION

GENERAL: \$5

MEMBERS &  
CHILDREN  
(under): Free

WEDNESDAY:  
12-5 PM

Join the CT Art Trail  
and receive  
a complimentary  
pass to the  
Museum and 20 other  
world-class museums  
and historic sites.

Tactic: Engage the CAC to reach new audiences by advising on marketing opportunities that would reach their constituents and inspiring them to serve as ambassadors. (Metric E11, M8)

Tactic: Engage local artists and/or historians in exhibition planning and execution of art and/or history exhibitions that represent and celebrate diverse audiences. (Metric C12)

Objective 7.3: Address concerns to improve the perception of the Museum among certain communities.

Tactic: Conduct more dialogue-based programs that attract community members with diverse perspectives. (Metric E1, E6, E15)

Tactic: Develop targeted messaging for specific audiences. (Metric VS2, VS6)

Objective 7.4: Increase brand recognition through consistent messaging and marketing materials.

Tactic: Evaluate and define existing and potential Museum audiences.

Tactic: Enhance communications and offerings for more enriching engagement based on constituent wants and needs. (Metric E15)



# EDUCATION

We promote the unique connections between art and regional history to engage and inform a diverse public.

## Goal 8: Enhance our role as a teaching museum for students of all ages and abilities, embedding learning objectives into all that we do.

Objective 8.1: Make the Museum a regional hub (20-mile radius) for students and teachers in grades preK-12 across all subject areas, significantly increasing the number of school tours and providing professional development for teachers.

Tactic: Provide funding and/or incentives for schools in districts outside of Waterbury to participate in school tours for the first time. *(Metric D5, E3)*

Tactic: Promote school tours as educational opportunities that focus on topics surrounding regional history and art, but also include STEAM learning objectives. *(Metric E3)*

Tactic: Partner with local teachers for CT History Day utilizing the archive, library, and Museum collections. *(Metric E13)*

Tactic: Create marketing materials to support the Education Department's efforts to increase school tours. *(Metric M8)*

Tactic: Develop and market private school membership. *(Metric D11)*

Objective 8.2: Ensure staff and docents have appropriate training and are up to date on most recent pedagogy, skills, and methods of engaging with student groups at all levels.

Tactic: Invite specialists to lead workshops that train staff and docents to create and provide access tours to students and other youth, encouraging flexible tactics for a variety of tours and programs. *(Metric E10)*

Objective 8.3: Partner with homeschool networks to provide supplemental experiences based on their curriculum.

Tactic: Identify and work with homeschool groups to create tours, programs, and workshops tailored to their needs. *(Metric E5)*

Tactic: Research and implement marketing strategies to target home-school audiences for meaningful experiences. *(Metric E5, M8)*

Objective 8.4: Partner with area colleges and universities to develop and implement a slate of inaugural programs and take definitive steps towards solidifying annual partnerships.

Tactic: Create specialty presentations (i.e. Intro to Archives) for university students. *(Metric E13)*

Tactic: Create an organized internship program, including the Benevento internship, to support Museum initiatives, including collections-based research with outreach to university students and professors. *(Metric HR8)*

Tactic: Increase university members. *(Metric D11)*



Objective 8.5: Create educator resources focused on object-based teaching and learning.

Tactic: Invite Waterbury K-12 teachers to learn more about object-based learning and advise on what resources would benefit their students. *(Metric E5, E13)*

Tactic: Engage 10 teachers from different grade levels and school subject areas to pilot and test teacher packets for object-based learning. *(Metric E11)*

Objective 8.6: Promote arts and museum jobs through educational offerings.

Tactic: Work with high schools, colleges, and artists (painters, videographers, designers, etc.) to provide student workshops to highlight job opportunities in the arts. *(Metric E1)*

Tactic: Provide a space for college students to mentor high school students who are pursuing the arts in college. *(Metric E1, E13)*

Tactic: Host panel discussions with Museum and other nonprofit staff to teach students about career opportunities in museums and nonprofits. *(Metric E9)*

Tactic: Expand docent program to include high school and college students by providing school credits and community service hours. *(Metric E12)*

**Goal 9: Embrace the diverse perspectives of our audiences and engage them in a thoughtful and comprehensive way.**

Objective 9.1: Strengthen our relationship with families (adults with children 18 and under) by diversifying and improving our offerings to this audience in both formal and informal ways.

Tactic: Utilize social media and word of mouth tactics to engage this specific audience and create lasting impressions which translate to continued program engagement. *(Metric E1, M2, VS2)*

Tactic: Share family packets with members and libraries to make the Museum experience more comfortable for first-time family visitors. *(Metric E9, M8)*

Tactic: Use contacts at schools to better promote education tours and programs in an organized fashion. *(Metric E13, M8)*

Tactic: Work with CAC to invite families to participate in a focus group where they share programs they would like to see and offer feedback on previous programs. *(Metric E11)*

Tactic: Speak with families one-on-one after programs and tours and during gallery visits to gather feedback. *(Metric E11, M8)*

Objective 9.2: Create a strategy to ensure that Museum offerings address different ages, learning styles, and cultural backgrounds on a consistent basis.

Tactic: Create a programming checklist that addresses age, learning styles, and cultural backgrounds to ensure each program brochure has a broad range of offerings. *(Metric E1, E3)*

Tactic: Use checklist in CAC meetings to ensure we are addressing inclusivity in the Museum's programs. *(Metric E1, E3)*

Objective 9.3: Promote scholarly research to advance understanding and appreciation of the Museum's collection.

Tactic: Share collection-based research through print and online publications, exhibitions, StoryMaps, etc. *(Metric C13)*



# INSPIRATION

We challenge expectations and provide a stimulating environment that inspires curiosity and awe.

## Goal 10: Inspire our audiences by developing and implementing innovative programs and interpretive strategies.

Objective 10.1: Use our collection as a lens through which participants can understand today's world and challenge their ideas.

Tactic: Create new juxtapositions of objects and art by refreshing and reinstalling gallery spaces, creating dialogues about their social/historical/aesthetic context, significance, and meaning. *(Metric C14)*

Objective 10.2: Use collections to inspire storytelling and create connections between people's lived experiences and the objects on display.

Tactic: Work with partner institutions to organize, co-organize and/or bring to The MATT outstanding exhibitions that will excite a broad audience, advance scholarship, and shine a spotlight on our Museum. *(Metric C15)*

Objective 10.3: Use unique marketing strategies to inspire and excite participants to visit and attend programs.

Tactic: Highlight changes in the collection galleries in marketing materials. *(Metric C3, C4)*

## Goal 11: Challenge the preconceived notion of what a museum is by teaching our community what we do and who we are.

Objective 11.1: Share Museum success stories, achievements, and recognition in the field.

Tactic: Use social media, press releases, and email to share accolades and illustrate the value of the Museum to the broader community. *(Metric D6, M6, M7)*

Objective 11.2: Use the Museum's platform to share positive achievements of individuals and organizations in the local community to anchor the Museum as a part of the Waterbury community.

Objective 11.3: Empower the Museum staff and volunteers to be ambassadors and speak on behalf of the institution.

Tactic: Share easy messaging that can be used in social settings to facilitate conversations about the Museum in the community. *(Metric M10)*

Tactic: Use staff videos on the Museum website, e-news, and social media platforms to foster a sense of familiarity with the Museum. *(Metric D6, M6, M7)*

Objective 11.4: Identify the barriers of Museum attendance, and then address them using targeted and approachable forms of engagement.

Tactic: Individualized marketing materials designed for specific audiences to make them feel welcome and included. *(Metric M8)*

**Goal 12: Reflect our community in the collection and exhibitions, both long-term and changing.**

Objective 12.1: Highlight a broader picture of Waterbury's history using stories that challenge and inform people's perspectives through our history collection.

Tactic: Share these interpretations on website and social media (Mattatuck Moments, Waterbury Wednesdays, Instagram Reels, Facebook Stories) to further the connection of the Museum collection and the community. (Metric M2, M7)

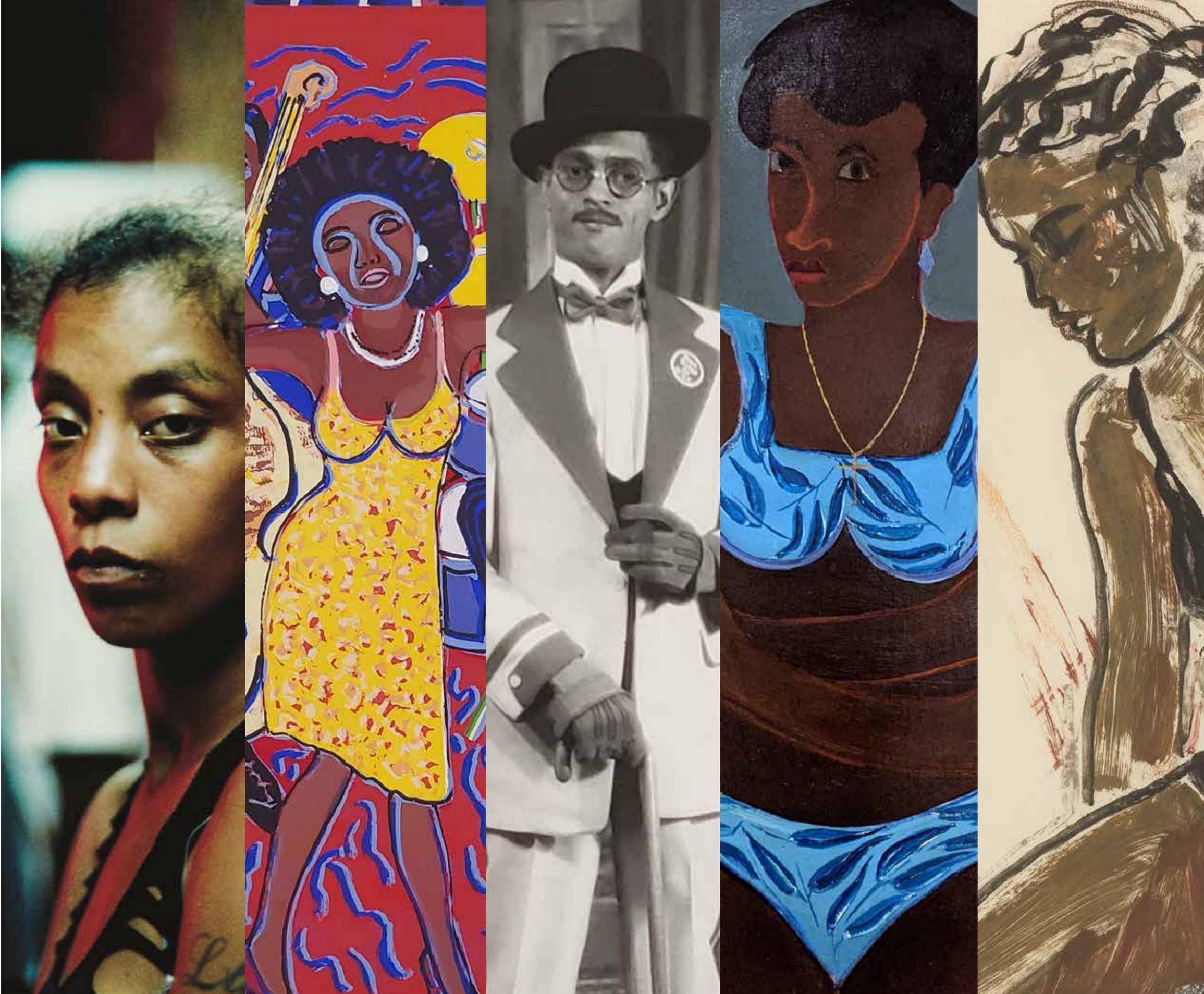
Objective 12.2: Be purposeful in the acquisition and exhibiting of artworks in the Museum's collection.

Tactic: Find appropriate avenues to highlight our ongoing efforts to diversify the collection. (Metric C6, C7, C13)

Objective 12.3: Engage the public to tell stories that the collection cannot through both oral histories and borrowing objects from the community/lenders.

Tactic: Build relationships with the community to facilitate participation in community history projects. (Metric C15, E9, E11)

Images from left (all details, all the Collection of the Mattatuck Museum): Khalik Allah, 60, 2015, Photographic print | Faith Ringgold, *Somebody Stole My Broken Heart*, 2007, Serigraph on paper | James VanDerZee, *Portrait of an Actor, Harlem*, negative 1924, printed 1974, Gelatin silver-toned print | Calixte Henri, *Woman in a Bikini*, n.d., Oil on masonite | Emma Amos, *Slow Time*, 1983, Color monotype, pastel with stencil, paper, and fabric





# MEASURES OF SUCCESS

## Curatorial

Metric	2021	2022	2023	2024	2025	2026
1. Percentage of Labels in non-English Language	11	11	11	11	11	20
2. Percentage of Labels at 10 <sup>th</sup> Grade Reading Level	85	87	89	91	93	95
3. Percentage of Collection Available Online						
a. Art & Objects	81%	83%	85%	87%	89%	91%
b. Archives	5%	10%	15%	20%	25%	30%
4. Number of Exhibitions Available Online	6	7	8	9	10	11
5. Number of Additional Collection Items with Better Description	N/A	100	200	300	400	500
6. Number of Art Acquisitions to Fill Collection Gaps	25	30	35	40	45	50
7. Number of Object/Archive Acquisitions to Fill Collection Gaps	30	35	35	40	40	45
8. Number of Storage Locations Surveyed	0	2	5	7	10	13
9. Number of Items Conserved and Rehoused	4	5	5	5	5	5
10. Number of Undocumented Collections Recorded and Digitized						
a. Art & Objects	0	1	1	1	1	1
b. Archives	15	7	7	7	7	7
11. Percentage of Variability in Building Conditions for Collection Safety	5%	5%	5%	5%	5%	5%
12. Number of Exhibitions Representing Diverse Audiences (BIPOC, LGBTQ, Women) Per Year	4	5	6	7	8	8
13. Number of Instances of Collections Research Online and/or in Print	3	3	4	4	5	5
14. Number of Installations/Gallery Changes in Permanent Collection Spaces	2	2	2	2	2	2
15. Number of Institution Partnerships for Exhibitions	8	8	8	8	8	8
16. Number of Acquisitions from First-Time Donors	6	6	6	6	6	6

\*Years listed refer to fiscal years; 2021 reflects a baseline metric at the time this plan is adopted.



### Education

Metric	2021	2022	2023	2024	2025	2026
1. Public Program Attendance	850	1,200	1,500	2,000	2,500	3,000
2. Public Program Revenue	\$6K	\$33K	\$38K	\$43K	\$50K	\$55K
3. Number of Public Programs Offered	16	25	30	30	30	35
4. Number of Virtual Programs Offered	18	20	25	25	30	35
5. School Tour Attendance (WPS; Other Schools)	6,337	8,000	8,500	9,500	11,000	12,000
6. Number of Free or Low-Cost (\$5 per family) Community Programs	12	15	15	15	15	18
7. Number of Interactive Experiences in Gallery	6	25	30	35	40	45
8. Percentage of Program Participants Returning Post-Program Survey	11%	15%	20%	25%	25%	30%
9. Number of Partner Organizations	4	5	8	10	10	10
10. Number of volunteer events (recruitment; training; appreciation)	0	8	10	15	15	15
11. Number of participants in the CAC	0	5	10	15	15	15
12. Number of volunteers/docents	6	12	16	20	25	30
13. Number of teachers engaged	0	10	20	30	40	50
14. Number of Community Events the Museum Participates in	2	4	6	8	10	12
15. Percentage of Program Participants who Note a Change in or Reinforcement of their Perspective in Program Survey	0%	10%	15%	20%	25%	30%

### Development

Metric	2021	2022	2023	2024	2025	2026
1. Corporate Sponsorship Revenue	\$25K	\$35K	\$50K	\$65K	\$80K	\$100K
2. Member Retention Rate	77%	78%	80%	81%	83%	85%
3. Percentage of Members Returning Member Survey	45%	57%	50%	53%	56%	60%
4. Number of Access4All Memberships	5	8	10	15	20	30
5. Percentage of Programs with Sponsors	90%	92%	95%	96%	99%	100%
6. Individual Contributions						
a. Annual Fund	\$45K	\$54K	\$59K	\$64K	\$69K	\$74K
b. Membership	\$48K	\$56K	\$60K	\$64K	\$68K	\$72K
c. Kendrick Society	\$50K	\$57K	\$60K	\$65K	\$70K	\$75K
7. Corporate Partnership Retention Rate	65%	67%	70%	73%	78%	83%
8. Number of New Volunteers	3	4	6	8	10	12
9. Number of First-Time Donors	150	175	195	220	240	250
10. Number of Planned Giving Donors	3	6	10	15	20	50
11. Number of New Members	40	55	65	75	90	100
12. Number of Increased Gifts/Upgraded Membership	35	45	55	70	85	100
13. Endowment Campaign Revenue	N/A	\$500K	\$1.5M	\$2M	\$2.5M	\$3M



## Marketing

Metric	2021	2022	2023	2024	2025	2026
1. Website Visitation (annual total)	57,200	58,500	60,000	61,000	62,000	63,000
2. Social Media Followers						
a. Facebook	3,750	3,820	3,890	3,960	4,030	4,100
b. Twitter	1,045	1,060	1,080	2,005	2,030	2,060
c. Instagram	1,720	1,970	2,220	2,500	2,750	3,050
3. E-news Subscribers (annual average)	3,670	3,770	3,900	4,060	4,260	4,500
4. E-news Open Rate (annual average)	18.5%	19.5%	20.5%	21.5%	22%	22%
5. Traditional Media Marketing Campaign (Radio; Newspaper; Print)	40	60	65	70	75	80
6. Percentage of Subscribers Returning Social Media/E-news Survey	4%	7%	9%	11%	13%	15%
7. Positive Museum Perception Rate in Surveys (Net Promoter Score)	69	71	73	75	77	80
8. Number of Program Participants Reached with Targeted Marketing	70	150	250	380	530	710
9. Percentage of Visitors who Reported Hearing About the Museum through paid Marketing Initiatives	12.5%	18%	23.5%	27%	31%	35%
10. Review Brand Messaging and Share with Staff and Board	1	4	4	4	4	4

## Visitor & Building Services

Metric	2021	2022	2023	2024	2025	2026
1. Admissions Attendance	5,000	7,500	8,000	8,500	9,000	10,000
2. Visitor Satisfaction Rating of 8 or Higher	N/A	70%	73%	76%	79%	82%
3. Number of Audio Tours Available on OnCell	3	7	11	15	19	23
4. Percentage of Staff comfortable using common Spanish language phrases	7.5%	27.5%	50%	75%	80%	90%
5. Percentage of Visitors Taking Surveys (Pre-visit and Post-visit)	36%	45%	50%	55%	60%	65%
6. Use of Targeted Discounts	150	200	250	300	350	400
7. Number of Facility Rentals						
a. Paid	20	40	45	50	55	60
b. Community Partner (Free)	3	5	7	9	11	13
8. Facility Rental Revenue	\$25K	\$40K	\$45K	\$50K	\$55K	\$60K
9. Museum Shop Revenue (Net Profit)	\$25K	\$30K	\$32.5K	\$35K	\$37.5K	\$40K
10. Number of Membership & Art Trail Sales in Shop						
a. Museum Memberships						
b. Art Trail Passports	5	10	20	40	80	160
11. Café and Catering Revenue	N/A	\$50K	\$65K	\$80K	\$100K	\$120K
12. Number of Routine Inspections Per Year	2	6	6	6	6	6



### Human Resources

Metric	2021	2022	2023	2024	2025	2026
1. Number of Staff Positions	22	23	23	24	24	25
2. Percentage of Staff Members from Underrepresented Groups	40%	43%	48%	50%	50%	52%
3. Average Staff Satisfaction Rate (1-10)	N/A	7	7.5	8	8	8.5
4. Number of Staff Presentations at Professional Gatherings	3	5	6	7	7	8
5. New Skills Developed by Staff	N/A	45	45	45	45	50
6. Percentage of Staff Members Taking Advantage of Professional Development Opportunities	36%	60%	65%	70%	75%	80%
7. Number of Staff Members Involved in Community Organizations	4	8	8	10	10	12
8. Number of Paid Interns	6	6	8	8	10	10
9. Number of Annual Cross-departmental Meetings	4	6	6	6	6	6

### Board of Directors

Metric	2021	2022	2023	2024	2025	2026
1. Average Board Meeting Attendance	16	18	19	19	20	20
2. Percentage of Female Board Members	41%	43%	45%	47%	50%	53%
3. Percentage of Board Members from Underrepresented Groups	8%	10%	15%	18%	21%	25%
4. Number of Times Board Members Attend Programs and Events	117	140	175	200	240	275
5. Percentage of Annual Contributions Donated from Board Members	30%	32%	35%	38%	41%	45%

# BUDGET & HUMAN RESOURCE IMPLICATIONS

The additional funds required to implement this plan over the next five years, other than for art acquisitions, is \$450,000, with an increase of up to 3 new staff positions. This reflects the following sources and uses of funds:

## Revenue changes

- \$100,000 in increased earned revenue through shop sales, admissions, rentals, and café revenue
- \$250,000 in increased contributions and events revenue
- \$125,000 in increased programs and school tours revenue

## Expense changes

- Continued investment in marketing opportunities
- Salary and benefits: \$350,000 (including cost of living increases)

**By Year 5, the annual operating budget will increase by \$450,000:**

- Increase in annual revenue by \$475,000 (contributed and earned)
- Decrease in annual revenue of \$400,000 due to removing the contingency draw
- Increase in annual revenue due to continued positive investment of endowment and replenishment of endowment funds through endowment campaign and planned gifts
- Increase in operating costs of \$450,000 for
  - (a) salary and benefits: \$350,000 for 2-3 positions and cost of living increases,
  - (b) marketing: \$50,000, and
  - (c) overhead and incidental increases: \$50,000

This investment will enable us to attract more than 50,000 visitors per year, increase our endowed funds to sustain operations, and cover at least 15% of the annual operating expense through revenue generated by our expanded offerings, programs, rentals, and sales in the Museum Shop.

## Year 1 (Oct. 1, 2021–Sept. 30, 2022)

Earned revenue from the Café, Museum Shop, facility rentals, admissions, programs, and education services will grow from about \$80,000 in FY20 to \$190,000. Contributions will increase moderately by 15% as the Capital Campaign winds to a close and information about the Museum’s new initiatives spreads to the public.

Salaries will increase with the shift of a part-time position to a full-time position in the education department, and an additional part-time building services team member. Costs for marketing and staff professional development will grow by 25% to reflect priorities on spreading the word and staff development.

## Years 2 & 3 (Oct. 1, 2022–Sept. 30, 2024)

Operations revenue from (Café, Shop, facility rentals, admissions, programs, and education services) will grow from \$190,000 in FY21 to \$250,000. Contributions will increase by 10% as the messaging about the Museum focuses on our impact and expands to more constituents. Salaries will increase with cost of living adjustments and a potential additional staff member in education or administration. Costs for marketing and staff professional development will grow by 10%, less aggressively than in prior years.

## Years 4 & 5 (Oct. 1, 2024–Sept. 30, 2026)

Operations revenue from (Café, Shop, facility rentals, admissions, programs, and education services) will grow from \$250,000 to \$325,000—15% of the total operating revenue in FY26. Contributions will continue to increase with the greater visibility of the Museum. Salaries will increase with cost of living adjustments and a third potential additional staff member in education or administration. Costs for marketing and staff professional development will remain consistent.





# ADOPTION

Adopted by the Board of Directors on September 16, 2021.

## Board of Directors

Charles Monagan, President  
Sandra Vigliotti Senich\*, Vice President  
Bart R. Cutrali, CPA, Treasurer  
Pam Baker, Secretary  
Roger Ames  
Nancy Becker  
Martha Bernstein  
Rich Bushka  
David Cheever  
Phyllis Connors  
Jason R. Gagnon, Esq.  
Judith Godburn Secor  
Brian T. Henebry  
Debra Hinck\*  
Greg Jacobi\*  
Kristen Jacoby, MPH\*  
David Mieczkowski  
Kelly O'Keefe  
Jeff Olsen  
Ben Ortiz  
Laurie Porzio  
James R. Strub  
Obadiah Wilford

## Members Emeritus

Mary Rosengrant-Chiappalone  
L.P. Sperry, Jr.  
C. Hiram Upson  
Orton P. Camp (1922–2006)  
G. Bradford Palmer (1924–2011)  
W. Fielding Secor (1942–2012)

\* Denotes Strategic Planning Task Force Member

## Staff

### Administration

Bob Burns\*, Museum Director  
Stephanie Harris\*, Chief Experience Officer  
Janice Shambor, CPA, Finance Manager

### Curatorial, Collections, & Archive

Cynthia Roznoy, Ph.D., Curator  
Natalie DeQuarto, Assistant Curator  
Wayne Eldred, Collections Manager  
Stephanie Crawford\*, Archivist

### Development

Cyndi Tolosa\*, Director of Development  
Cat Clark, Corporate & Foundation Relations Manager  
Emily Powers, Development & Membership Coordinator

### Education and Public Programs

Jason Foberg, Director of Education  
Tashae Smith\*, Manager of Public Programs  
Angel Bleggi, Education Coordinator

### Marketing

Larissa Anderson\*, Marketing Associate  
David Macharelli, Marketing Associate

### Building Services

Darryl Dilday, Director of Security and Maintenance  
Vianney DeLeon, Security and Maintenance  
Randy Selenica, Security and Maintenance

### Visitor Services

Leanna Velez\*, Director of Visitor Services  
Trajada Jackson, Visitor Services Associate  
Lourdes Rivera, Visitor Services Associate  
Quianna Stanley, Visitor Services Associate