



OCEAN ISLE MUSEUM FOUNDATION
STRATEGIC PLAN
2021 – 2023

Approved and adopted by the Board of Trustees

June 14, 2021

Update April 2023

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INTRODUCTION TO THE 2023 MID-POINT UPDATE

The Ocean Isle Museum Foundation implemented a three-year Strategic Plan in June 2021. The Plan reflected high levels of uncertainty due to the impact of the Covid-19 Pandemic.

In mid-2022 the Foundation Board and Staff completed a review of the Plan considering internal and external changes that have occurred, as well as progress that has been made against the Plan’s objectives. We are pleased to report several key take-aways based on that review:

- The Museum and the Planetarium have made strong recoveries from the impacts felt through the Pandemic. Significant gains in key metrics such as attendance, financial strength, and facility maintenance have been realized.
- The OIMF has increased grant funding and continues to pursue increased grant funding.
- The OIMF has adopted a 10-year Facilities Master Plan to enhance accessibility and for improvement and additions to the museum.
- The subject of concern regarding the lot limits of the planetarium extending only to the four walls of the present building has been resolved with the acquisition of title to the property parcel surrounding the planetarium building.
- While we updated and sharpened several sections of our Situation Appraisal, our Key Take-Aways and Strategic Issues remained fundamentally intact. This is a good sign, as it suggests our focus is on appropriate “big-picture” issues.
- Some updates were made to our Objectives. These reflect the accomplishments of our staff and volunteers over the past 12-18 months, as well as a general sense that some of the pandemic-related uncertainty is behind us.

The Strategic Plan shown in this document contains updated “SWOT Analysis” and “Goals and Strategies” sections to reflect the current thinking and direction of the Foundation’s leadership. The remainder of the document has been lightly edited to reflect the Foundation’s current status and thinking.

Respectfully Submitted,

1. FOREWORD – JUNE 2021

What follows is the 2021- -2023 Strategic Plan for the Ocean Isle Museum Foundation (OIMF), operator of the Museum of Coastal Carolina and the Ingram Planetarium. We are enormously grateful for the hours of work put in by the staff, the many volunteers, and the Board of Trustees as well as those visitors, local government agencies, and individual and corporate supporters who provided additional insights and suggestions.

It must be noted that this Plan was developed during the Covid pandemic. In accordance with N.C. guidelines, our facilities were closed for a considerable length of time and opened on a limited basis only at other times. This resulted not only in a significant loss of admission revenue but a loss of staff, volunteers, fund-raisers, and school classroom visits. The net result is a much higher level of uncertainty and a wider range of possible outcomes than would otherwise be the case. We would not be surprised if a complete review of the Plan is undertaken in a year or two when the impact of the pandemic has been fully appreciated.

We have always viewed ourselves as providing both education and entertainment. This continues to be the case. You will see below both a focus on community STEM education as well as educational entertainment for our many summer vacation visitors. This is reflected as well in our vision and mission statements and our focus on outreach to our local schools and communities. We understand and appreciate the need to continually update our offerings and use technology to enhance the learning and entertainment we provide.

We have always been and remain financially stable but without the resources to expand our floor space, make major capital improvements, or consolidate our two facilities. This issue has been further exacerbated by Covid and its consequences. We have set out specific steps to enhance our financial position to accomplish these goals as well as to enable expansion of our exhibits and make deeper inroads with local communities and organizations.

Finally, we have set forth steps to return our volunteer level to that of the pre-Covid level, recruit new staff, and refresh the Board of Directors.

We understand that these accomplishments will not be easy, but we are dedicated to enhancing the already high regard in which we are held by the community in which we live and operate. We will be celebrating our thirtieth year of existence in 2021 and fully expect to thrive for thirty more!

Respectfully Submitted on Behalf of the Board of Trustees,

Jerome Rothenberg

Chairman

2. INTRODUCTION AND BACKGROUND

The Ocean Isle Museum Foundation Inc. is a North Carolina not-for-profit corporation established in 1988 through the vision of Stuart Ingram, a resident of Charlotte, North Carolina and seasonal property owner in Ocean Isle Beach, North Carolina. It is qualified under Section 501(C) (3) of the Internal Revenue Code. The Foundation owns and operates the Museum of Coastal Carolina in Ocean Isle Beach, Brunswick County, North Carolina, and the Ingram Planetarium, located in nearby Sunset Beach, Brunswick County, North Carolina. The Museum offers exhibitions and educational enrichment programs designed “to inspire curiosity about our unique coastal environment, history, and broader natural universe through interactive, fun, science-based experiences.” Ingram Planetarium focuses on science, astronomy, and laser entertainment. It has a 2K resolution, SciDome IQ2400 system which replaced the previous HD SciDome system in 2018. Prior to the projector upgrade in 2017, the theater was also modernized with new hardware and software including a “Starry Night 7 Astronomy” suite and a fully programmable Chromocove LED cove lighting system. In 2023, the Planetarium’s software and hardware was upgraded with Spitz’s Digistar 7 system. In addition to these state-of-the-art advancements, the 40 ft diameter full-dome theater also has a 5:1 surround sound system as well as an Audio-Visual Imagineering full-dome Skylase laser projector. This interdisciplinary space offers immersive educational programming in multiple disciplines of science and history as well as more entertaining features such as live laser music shows.

For over twenty years, the Foundation has provided educational programs for educators, school classes, school children, families, and visitors. In 2018, prior to the Covid-19 Pandemic, more than 40,000 visitors visited the Foundation’s facilities. More than 6,000 school age children visited for extracurricular STEM learning in support of North and South Carolina’s state Essential Standards. A total of 29,793 adults and children participated in 1,520 family educational programs in-house. Additionally in 2018, a total of 104,513 participants were served by the Foundation in either an outreach program, in-house, or through a school program. In 2022, the total number of visitors neared 50,000 at the two facilities. OIMF provides opportunities for members of the senior community to be engaged and active as volunteers, docents, and participants in the Sand Bar Lecture Series. The programs and services had been supported by more than 105 – 130 active volunteers providing more than 9,000 hours of service to the community, which had dwindled to fewer than 50 during the pandemic. Those numbers also began to grow, post Pandemic to about 80 in Spring of 2023. In 2018, there were more than 266 paid memberships in the Foundation, which grew slightly to 287 by Spring of 2023.

The Museum began with Stuart Ingram’s idea of a fish exhibit which he quickly expanded to a much larger dimension. Initial land to construct a 7,200 square foot museum was facilitated through Odell Williamson, the founder of Ocean Isle Beach. Mr. Williamson’s wife, a former mayor, was a member of the initial Board of Trustees. Since its founding, the Museum has

experienced several expansions to reach its present size of 14,000 square feet. Dedication of the original building took place on May 19, 1991, with the doors first opened to the public on May 25, 1991. In 2002, facilities were expanded to include the 8,000 square foot Ingram Planetarium in Sunset Beach.

The Foundation contracts with external educational providers for exhibits and programs both through purchase and lease. In addition, we encourage visitor engagement across a broader network of museums through a reciprocal agreement with the Association of Science and Technology Centers.

Fundraising for building completion, expansion, and exhibit preparation has always been an integral part of the effort of the Foundation. The Foundation relies upon fund raising, admissions, gift shop sales, donations, and memberships to maintain its physical plants, permanent and new exhibitions, its educational offerings, and to expand and maintain facilities.

Both the Museum and Planetarium contribute as part of the curriculum to Brunswick County's and numerous surrounding county's school systems.

The Museum of Coastal Carolina and the Ingram Planetarium provide two significant major cultural tourism attractions to the southwestern Brunswick County region. Currently, there are no other facilities in the region providing similar educational and cultural experiences to the public. These facilities draw members and visitors from area communities and beaches who might otherwise travel to Myrtle Beach, South Carolina or Wilmington, North Carolina for such experiences. The closest planetarium is located more than 140 miles away. In addition to seasonal residents from other parts of the state and country, the Foundation serves as a tourism partner with area Chambers of Commerce, local vacation rental agencies, and the Brunswick County Tourism and Development Authority.

The Foundation is governed by a Board of up to 20 Trustees with backgrounds in various fields such as law, banking, construction, education, business entrepreneurship, science and engineering and the like. Key staff members have many years of experience in executive leadership, museum education, volunteer management, marketing, business sales, facilities maintenance, and planetarium operations. The OIMF is staffed by a full-time salaried Executive Director with oversight of contracted operations, cleaning, accounting services, lawn maintenance and IT for both facilities. OIMF has a paid staff of 12 with three full-time staff, the Executive Director, the Education Manager, and the Planetarium Manager, with the remaining positions established as part-time.

3. VISION, MISSION & VALUES

Vision

We envision a community where curiosity inspires learning and exploration of the coastal environment and the universe.

Mission

To inspire curiosity about our unique coastal environment, history, and the broader natural universe through interactive, fun, science-based experiences.

Values

Engagement

Excellence

Innovation

Integrity

Enjoyment

4. EXHIBITS AND PROGRAMS

The Museum of Coastal Carolina

As a natural history museum, the Museum of Coastal Carolina features the riches of the coastal environment through accurate dioramas and aquariums housing real examples of the wildlife in the coastal plain region of North Carolina, large collections of beach fossils including one of the largest shells and shark teeth collections in the country, and artifacts from North Carolina’s human history including those of local Native populations.

The museum also offers interactive programs with skilled educators and community mentors. One special exhibit for which the Museum is well known is the “Touch Tank” where children and members of the public, with the assistance of staff and volunteers, can touch and interact with small marine life and participate in their feeding. Also included are regular Touch Tank demonstrations, facilitated programs with relevant technology, and discussions around a variety of topics important to the community and its visitors in Brunswick County and surrounding areas.

Through these programs, in addition to its internships and community collaborations, the Museum of Coastal Carolina helps the public develop a stronger appreciation and understanding of the ways in which we can help preserve our fragile coastal environment.

Ingram Planetarium

As a fully digital full-dome theater, Ingram Planetarium inspires a wonder for both Earth and Space through quality 360-degree documentary-style films, professionally created educational features, and live and interactive science demonstrations with skilled educators. In addition to its STEM [science, technology, engineering, and mathematics] features, Ingram Planetarium also offers cultural engagement through more artistic programs such as laser music shows and star story performances. The Paul Dennis Science Hall, located adjacent to the theater, is a place where visitors can engage in hands-on science experiences through technology and self-guided experiments. Through these engaging experiences, Ingram Planetarium highlights the methods of data collection, interpretation, visualization, and utilization that help drive innovation in exploration and technology.

Outreach

Both the Museum of Coastal Carolina and Ingram Planetarium share science with the community through outreach. Skilled educators and representatives from both facilities join schools and libraries, other non-profit organizations, and fellow museums, planetariums, and science centers in collaborative activities such as festivals, STEM fairs, and guest lectures. These outreach activities foster excitement and STEM engagement with the public through presentations and hands-on science experiences.

5. SUMMARY OF THE SWOT ANALYSIS

The Strategic Planning Committee completed an assessment of the OIMF using a standard “SWOT Analysis” approach (see Appendix 2) in late 2020-early 2021. This analysis was updated again in late 2022 as a part of the Midpoint Update process. Upon completion, the Committee identified the highest-priority elements that must be addressed to ensure future success. The critical elements were then grouped by common themes into five Key Strategic Issues which became the basis for the Strategic Plan:

STRATEGIC ISSUE #1: FINANCIAL SUSTAINABILITY

- In model years, our revenues allowed us to fund “current operations,” but funding limitations have been a constraint on our growth potential.
- In times of significant attendance reduction due to environmental and economic factors, we are particularly vulnerable as many of these revenues are visitor-driven.
- Additional events and programs have been and are being developed to increase public awareness and support for the objectives of the foundation.

STRATEGIC ISSUE #2: OUTREACH, COMMUNITY RELATIONS & MARKETING

- It has been challenging to maintain our traditionally good relationships during a period when face-to-face contact was limited.
- Connection with underrepresented portions of our community has been minimal.
- Marketing activities have been minimally effective due to staff turnover and budget limitations.
- A marketing and development manager has been placed on staff.
- Although the outreach coordinator position has been eliminated, increased outreach is taking place throughout the area and especially with the towns of Ocean Isle Beach and Sunset Beach.

STRATEGIC ISSUE #3: EXHIBITS & PROGRAMMING

- This is the primary way we fulfill our Mission.
- We recognize the need to continually maintain, update, and improve our offerings to keep them applicable, interactive, and exciting to new and previous guests.
- Technology developments are expanding the opportunity to deliver new approaches to interactivity.
- A professional firm experienced in design of museum exhibits will be retained to assist in revision and expansion of the present museum exhibits.

STRATEGIC ISSUE #4: FACILITIES DEVELOPMENT

- Facilities are aging and their maintenance has been a financial challenge.
- Our floor space is maxed out, presenting a constraint to future expansion of exhibits.
- Accessibility issues limit some patrons' ability to enjoy our complete experiences.
- An architectural firm was retained and a ten-year Facilities Master Plan for the museum has been adopted to increase patron accessibility, relocation of exhibits to provide for a more effective traffic flow, relocation of the retail area to attract more sales, and addition of exhibit areas.

STRATEGIC ISSUE #5: PEOPLE AND LEADERSHIP DEVELOPMENT

- Volunteers – Our pool of volunteers is experienced and critical to the museum's operation; however, due to the demographics of our volunteers, we experienced a reduction of the workforce due to public health-related factors.
- Staff – Passionate about the museum's mission, the staff is at times constrained by budget limitations.
- Board – OIMF may not be fully benefiting from the full skill sets of the Board; in particular, there is no Board position formally in place to direct the overall Funding Development efforts.

6. STRATEGIC DIRECTION & MAJOR THEMES – “THE BIG IDEAS”

The Ocean Isle Museum Foundation fully seeks opportunities for continuous improvement in all areas of the organization. As we address the over-arching improvement activities for the **2021 – 2023 Strategic Planning cycle**, the following key ideas emerged as areas of focus:

Programming

The Ocean Isle Museum Foundation continuously seeks out opportunities to enhance exhibits and refresh offerings and content for programs and the Sand Bar Lecture Series. The organization will resume one to three new exhibits, films, and programs each year within the parameters of cost considerations. In addition, OIMF will develop a rotating exhibit plan that keeps offerings current and relevant and present programs utilizing outside experts of notoriety and experience for invitational events of particular significance to the coastal environment.

People

As people are a core resource to the effective implementation of the mission and goals of the Ocean Isle Museum Foundation, three key categories emerge as areas of focus:

- **Volunteers** - This group of individuals is highly valued and necessary for the operation and programming within the organization. Each volunteer brings a strength to the various roles needed to sustain the organization’s operations. As such, it is essential to recruit and retain highly motivated people as volunteers. Efforts will continue to build our volunteer base.
- **Staff** - The Ocean Isle Museum Foundation staff are also critical to achieve and deliver essential operations to support the mission of the organization. The organization will strive to recruit and retain high-quality staff as well as seek to increase compensation and opportunities for professional learning to continually enhance opportunities and offerings within the Ocean Isle Museum Foundation. OIMF has determined to bring salaries in line with the skills and experience of staff members to maintain and enhance the quality of services and programs.
- **Board of Trustees** – The OIMF Board of Trustees seek to expand their reach in terms of appointing a board member to lead funding development opportunities. The goal is to establish an approach to tapping into various sources to gain sustainable, recurring funding to minimize the need for continuous fundraisers that may take away time from staff who coordinate those fundraising efforts. There have been several new members elected to the board to expand the board’s experiences and geographical areas as well as provide insight to past board activities and decisions.

Facilities and Business Services

The Ocean Isle Museum Foundation seeks to utilize sound business practices, engage in appropriate sustainable funding opportunities, and proactively maintain facilities. A major

effort will be to address both immediate and long-term facility needs as well as develop a cycle of replacement for items such as HVAC, technology and other systems that are frequently in need of updates. With the assistance of retained professionals a 10-year Master Plan for the museum has been adopted.

Promotion (Marketing, Community Relations, and Outreach)

The Ocean Isle Museum Foundation seeks to enhance marketing, community relations, and outreach in an intentional way. As such, the OIMF seeks to secure a highly-motivated Marketing Coordinator to maximize communicating with media, social media outlets, community groups, and the Brunswick County community. Along with enhanced marketing, it is our goal to increase and maintain a constant presence throughout our service area. Examples include connections with social and civic groups, faith-based partners, schools within our region, and connecting with homeschool parents. There are emerging connections with Scout groups in the region, area Chambers of Commerce, and Brunswick County STEM Council, as well as the Southeastern STEM Consortium. A marketing and development manager is now a member of the staff. The marketing area is being expanded and efforts are in development to reach major business entities for grant funding.

7. SUMMARY OF GOALS AND STRATEGIES

STRATEGIC ISSUE	7/1/21 OBJECTIVES	UPDATED OBJECTIVES 2/1/23 – 6/30/24
Exhibits & Programming	Refresh, rotate or replace at least one exhibit/show at each facility each year as funding permits. (ED / Planetarium Mgr.)	Refresh, rotate or replace at least one exhibit/show at each facility each year as funding permits. (ED / Planetarium Mgr.)
Outreach	Re-connect with external groups. (Educators and ED)	Re-establish pre-Covid relationships with organizations in the community and seek out and develop new community partnerships under new paradigm redefining staff roles (ED / other staff as needed).
Financial Sustainability: Fund Development	Create or assign a new role on the board. (Board Chair)	Build donor base by communicating with Board and Star Society members about support opportunities. (M&D Mgr.)
Facilities Development	Repair critical facility needs. (ED)	<ul style="list-style-type: none"> a. Repair critical facility needs. (ED) b. Develop and implement a schedule of facility upgrades based on adopted Museum Facility Master Plan (ED).
People & Leadership Development	<ul style="list-style-type: none"> a. Return new volunteer base to pre-Covid level. (Volunteer Coordinator) b. Provide Staff Professional Development opportunities / enhance staff's roles (ED) 	<ul style="list-style-type: none"> a. Return new volunteer base to pre-Covid level. (Volunteer Coordinator) b. Provide a development opportunity for each employee each year. (ED) c. Increase salaries for full-time and 3/4-time employees to a living wage for an individual in Brunswick County by July 1, 2024. (ED)
Effective & Efficient Marketing	Hire a Marketing Coordinator to incorporate a more external facing and branding role. (ED)	Research, purchase, and implement a new Point of Sale system and redevelop website to improve tracking and targeting capacity. (M&D Mgr.) Expansion of marketing efforts to greater geographic area.

APPENDIX

APPENDIX 1: ACKNOWLEDGEMENTS

OIMF STRATEGIC PLANNING STEERING COMMITTEE

2021	2023
Ken Krause (Chair)	Ken Krause (Chair)
Terry Bryant	Jim Hoffman
Keith Eades	Jamie Justice
Bob Forrester	Bob Forrester
Katherine Hunt	Callie Boyle
Lisa Mosca	Lisa Mosca
Jerry Rothenberg	Jerry Rothenberg
	Traci Kelly

OIMF BOARD OF TRUSTEES

2021	2023
Jerry Rothenberg (Chair)	Bob Forrester (Chair)
Bob Forrester (Vice-Chair)	Ken Krause (Vice-Chair)
Dianne McRaney (Treasurer)	Dianne McRaney (Treasurer)
Stan Barwikowski (Secretary)	Tim Eckert (Secretary)
Allen Bryant	Ann Bokelman
Ken Dunbar	Alan Brown
Tim Eckert	Ken Dunbar
Ken Krause	Dick Ludden
Dick Ludden	Rod Meadows
Rod Meadows	Lisa Mosca
Lisa Mosca	Jerry Rothenberg
Scott Walters	Allison Smith
Jerry Thrift (Emeritus)	Scott Walters
	Jerry Thrift (Emeritus)

UNC WILMINGTON – DEP’T. OF PUBLIC & INTERNATIONAL AFFAIRS

H. Daniel Heist, Ph.D.
 Christopher Bland
 Karly Lohan
 Hallie Willis

In addition, we are grateful for the hours of work put in by the staff and volunteers, as well as those visitors, local government agencies and individual and corporate supporters who provided additional insights and suggestions.

APPENDIX 2: DETAILS OF THE SWOT ANALYSIS (Updated)

This analysis was completed during the second half of 2022. Further details are contained in a separate document.

OCEAN ISLE MUSEUM FOUNDATION – 2022 SITUATION ASSESSMENT SUMMARY	
INTERNAL - STRENGTHS	INTERNAL - WEAKNESSES/CHALLENGES
<ul style="list-style-type: none"> • Attendance has remained stable yet trending behind population and tourism growth. Recent surges in attendance demonstrate we can impact it especially considering population growth. • Museum location on the island is a positive, and Ingram Planetarium location is challenging. • Volunteers fill positions that are critical for facilities and programs to function. • Volunteers, board, and staff work diligently on specific events to raise funds for the organization. • New staffing structure provides the opportunity to establish a sustainable funding framework. • There is a growing membership base. • OIMF Board and staff comply with procedures, board and financial policies, and government regulations. • Grant submissions result in to approximate 90% acceptance rate. • Current exhibits and programming appear to be entertaining for tourists. • There are traditionally strong connections within the community, town, and civic organizations; additional opportunities exist. 	<ul style="list-style-type: none"> • Exhibits are lacking in interactive features, accessibility, and currency. • Facilities are aging and have exhausted floor space and are not ADA compliant. • To support growth, we need to get both facilities on an IT network; this becomes more attainable with cloud-based products. • Budget limitations constrain staff size, limit hours and compensation, drive high turnover. • Volunteer pool is aging and stagnant. • Staff, Board and Volunteer handbooks are outdated and in need of review. • The Board does not have an up-to-date skill set / interest self-assessment. • Board Member orientation and process training has not been formally utilized in the past few years. • Board role in comprehensive “Donor Engagement / Funding Development” programs is not clear. • There is no “recurring donor” base to support funding efforts. • Current donor database software purchased, now needs training and adoption to meet the needs of the organization. • It appears there has been proper oversight by the board but there have been no outside audits. • More board members need to be recruited. • Educator salaries are paid by the NC Museum Grant plus other earned revenue is narrowly sufficient for current operations.

APPENDIX 2: DETAILS OF THE SWOT ANALYSIS (CONTINUED)

OCEAN ISLE MUSEUM FOUNDATION – 2022 SITUATION ASSESSMENT SUMMARY	
EXTERNAL - OPPORTUNITIES	EXTERNAL - THREATS
<ul style="list-style-type: none"> • Relevance, content, and aesthetics of exhibits need to be assessed on a regular basis. • Programs connect with mission; we need to intentionally assess programming for content, relevance, and accessibility. • There is a need for additional programs/information to be presented for school groups at the museum. • Website needs an update or overhaul; expert evaluation recommended. • Point of Sale (“POS”) system would increase capacity to target new audiences. • New donor database would create ability for repeat attendance solicitations. • Currently staffed with quality, dedicated people. Diversity is growing but still need more. • Specific fund development strategies can be implemented to supplement a strong grant program. • Changes in admission rates demonstrate financial growth can be achieved. • Potential exists to develop a focus on issues such as global warming and/or space travel that have an impact on or are of interest to a local audience, thus making the organization a community leader in public discourse of such issues. • We need to improve our ability to communicate our value to the community... “how do we benefit them”, “communicate the Museum as a public asset”. • There is not a strong connection with local business groups to support the organization. • There is not a consistent connection with underrepresented population. 	<ul style="list-style-type: none"> • Hurricanes or other severe weather present threats to our attendance/revenue and our physical infrastructure.

APPENDIX 2: DETAILS OF THE SWOT ANALYSIS (CONTINUED)

Upon completion of the detailed SWOT analysis, the Committee used a multi-voting process to identify the highest-priority elements that must be addressed to ensure future success. The critical elements were then grouped by functional area to create a list of Key Strategic Issues which will form the basis for the Strategic Plan:

STRATEGIC ISSUE	KEY TAKEAWAY	TOTAL VOTES
Financial Sustainability	Board role in comprehensive “Donor Engagement / Funding Development” programs is not clear. 4	19
	Specific fund development strategies can be implemented to supplement a strong grant program. 3	
	New staffing structure provides the opportunity to establish a sustainable funding framework. 2	
	There is no “recurring donor” base to support funding efforts. 2	
	Attendance has remained stable yet trending behind population and tourism growth. Recent surges in attendance demonstrate we can impact it especially considering population growth. 2	
	New donor database creates ability for repeat attendance solicitations. 6	
Outreach, Community Relations, and Marketing	There are traditionally strong connections within the community, town, and civic organizations; additional opportunities exist. 2	16
	There is not a strong connection with local business groups to support the organization. 1	
	There is not a consistent connection with underrepresented population. 3	
	Point of Sale (“POS”) system would increase capacity to target new audiences. 3	
	We need to improve our ability to communicate our value to the community... “how do we benefit them”, “communicate the Museum as a public asset”. 4	
	Website needs an update or overhaul; expert evaluation recommended. 3	
Exhibits & Programming	Exhibits are lacking in interactive features, accessibility, and currency. 6	14
	Potential exists to develop a focus on issues such as global warming and/or space travel that have an impact on or are of interest to a local audience, thus making the organization a community leader in public discourse of such issues. 5	
	Relevance, content, and aesthetics of exhibits need to be assessed on a regular basis 3	
Facilities	To support growth, we need to get both facilities on an IT network; this becomes more attainable with cloud-based products 3	10

	Facilities are aging and have exhausted floor space and are not ADA compliant 5	
	Staff, Board and Volunteer handbooks are outdated and in need of review. 2	
People and Leadership Development	It appears there has been proper oversight by the board but there have been no outside audits. 2	5
	Volunteer pool is aging and stagnant. 2	
	The Board does not have an up-to-date skill set / interest self-assessment. 1	
	(Note: This table covers 64 out of the 70 votes cast.)	