

FIVE-YEAR STRATEGIC PLAN

**FRIENDS OF JEFFERSON
PATTERSON PARK & MUSEUM**

PREPARED BY

**BOARD OF DIRECTORS
Friends of Jefferson Patterson Park & Museum**

May 14, 2005

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I. THE PROCESS

After nearly two decades of successful experience, the Board of Directors of the Friends of Jefferson Patterson Park and Museum (FJPPM), a membership, non-profit corporation, decided to develop a Five-Year Strategic Plan to meet its ever-expanding program needs. Under the leadership of newly elected Board President, Vikki Childs, a meeting was conducted on September 17, 2004 with the Board's Executive Committee, other Board members, and staff from Jefferson Patterson Park and Museum (JPPM). A draft Plan was formulated and approved for distribution for review and comment. Through the reviews of numerous private, public and governmental groups, FJPPM members, and interested citizens, the Board of Directors refined the Plan and will vote on its approval at the Annual Meeting, May 14, 2005.

II. ENVIRONMENTAL TRENDS AND ISSUES

In formulating this draft plan, FJPPM considered numerous environmental trends and issues, both internal and external, having a bearing on its program operations for the next five years. Some of those with high impact on FJPPM and having a high probability of occurrence were:

- A. The continual reduction in funds and positions at JPPM. .
- B. The delegation of State responsibilities to local governments.
- C. The development of more archaeological sites at JPPM.
- D. The dissemination of public information about JPPM artifact and data and library assets.
- E. The enhancement of JPPM's national and international reputation.
- F. The expanding requirements for public education programs, tourism needs and an increasing minority population.
- G. The introduction of new marketing tools and techniques to communicate with membership, constituents, corporate sponsors, political associates, and the general public.
- H. The continued preservation and management of collections under JPPM's care and stewardship.

All of these trends and issues were analyzed and thought to present varying degrees of opportunities and threats for FJPPM strategic planning. Included in this analysis was an insightful discussion of FJPPM's strengths and weaknesses to meet these challenging opportunities.

III. MISSION STATEMENT

After reviewing varying statements of mission identified in numerous published documents, the following mission statement was formulated:

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The Friends of Jefferson Patterson Park and Museum, Inc. (FJPPM) is a membership, non-profit organization, which exists to develop and enhance the Park and Museum. The Friends support archaeology and education interpreting the entire expanse of human history in the region through grants, private and corporate sponsorships, fundraising, community and political outreach, and special events. In cooperation with the State of Maryland, Calvert County, other local governments, and Park and Museum staff, the Friends participate in the development and implementation of unique volunteer, educational, and community events and activities that provide financial and program support to the Park and Museum.

IV. VISION STATEMENTS

The mission of FJPPM will be achieved in the context of assisting JPPM to achieve the following visions:

- A. By rediscovering the past and preserving our rich history we provide a path for our future.
- B. Commitment to the preservation of our rich cultural, natural, and historical heritage.
- C. To be an international leader in the understanding, education, and science of archaeology.
- D. To become a major tourism destination by providing natural, cultural, and historical experiences.

V. STATEMENT OF GOALS

By capitalizing on the unique and in-depth knowledge and experience of FJPPM directors and members to:

- A. Improve the quantity and quality of financial, political, and community support to JPPM.
- B. Aid JPPM officials in achieving an international reputation of excellence and recognition.
- C. Increase the quality and efficacy of education programs and events.
- D. Continually evaluate, assess, and update the overall mission, vision, and direction of FJPPM.
- E. Create strategic partnerships and alliances with other similar agencies to continually improve our goals and mission.
- F. Assist JPPM in achieving increased awareness and participation in JPPM programs.

VI. OBJECTIVES AND STRATEGIES

The strategic objectives for FJPPM during the next five years are designed to meet our stated mission, visions, and goals. These objectives will provide a base to formulate a

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detailed business plan, as well as a means to evaluate organizational accomplishments. These objectives will be consistent with those of JPPM. Each of the objectives is assigned to an FJPPM Committee, as outlined below.

Executive Committee -

The Executive Committee will be responsible for overseeing policy and prioritizing and allocating resources. Approved ideas will be assigned to the appropriate committees, as outlined.

- A. Develop new and expand existing interpretation of pre-colonial American Indian culture in the Chesapeake Bay region through outreach and on-site programs.
 - 1. Establish a multi-structure Woodland Indian village to be used by the Education Program, as well as other enhancements.
 - 2. Complete existing exhibits. e.g. sign project
 - 3. Review JPPM involvement in new programs and activities, (e.g. Underground Railroad, Maryland timeline, Star Spangled Banner Trail, etc.)

Community & Political Outreach Committee

- B. Raise awareness of key government officials on the operations, programs, and needs of JPPM.
- C. Develop a community relations coalition.
- D. Identify and consider land preservation sites surrounding JPPM.

Development & Marketing Committee

- E. Develop and carry out a complete and innovative fundraising plan.
- F. Increase the knowledge of JPPM's products and services with the general public as well as FJPPM members.
 - 1. Utilize more audiovisual products to increase the reputation of JPPM.
 - 2. Publicize data on availability of artifacts and library assets for public availability and use.
 - 3. Increase the exposure of JPPM on its Internet website.

Events & Education Committee

- G. Promote the national and international reputation of JPPM.
- H. Review and consider the consolidation of existing special events and activities.
- I. Review existing education programs and recommend new offerings.
 - 1. Consider the development and implementation of summer day camp programs.

Budget, Management & Audit Committee

- J. Develop a mechanism to report the financial position of FJPPM to the Board of Directors, the membership, and other constituents.

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- K. Be responsible stewards of the assets of FJPPM and manage these assets in fiscally appropriate manner.
- L. Continue to assist with needed capital projects at JPPM.
- M. Consider the role of the Friends in future usages of the Patterson home.

Nominating & By-Laws Committee

- N. Create a handbook for the Board of Directors and committees delineating their roles and responsibilities.
- O. Review the Affiliation Agreement between FJPPM and JPPM to ensure that it remains current.
- P. Recruit, retain and educate members of the Friends of JPPM. Develop a member benefits package.
- Q. Clarify and document the relationship between FJPPM members and JPPM volunteers.
 - 1. Consider and develop new means to communicate with the FJPPM membership.

VII. IMPLEMENTATION

Each objective will be thoroughly researched by the respective FJPPM Committee. The results of this research will provide the information necessary to determine a course of action for each of these objectives. The Committees will collect and compile the required information and submit to the Executive Committee for review. Each Committee will be responsible for:

- A. Establishing a timeline for each goal as assigned.
- B. Determining resources required, financial and human, to bring each goal to successful conclusion. Conclusion can be defined as one of the following:
 - 1. Goal was accomplished and no further work is needed.
 - 2. Goal was accomplished; however; program is ongoing. Annual or semi-annual evaluation required to determine success of program and needs for continuation, if applicable.
 - 3. Goal was not accomplished due to determination of timeline beyond a 2-year outset, lack of resources, financial and/or human, or after thorough evaluation, determination is made the objective is no longer practical or feasible to pursue.
- C. Meeting and working together, as required, for overlap of needs. i.e. resources needed, marketing tools required, etc., to further develop solutions of how best to achieve the results desired by each Committee. i.e. combined grant funding
- D. Reporting the status of each goal assigned on a monthly basis, as applicable, in writing, by Committee Chair or Co-Chair, utilizing a standardized format, for review by the Executive Committee.
- E. Providing oral and written reports for each goal assigned, presented by each Committee Chair, Co-Chair, or Designee at FJPPM Board Meetings.
- F. Presenting oral and written annual review reports for each goal assigned, presented by Committee Chair, Co-Chair, or Designee at Friends Annual Meeting.

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VIII. UPDATING THE PLAN

This 5-year Plan will be modified and updated as trends, issues, goals, and objectives change. Any suggested changes by interested parties will be brought to the attention of the Board President. She/he will determine when and the process by which the Plan will be updated. At least one annual review will be conducted and resulting changes submitted to the FJPPM members for approval at the annual meeting.