

**NATIONAL WATCH & CLOCK MUSEUM**  
**514 POPLAR STREET**  
**COLUMBIA, PENNSYLVANIA 17512**

**STRATEGIC PLAN**  
**2012-2017**

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# INTRODUCTION

## Brief Institutional History

The National Watch and Clock Museum was officially opened to the public in 1977 with fewer than 1,000 items. Since that time, the collection has increased to over 12,000 items and the museum has undergone several expansion projects. The latest expansion opened in October 1999 and featured an entirely new and redesigned exhibit space, as well as a new two-story addition. Today, the museum is recognized as the largest and most comprehensive horological collection in North America.

The Museum collection is international in scope and covers a wide variety of clocks, watches, tools, and other time-related items. The largest collection is of nineteenth-century American clocks and watches. However, additional collections include early English tall case clocks, Asian timepieces from Japan and China, and timekeeping devices from Germany, France, the Netherlands, and Russia. Chronologically, the exhibits take you on a tour through the entire history of timekeeping technology from early non-mechanical devices to today's atomic and radio- controlled clocks.

"Why Columbia?" is the most often asked question about the location of the National Watch & Clock Museum. The connection started in 1952 when Earl T. Strickler of Columbia, Pennsylvania (located off Route 30 just 80 miles west of Philadelphia) was elected Secretary of the National Association of Watch & Clock Collectors (NAWCC). He organized and was caretaker of all the Association records. In 1953 he was named BULLETIN Editor. He carried out all of these duties in the basement of his home. As the NAWCC grew, he hired employees and rented office space. In 1971, with membership nearing 12,000, a building located in Columbia, PA was purchased to serve as the Headquarters office. Prior to 1971 Mr. Strickler maintained his own private museum in his residence. In 1971 the NAWCC formed a Museum Acquisitions Committee to solicit donations. In 1977 doors opened to the public to an 8,000 square foot gallery. In 1985 a gallery addition doubled the existing exhibit and library space. In 1999 the Museum was again expanded with a large addition added to the existing building to house new office space for the staff while the Museum was expanded to fill in the entire old building.

# METHODOLOGY

## Strategic Planning

Every organization needs to engage in strategic planning continuously to ensure the viability of the organization's mission and identify future directions. We now know from experience that strategic planning helps an organization recommit to its mission, validate its purpose, identify key values and clarify its vision for the future. We have also found that the process of planning is as important as the final product of a five-year strategic

plan for the National Watch & Clock Museum. The process we utilized involved friends of the Museum, Advisory Council, staff, volunteers and key stakeholders in the community.

The following outlines the goals we identified for strategic planning.

- ⊕ To develop a five-year strategic plan for National Watch & Clock Museum.
- ⊕ To involve staff, friends of National Watch & Clock Museum, Museum Advisory Council and volunteers in the planning process.
- ⊕ To assess the organization's role in the community and its relationship to other historic sites and cultural activities in the region.
- ⊕ To develop a shared vision and renewed partnerships with significant stakeholders.

Our ultimate goal in this process is a working document that will result in implementation with clear deadlines and responsibilities. We envision that the implementation process will actively engage stakeholders and provide them with a sense of ownership and pride in the results.

### *The Planning Process*

#### Stage One:

Our planning process began in the spring of 2011 as it became apparent that the existing National Association of Watch & Clock Collectors (NAWCC) Strategic Plan would not meet the standards for such a document as outlined for Museums by the American Association of Museums. The NAWCC Executive Director instructed the Museum Director to begin the process of collecting sample plans and meeting with staff to determine strategic initiatives that could be included in an independent strategic plan for the Museum.

Key Museum staffers were asked to provide the Museum Director with general strategic plan headings for their departments, as well as providing key goals and action items. The Museum Director requested sample documents from the American Association of Museums Information Center as well as from other members of the Museum community. The Museum Director also informed the NAWCC Board of Directors, Museum Collection Committee chair that the Museum would be preparing a new strategic plan and sought initial input from committee members. The Museum Director examined the existing NAWCC Strategic Plan to determine what, if any, items from the existing and past plans would be incorporated into the 2012-2016 Plan.

The Museum Director, with input from those mentioned above, presented this draft document to the NAWCC Museum Collections Committee Chair for review at the NAWCC National Convention Meeting in June 2011.

#### Stage Two:

The Museum Director provided copies of the draft plan to Museum stakeholders, including members of the local community (business leaders, educators, political figures, etc.), Museum volunteers, outside horological experts and NAWCC Members who have actively participated in the Museum in the past.

Changes and additions recommended by these individuals was then incorporated into the final document that was presented to the NAWCC Board of Directors for approval at their December 2011 meeting in Columbia, Pennsylvania.

**The members of the Strategic Planning Core Committee are:**

**Steven Humphrey**, Executive Director, National Association of Watch & Clock Collectors, NAWCC

**Noel Poirier**, Museum Director, National Watch & Clock Museum, NWCM

**Bruce Bazelon**, Outgoing Chairman, Museum Collections Committee, NAWCC Board of Directors

**David Dunn**, Incoming Chairman, Museum Collections Committee, NAWCC Board of Directors

**Katie Knaub**, Education Director, NAWCC

**J. Carter Harris**, Curator, NWCM

**Additional participants included:**

**Laurence Bodenmann**, Musée International d'Horlogerie

**Doug Cowan**, NAWCC Member

**Ralph Fletcher**, NAWCC Member and past National Watch & Clock Museum Trustee

**Byron LeCates**, NAWCC Member and member Board of Directors, York Heritage Trust

**Claire Storm**, President, RiverTowns PA USA

**Adam Harris**, Vintage Wristwatch Moderator, WatchTalkForums.com

## **MISSION STATEMENT**

The National Watch and Clock Museum, in support of the overall mission of the NAWCC, interprets the history of time and timekeeping devices through educational programs, exhibits and special events. The goals of the museum are to depict the importance of the measurement of time within human society, reveal the artistry and science of time keeping mechanisms, preserve and collect objects related to time and time keeping and explore their development from the earliest societies to the present day.

Approved, NAWCC Board of Directors, June 2009

**Goals:**

The National Watch and Clock Museum's objectives are to:

- ⊕ Engage, educate and inspire NAWCC members, scholars in the field, Museum Visitors and the community through the wide scope and diversity of its holdings reflecting the art, history and science of horology;
- ⊕ Build, preserve, and promote the nation's foremost collection of objects representing the art and history of horology, and the library of record on those subjects for a broad range of current and new Museum Visitors;
- ⊕ Display the best of the collection in a permanent exhibition and arrange temporary exhibitions illustrating particular aspects of the art and history of horology, and in so doing maintain an international reputation for scholarship and research on horology;
- ⊕ Present exhibitions of horological science and technology that educate and involve Visitors of all ages in historic innovations and future applications of horology and horology-related materials and provide Visitors with a unique opportunity to view and experience horology. The achievement of these objectives is accomplished through the combined efforts of museum staff, volunteers and NAWCC members.

## **VISION**

Already widely recognized as one of the world's leading horological museums, the National Watch & Clock Museum seeks to build on that reputation in order to become the unsurpassed leader in the field, respected globally for its efforts in connecting the present with the past, and the future, of time and timekeeping.

The National Watch & Clock Museum cooperates with a strong and growing community of advocates, supporters and stakeholders, to establish and maintain itself as the model museum of its kind, in all of its preservation, educational, interpretive and operational endeavors. The National Watch & Clock Museum will emerge as the premier destination for historians, scholars, enthusiasts and the public at large, interested in the historic, scientific, economic, political, environmental, cultural and social impact of horology, within the borders of the Commonwealth of Pennsylvania as well as nationally and internationally. In keeping with the dynamic history and technologies it interprets, the National Watch & Clock Museum will continue to reshape itself to meet the needs of a changing and diverse audience.

The National Watch & Clock Museum will fulfill this vision through the continuing development of its collection, facility, staffing, programming, financial and additional resources. The Museum will foster an open and cooperative relationship with other individuals, institutions, corporations and the horological community at large, promoting the belief that a stronger union is better for all. The Museum will establish itself as a

center of learning for museum practice and will create a collegial setting for students, scholars, professionals and lifelong learners alike.

The Museum will endure as a permanent repository for tangible connections to humankind's horological heritage. Through accurate, thoughtful and innovative use of the Museum's collections and resources, horological stories will be intertwined with broader ideas and ideals, to provide both a more personal and a more comprehensive connection to its history for many generations to come.

## VALUES

The National Watch & Clock Museum, its staff and its volunteers are committed to:

- ⊕ Promoting high standards of excellence and professionalism;
- ⊕ Providing a visitor-friendly environment;
- ⊕ Presenting quality visitor experiences;
- ⊕ Creating programs and exhibits that appeal to a broad audience;
- ⊕ Preserving and interpreting its collections to the highest museum standards.

# STRATEGIC FOCUS AREAS

## 1. Community:

- ⊕ Turkey Hill Experience Partnership
- ⊕ Increase role in the Museum Council of Lancaster County (MCLC)
- ⊕ Create Museum Advisory Group composed of municipal groups (county, townships and boroughs), educators, local business leaders, NAWCC Members and the general community surrounding Museum to provide input on Museum planning.

## 2. Visitor Services:

- ⊕ Investigate food services for Visitors and volunteers
- ⊕ Create Museum Guidebook for Visitor purchase
- ⊕ Provide opportunities for Visitors to create and purchase their own simple clock

## 3. Education:

- ⊕ Visitor assessments to better determine our Visitor's educational needs.
- ⊕ Development of a physics educational program as part of the museum's overall educational offerings for school groups aimed at the middle and high school levels which explores the connection of timekeeping and the theories and practical application of physics.
- ⊕ Continued expansion of learning stations throughout the museum to encourage further exploration of a concept and promote family learning
- ⊕ Utilize current security staff positions in a more efficient manner, by training them to be gallery attendants who can assist visitors with their exhibit experiences
- ⊕ Create a five year special exhibit schedule where the major themes of the special exhibits allow museum visitors the opportunity to discover the importance of time, timekeeping and the field of horology to their daily lives, which are supported through outside funding

## 4. Collections:

- ⊕ Provide improved access to collections through the application of visible storage techniques
- ⊕ Improve collections storage capacity
- ⊕ Continue to acquire important additions to collections
- ⊕ Continue to refine the Museum's collection through thoughtful acquisition and deaccession in accordance with the Museum's Collection Plan.

## 5. Staffing:

- ⊕ Assess present staff/volunteer capacity
- ⊕ Project staffing and volunteers needed to accommodate visitation
- ⊕ Identify strategies to support staffing plan
- ⊕ Investigate the creation of endowed curatorial positions



6. Financial:

- ⊕ Investigate means for support structure from horological industry partners
- ⊕ Continue to cultivate relationship with Gallet Watch Group
- ⊕ Promote and support the Museum Business Timekeeper support program for local businesses
- ⊕ Promote NAWCC membership as a means of supporting Museum
- ⊕ Promote Museum Adopt-a-Timepiece program with NAWCC Members and the general public

7. Facility:

- ⊕ Establish procedures for immediately addressing fluctuations in Museum climate
- ⊕ Investigate options for installing improvements to existing HVAC systems
- ⊕ Improve Museum security infrastructure and procedures
- ⊕ Investigate partnerships for maintaining Museum's exterior and interior appearance
- ⊕ Investigate costs of replacing existing Museum roof.

# GOALS

## **Strategic Focus Area #1:** Community

**Goal:** Increase the Museum's visibility within, and support from, the community  
**Strategy:** Develop plan seeking support from local businesses, general community and NAWCC Members to strengthen the Museum's programs and exhibits.

### **Action Steps:**

1. Work collaboratively with the Turkey Hill Experience through joint marketing ventures to attract more visitors to the Columbia, Pennsylvania area.
2. Through a greater role in the Museum Council of Lancaster County, offer professional assistance to local Museums lacking professional expertise.
3. Continue to serve as active members in statewide museum organizations like the Pennsylvania Federation of Museums and the Pennsylvania Coalition of Independent Museums.
4. Increase the Museum's exposure and access among, and to, community leaders through active participation and attendance at borough and community meetings.
5. Create a Museum Advisory Board to insure the Museum is aware of the community's needs and to keep stake holders informed of the Museum's needs and to assist in planning.

## **Strategic Focus Area #2:** Visitor Services

**Goal:** Provide a welcoming and comfortable environment for Museum Visitors that meets their physical and intellectual needs.  
**Strategy:** Incorporate staff, volunteer and Visitor input into a plan to ensure that the Museum Visitor experience is the best it can be.

### **Action Steps:**

1. Provide light food and beverage service for Museum Visitors.
2. Produce Museum Guidebook for sale in the Museum Store.
3. Offer opportunities for Museum Visitors to create their own clock using material available in the Education department.

## **Strategic Focus Area #3:** Education

**Goal:** Take specific actions that will result in enhanced educational experiences for Museum Visitors of all ages and learning abilities.  
**Strategy:** Find out who our Visitors are and who they are not; find out what they want and develop a plan to attract more Visitors to the Museum and its programs.

### **Action Steps:**

1. Visitor Assessment
  - a) Periodic visitor surveys

- b) Visitor satisfaction instrument
  - c) Website comment box
  - d) Lobby Comment box/visitor book
  - e) Periodic feedback from staff and volunteers
2. Development of a physics educational program as part of the museum's overall educational offerings for school groups aimed at the middle and high school levels which explores the connection of timekeeping and the theories and practical application of physics.
  3. Continued expansion of learning stations throughout the museum to encourage further exploration of a concept and promote family learning.
  4. Utilize current security staff positions in a more efficient manner, by training them to be gallery attendants who can assist visitors with their exhibit experiences.
  5. Develop Museum-related workshops that encourage a greater awareness and understanding of horology among the general public.
  6. Create a five year special exhibit schedule where the major themes of the special exhibits allow museum visitors the opportunity to discover the importance of time, timekeeping and the field of horology to their daily lives, which are supported through outside funding.

#### **Strategic Focus Area #4: Collections**

**Goal:** Improve Collections Care, improve access to collections and continue planned acquisitions.

**Strategy:** Implement specific items in Museum's long-range collection plan, collection management policy and emergency plan.

**Action Steps:**

1. Provide improved access to collections through the application of visible storage techniques.
2. Improve collections storage capacity.
3. Continue to acquire important additions to collections as outlined in the Museum collection plan.
4. Investigate the creation of endowed curatorial positions for clocks, pocket watches and wristwatches.

#### **Strategic Focus Area #5: Staff Resources**

**Goal:** Provide adequate staffing, both paid and unpaid, for museum programs

**Strategy:** Develop staffing plan that recognizes the Museum's needs and available resources.

**Action Steps:**

1. Gather information from Museum staff on strengths and weaknesses of existing staff resources, paid and unpaid.
2. Determine priority of needs and develop staffing plan to address needs (Documentation to include required skill sets, detailed position descriptions and salary ranges for paid positions).
3. Engage staff in priority order as funding/personnel become available.

### **Strategic Focus Area #6: Financial**

**Goal:** Ensure that the Museum is financially viable and capable, if necessary, of being self-supporting without the need for NAWCC Membership dollars.

**Strategy:** Investigate alternative funding from NAWCC Members including corporate sponsorship, endowed positions and cultivating more local financial support for the Museum.

**Action Steps:**

1. Investigate means for support structure from horological industry partners.
2. Continue to cultivate relationship with Gallet Watch Group.
3. Promote and support the Museum Business Timekeeper support program for local businesses.
4. Promote NAWCC membership as a means of supporting Museum.
5. Promote Museum Adopt-a-Timepiece program with NAWCC Members and the general public.

### **Strategic Focus Area #7: Facility**

**Goal:** Ensure that the facility continues to be a safe and secure repository for the Museum and Library collections.

**Strategy:** Investigate options for improving the climate control, security and general appearance of the Museum and its surroundings.

**Action Steps:**

1. Establish procedures to insure that the collection is not negatively affected by shifts in humidity or temperature.
2. Investigate options for installing improvements to existing HVAC systems.
3. Improve Museum security infrastructure and procedures.
4. Investigate partnerships and staff needs for maintaining Museum's exterior and interior appearance.
5. Investigate costs of replacing existing Museum roof.

## **STRATEGIC PLANNING TEMPLATES:**

**The following templates represent detailed action planning including the lead person, committee, implementation partner for each step as well as costs, sources of funds and resources needed with implementation timeline and benchmarks (if known).**



<p><b>Tier 2</b></p> <p><b>Increase the Museum's exposure and access among, and to, community leaders through active participation and attendance at borough and community meetings.</b></p>	<p>Museum Director</p>	<p>Executive Director</p>	<p>Borough of Columbia Local CVBs Local Chambers</p>	<p>\$TBD (minimal) Staff and Volunteer time</p>	<p>2012-2013</p>		<p>Museum Director, Executive Director currently attends meetings when possible.</p>
<p><b>Tier 1</b></p> <p><b>Create a Museum Advisory Board to insure the Museum is aware stakeholder's needs and to keep stakeholders informed of the Museum's needs, and to assist in future planning.</b></p>	<p>Museum Director</p>	<p>Executive Director</p>	<p>Local business, political and educational leaders, NAWCC Members</p>	<p>\$TBD (minimal)</p>	<p>2012</p>		<p>Have several individuals interested in serving on a future advisory board.</p>

**Priority**  
 Tier 1 (Essential)  
 Tier 2 (Desirable)  
 Tier 3 (Worth Considering)

## STRATEGIC PLAN TEMPLATE

What?/Who?    How?/When?  
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**FOCUS AREA :**                      **#2: Visitor Services**

**GOAL:**                              Provide a welcoming and comfortable environment for Museum Visitors that meets their physical and intellectual needs.

**STRATEGY :**                      *Incorporate staff, volunteer and Visitor input into a plan to ensure that the Museum Visitor experience is the best it can be.*

Actions to Implement:	Lead Person	Committee/Chair	Implementation Partner	Cost/Sources & Resources	Implementation Timeline	Milestones & Dates	Current Status
<b>Tier 2</b> <b>Provide light food and beverage service for Museum Visitors.</b>	Admissions Manager	Museum Director		\$TBD (costs to be investigated)	2012-2013		Currently provide minimal food and snacks.
<b>Tier 1</b> <b>Produce Museum Guidebook for sale in the Museum Store.</b>	Museum Director	Executive Director	NAWCC Publications Department	\$7000-\$10000	2012	Have guide book available for purchase in 2012	Volunteer has already begun layout for guide book; another volunteer has offered photography
<b>Tier 2</b> <b>Offer opportunities for Museum Visitors to create their own clock using material available in the Education department.</b>	Education Director	Museum Director		\$1500 (cost of materials)	2012-2014		Material is currently available that would permit this to begin

**Priority**  
 Tier 1 (Essential)  
 Tier 2 (Desirable)  
 Tier 3 (Worth Considering)

## STRATEGIC PLAN TEMPLATE

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<b>FOCUS AREA :</b> #3: Education							
<b>GOAL:</b> Take specific actions that will result in enhanced educational experiences for Museum Visitors of all ages and learning abilities.							
<b>STRATEGY :</b> <i>Find out who our Visitors are and who they are not; find out what they want and develop a plan to attract more Visitors to the Museum and its programs.</i>							
Actions to Implement:	Lead Person	Committee/Chair	Implementation Partner	Cost/Sources & Resources	Implementation Timeline	Milestones & Dates	Current Status
<b>Tier 1</b>  <b>Visitor Assessment</b> <b>a)Periodic visitor surveys</b> <b>b)Visitor satisfaction instrument</b> <b>c)Website comment box</b> <b>d)Lobby Comment box/visitor book</b> <b>e)Periodic feedback from staff and volunteers</b>	Education Director	Museum Director		\$TBD (minimal cost of printing and copying surveys)  Staff and Volunteer time	2012-2013		The Museum currently uses only a visitor log book that includes some comments. No detailed visitor surveys have been created.
<b>Tier 2</b>  <b>Development of a physics educational program as part of the museum's overall educational offerings for school groups aimed at the middle and high school levels which explores the connection of timekeeping and the theories and practical application of physics.</b>	Education Director	Museum Director	Local school systems and universities.	\$5000 Staff and Volunteer time	2012-2014		The Museum currently has a volunteer physics professor undertaking the initial investigation into this project.



<p><b>Tier 2</b></p> <p><b>Continued expansion of learning stations throughout the museum to encourage further exploration of a concept and promote family learning.</b></p>	Education Director	Museum Director		\$10000-\$20000 Staff and Volunteer time	2012-2016		
<p><b>Tier 1</b></p> <p><b>Utilize current security staff positions in a more efficient manner, by training them to be gallery attendants who can assist visitors with their exhibit experiences.</b></p>	Education Director	Museum Director		\$5000	2012-2016		The Museum has changed the job description and has hired one new PT Gallery Attendant under the new description. Training of existing staff will begin in 2011.
<p><b>Tier 2</b></p> <p><b>Develop Museum-related workshops that encourage a greater awareness and understanding of horology among the general public.</b></p>	Education Director	Museum Director		\$TBD Staff and Volunteer time	2012-2016		The Museum has begun offering general interest workshops to the general public.
<p><b>Tier 1</b></p> <p><b>Create a five year special exhibit schedule where the major themes of the special exhibits allow museum visitors the opportunity to discover the importance of time, timekeeping and the field of horology to their daily lives, which are supported through outside funding.</b></p>	Museum Director	Museum Exhibits Team	TBD based on exhibits planned and funding needed	\$50000-\$75000	2013-2016+	New exhibit schedule determined by end of 2011	The Museum Exhibits Team has already generated a list of potential exhibits and is determining which exhibits to proceed with and place on a final schedule.

**Priority**  
 Tier 1 (Essential)  
 Tier 2 (Desirable)  
 Tier 3 (Worth Considering)

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## STRATEGIC PLAN TEMPLATE

<b>FOCUS AREA :</b> <b>#4: Collections</b>							
<b>GOAL:</b> Improve Collections Care, improve access to collections and continue planned acquisitions.							
<b>STRATEGY :</b> <i>Implement specific items in Museum’s long-range collection plan, collection management policy and emergency plan.</i>							
Actions to Implement:	Lead Person	Committee/Chair	Implementation Partner	Cost/Sources & Resources	Implementation Timeline	Milestones & Dates	Current Status
<b>Tier 2</b> <b>Provide improved access to collections through the application of visible storage techniques.</b>	Museum Director	Museum Collections Committee  Executive Director	Museum Storage Supplier TBD	\$25000-\$50000	Dependent on funding		Discussions with a supplier were begun two years ago, but have not been renewed recently.
<b>Tier 1</b> <b>Improve and enlarge collections storage capacity.</b>	Museum Director	Museum Collections Committee  Executive Director	Museum Storage Supplier TBD	\$75000-\$125000 Staff and Volunteer time	Dependent on funding		The Museum has a plan in hand drafted by an outside storage supplier that, if implemented increases available storage by 2/3. Existing storage space has been improved somewhat with existing shelving.
<b>Tier 2</b> <b>Continue to acquire important additions to collections as outlined in the Museum collection plan.</b>	Museum Director	Museum Collections Committee  Executive Director		\$50000	Ongoing		The Museum currently has just over \$50000 in its restricted acquisitions fund. Museum staff regularly examines upcoming auctions for possible new acquisitions.
<b>Tier 1</b> <b>Continue to refine the Museum’s collection through thoughtful acquisition and deaccession in accordance with the Museum’s Collection Plan.</b>	Museum Director	Museum Collections Committee  Executive Director		\$TBD	Ongoing		

**Priority**  
 Tier 1 (Essential)  
 Tier 2 (Desirable)  
 Tier 3 (Worth Considering)

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## STRATEGIC PLAN TEMPLATE

<b>FOCUS AREA :</b>		<b>#5: Staff Resources</b>					
<b>GOAL:</b>		Provide adequate staffing, both paid and unpaid, for museum programs.					
<b>STRATEGY :</b>		<i>Develop staffing plan that recognizes the Museum's needs and available resources.</i>					
Actions to Implement:	Lead Person	Committee/Chair	Implementation Partner	Cost/Sources & Resources	Implementation Timeline	Milestones & Dates	Current Status
<b>Tier 1</b> Gather information from Museum staff on strengths and weaknesses of existing staff resources, paid and unpaid.	Museum Director	Executive Director		Staff and Volunteer time	2012-2013		Currently have job descriptions and performance reviews for staff.
<b>Tier 2</b> Determine priority of needs and develop staffing plan to address needs (Documentation to include required skill sets, detailed position descriptions and salary ranges for paid positions).	Museum Director	Museum Collections Committee Executive Director		Staff and Volunteer time	2013-2015		
<b>Tier 2</b> Engage staff in priority order as funding/personnel become available.	Museum Director	Museum Collections Committee Executive Director		\$TBD Staff and Volunteer time	Dependent on funding		
<b>Tier 2</b> Investigate the creation of endowed curatorial positions for clocks, pocket watches and wristwatches.	Museum Director	Executive Director		\$TBD	Dependent on funding		The Museum has currently arranged for a part-time, sponsored curator of wristwatches through a donation commitment from a watch manufacturer.

<p><b>Tier 1</b></p> <p><b>Maintain a robust internship program to support Museum exhibits, programs and initiatives.</b></p>	<p>Education Director</p>	<p>Museum Director</p>	<p>Universities and Colleges</p>	<p>\$TBD</p> <p>Staff and Volunteer time</p>	<p>Ongoing</p>		<p>The Museum already makes use of several paid and unpaid interns a year.</p>
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- Priority**
- ( ) Tier 1 (Essential)
  - ( ) Tier 2 (Desirable)
  - ( ) Tier 3 (Worth Considering)

## STRATEGIC PLAN TEMPLATE

What?/Who?    How?/When?

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**FOCUS AREA :**                      **#6: Financial**

**GOAL:**                              Ensure that the Museum is financially viable and capable, if necessary, of being self-supporting without the need for NAWCC Membership dollars.

**STRATEGY :**                      *Investigate alternative funding from NAWCC Members, corporate sponsorship, endowed positions and cultivating more local financial support for the Museum.*

Actions to Implement:	Lead Person	Committee/Chair	Implementation Partner	Cost/Sources & Resources	Implementation Timeline	Milestones & Dates	Current Status
<b>Tier 2</b> <b>Investigate means for support structure from horological industry partners.</b>	Museum Director	Executive Director	Watch & Clock Manufacturers  Jewelers and Retailers	\$TBD  Staff and Volunteer time	2012-2016		The Museum has been able to receive modest support from a number of industry partners. Development funds need to be allocated to allow for greater contact with potential donors.
<b>Tier 1</b> <b>Continue to cultivate relationship with Gallet Watch Group.</b>	Museum Director	Executive Director	Gallet Watch Group	\$TBD  Staff and Volunteer time	Ongoing		The Museum continues to maintain a good relationship with Gallet Watch Group that could result in over \$3M in much needed funds through the sale of Gallet's Museum Edition Flight Officer watch.
<b>Tier 1</b> <b>Promote and support the Museum Business Timekeeper support program for local businesses.</b>	Museum Director	Executive Director	Area Businesses	\$5000 (brochure printing & events)  Staff and Volunteer time	Ongoing		The Museum has had modest success with this, but the allocation of development funds would allow for the better promotion of the program.
<b>Tier 2</b> <b>Promote NAWCC membership as a means of supporting Museum.</b>	Museum Director	Executive Director		\$2500 (brochures)  Staff and Volunteer time	2012-2016		The Museum has created a brochure for this initiative and will need to create signs and promotional material. Brochures will need to be printed for distribution in the Museum.
<b>Tier 2</b> <b>Promote Museum Adopt-a-Timepiece program with NAWCC Members and the general public</b>	Museum Director	Executive Director		\$2500-\$5000 (promotion)	2012-2016		The Museum has a small number of adopted timepieces, but further promotion of the program would undoubtedly increase the number of adopted pieces.

**Priority**  
 Tier 1 (Essential)  
 Tier 2 (Desirable)  
 Tier 3 (Worth Considering)

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## STRATEGIC PLAN TEMPLATE

<b>FOCUS AREA :</b> <b>#7: Facility</b>							
<b>GOAL:</b> Ensure that the facility continues to be a safe and secure repository for the Museum and Library collections.							
<b>STRATEGY :</b> <i>Investigate options for improving the climate control, security and general appearance of the Museum and its surroundings.</i>							
Actions to Implement:	Lead Person(s)	Committee/Chair	Implementation Partner	Cost/Sources & Resources	Implementation Timeline	Milestones & Dates	Current Status
<b>Tier 1</b> <b>Establish procedures to insure that the collection is not negatively affected by shifts in humidity or temperature.</b>	Museum Director Controller	Executive Director		Staff and Volunteer Time	2012		Purchased portable hygrometer for use by Museum Gallery Attendants to monitor the Museum's climate on a scheduled basis and inform facility staff if adjustments in temperature and humidity are necessary. Provide remote access to Museum's HVAC system.
<b>Tier 1</b> <b>Investigate options for installing improvements to existing HVAC systems.</b>	Museum Director Controller	Executive Director		\$TBD Staff and Volunteer time	2012-2013		The Museum has already had preliminary discussions with HVAC engineers about the Museum's needs and options available. A full audit is planned to get concrete information.
<b>Tier 1</b> <b>Improve Museum security infrastructure and procedures.</b>	Museum Director Controller IT Director	Executive Director		\$8000-\$15000	2012-2016		The Museum has already purchased new security cameras for the Museum. They will be installed in 2011. The Museum is seeking estimates for the replacement of the current security system. Security Staff are being retrained in 2011 to serve as Gallery Attendants / Security.

<b>Tier 2</b> <b>Investigate partnerships and staff needs for maintaining Museum's exterior and interior appearance.</b>	Museum Director Controller	Executive Director		\$TBD Staff and Volunteer time	2012-2016		
<b>Tier 2</b> <b>Investigate costs of replacing existing Museum roof.</b>	Museum Director Controller	Executive Director		\$400K-\$500K (estimated)			Estimates are based on casual discussions with roofing contractors. A full estimate is needed.