

MARBLEHEAD



M · U · S · E · U · M

Strategic Planning 2016–2018

The Museum's current strategic planning includes three goals geared towards creating dynamic programming, revitalizing its three sites, and fostering stronger connections around the North Shore to build greater financial support.

Looking ahead to 2018, these goals will create the framework to commemorate the 250th anniversary of the Museum's world-renowned Jeremiah Lee Mansion.

Marblehead Museum carries on the traditions of preserving the past and planning for the future that started 118 years ago when...

...in 1898, a group of far-sighted trustees of the Abbot Public Library recognized the need to collect and preserve materials relating to Marblehead and its citizens. To accomplish this, they formed a private organization that would be continually fostered by a large and active membership; they named it the Marblehead Historical Society.

1. A Jewel Saved

The 1879 publication of *The History and Traditions of Marblehead* by Samuel Roads, Jr., served to reinforce the town's fierce pride in its history. Thirty years later, embodying that same pride, the Historical Society rallied to raise funds and purchase the 1768 Lee Mansion, sparing it from oblivion by wrecking ball. That same year, 1909, the Historical Society opened the Mansion seasonally as a historic house museum. The organization has been committed to its preservation ever since. The [Jeremiah Lee Mansion](#) is recognized as America's finest surviving example of colonial Georgian architecture.



A vintage postcard of the Mansion, c. 1940

2. A Civil War Time Capsule

In 1865, Civil War veterans returned home to a society forever changed. They banded together to form Marblehead's Grand Army of the Republic ([G.A.R.](#)) [Post No. 82](#), named after the town's first Civil War battle casualty, John P. Goodwin. The post was very active, and eventually, in 1898, after the building in which they met was destroyed by fire, its headquarters were relocated to the top floor of the Old Town House. Although the Civil War veterans are long gone, Post No. 82 remains, deeded to the Marblehead Historical Society (now Marblehead Museum) by the G.A.R. veterans. This historic room is unique in New England, remaining as it was at the time of the G.A.R. veterans' last meeting in 1934.



Marblehead Museum's G.A.R. Room

3. Frost: His Own Gallery

From 1909 until 1998, the Historical Society's offices and collections were located in the Lee Mansion. In 1998, the purchase of 170 Washington Street, across the street from the Mansion, allowed the Society (now Marblehead Museum) to dedicate a gallery to J.O.J. Frost's world-renowned paintings as well as create spaces for a second gallery of rotating exhibits, collections, and office space. Thanks to generous donor support, the Museum will complete a full renovation of the [J.O.J. Frost Gallery and Education Center](#) in 2016.



J.O.J. Frost holding one of his paintings, c. 1922



Above: A "J.O.J. Frost" mural created by 8th graders as part of their 'Headers in History' day-long immersion program. Below left: Lee Mansion 18th-century Bombé Chest made by Nathaniel Gould. Below right: Old Town House, wood, made by J.O.J. Frost, c. 1922

Strategic Planning: Value in the Process

Formulation of the Museum's current three goals included the following steps:

- Review of the Museum's 1999 Feasibility Study and 2003 Strategic Planning document
- Board/staff affirmation of the Museum's mission statement and creation of a vision statement
- Strategic Planning Committee formulation of a survey to determine programming preferences and gather feedback: 140 surveys were completed; survey results are included under separate cover as [Appendix A](#) of this report
- Board members met with citizens to ask follow-up questions in order to further inform the strategic planning process
- The Board and the Executive Director conducted a SWOT (strengths, weaknesses, opportunities, threats) analysis of current Museum programs and practices to assist in formulating the strategic goals

The Board regards its strategic planning as a "fluid" process and is committed to providing the leadership to support staff in implementing the strategies described here, as well as undertaking periodic reviews to evaluate results.

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Museum Successes

Since 2013, substantive progress has been made in several areas, including:

THREE PROPERTIES

- Revitalization of the Civil War Museum
- Window, room, and grounds restoration projects at the Lee Mansion

- Renovation of the J.O.J. Frost Gallery and Education Center, to be completed summer of 2016
- Initial review of 170 Washington Street accessibility needs

PROGRAMMING

- Participation in school events including 'Headers in History; introduction of technology for school group and adult activities
- Introduction of the Marblehead Mariners award (see page 5)

THE WEB AND SOCIAL MEDIA

- Update of the Museum's website, including development of an online collection, and increased social media presence

ADMINISTRATION

- Revision of Museum Bylaws, creation of Employee Handbook
- Review and revision of staff positions to meet the needs of maintaining and promoting the Museum's three sites
- Review of collection procedures, archival storage needs, and creation of Collections Policy

COLLABORATION

- Loan of the Lee Mansion's exquisite Gould Bombé Chest to the PEM for the Nathaniel Gould "In Plain Sight" exhibit

Challenges Facing the Museum

The Board's SWOT analysis, online survey data, and community outreach identified areas in need of attention, including:

FACILITIES

- Implementation of a comprehensive plan to address maintenance and capital projects at the Lee Mansion
- Planning and phasing to address accessibility needs at 170 Washington Street

ORGANIZATION

- Implementation of a plan for improving collections storage
- Recruitment and training of new volunteers and guides

PROGRAMMING

- Increasing demand for interactive, multi-faceted programming

MARKETING

- Improvement of signage and media coverage to raise awareness of the Museum's three sites and their interconnectivity
- Better online outreach to young professionals and culturally active adults who will travel to Marblehead for a day trip
- Development of a comprehensive plan to promote the Mansion's 250th anniversary

FINANCES

- Modest membership base
- Stagnant growth of donor base
- Low level of grant support to fund programs, capital projects, and initiatives



Marblehead Museum's Mission and Vision: Drumbeats for Success

THE MISSION, or WHY THE MUSEUM EXISTS

Marblehead Museum is here to preserve, protect, and promote Marblehead's past as a means of enriching the present.

THE VISION, or THE MUSEUM'S FOCUS FOR THE NEXT THREE YEARS

Marblehead Museum welcomes people of all ages to discover what makes Marblehead extraordinary through innovative learning opportunities. The Museum's three properties and its preeminent collection serve as the catalysts for programming that connects individuals to the past and present, broadening their perspectives and understanding of Marblehead and the wider world.



The 2016 Strategic Plan: A Call to Action

These three goals focus on enhancing the visitor experience, which will in turn create meaningful connections between them and the Museum, broadening the base of support.

Goal 1 Education and Programming

Create Programming to Attract More Visitors to Explore Marblehead's Unique History

Objective 1

Lee Mansion (open seasonally) 250th anniversary: Celebrate 2018 with lectures and events that reveal the stories about the Mansion's visiting presidents, patriots, craftsmen, servants, and inhabitants; varied programming will bolster membership and donations.

- ✓ Enrich visitors' cultural experience through indoor and outdoor programming that will promote interest in return trips to this world-renowned site.
- ✓ Recruit new volunteers and Mansion docents; provide them with fresh tour content.

Objective 2

J.O.J. Frost Gallery and Education Center (open year-round): Connect Frost's work to tours, themes exploring Marblehead's industry, maritime roots, and way of life.

- ✓ The 2016 gallery renovation includes technology for interactive learning to benefit school groups and visitors of all ages, presenting the collection in intuitive, exciting ways.

Objective 3

Lower Gallery at 170 Washington Street: Tie exhibit themes to programming at the Lee Mansion, Civil War & G.A.R. Museum, or J.O.J. Frost Gallery.

- ✓ Survey data reveals an interest in rotating exhibits that move beyond static displays to delve deeper into Marblehead life and make connections to other Museum programming.

Objective 4

Civil War & G.A.R. Museum (open seasonally and during Old Town House events): Offer programming that highlights aspects of Marblehead life during the Civil War.

- ✓ The 2013 renovation of the Civil War Museum brings opportunities for programming to explore how this period of adversity affected Marbleheaders.

Objective 5

Audio/visual technology: Add interactive interest to exhibits at the Museum's three sites, meeting visitor expectations for expanded content delivery.

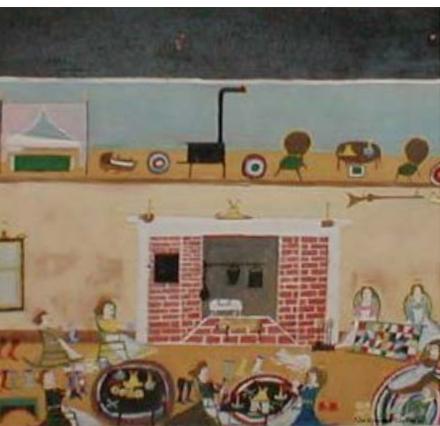
- ✓ Bringing content to mobile devices is critical if the Museum wishes to attract new visitors. Survey respondents expressed interest in mobile applications for walking tours.

Objective 6

Raise funds and pursue grants: reach Objectives 1 through 5.



Top detail: Civil War drum on display in the Civil War Museum at the Old Town House. Above top to bottom: 3rd-graders draw childhood memories in the Frost Gallery; children design their own board games in an After School program in the Frost Gallery; Civil War stories come alive for 3rd-graders at the G.A.R.; 8th-grade teams stack firewood at the Lee Mansion during their 'Headers in History' day



Top: In September 2015, architectural preservation specialist David Webb completed conservation of the Lee Mansion's large arched window. Above: Detail of "Interior of a Fisherman's Home in the Old Days," by J.O.J. Frost, c. 1922

2015 By the Numbers

- 1,500** Visitors to the Lee Mansion (open seasonally)
- 1,000** Visitors to the Frost Gallery (open year-round)
- 350** Visitors to the Civil War & G.A.R. Museum (open on a limited basis)
- 600** School children attending Museum educational programs
- 40** Museum volunteers and docents
- 25** States represented by Museum visitors
- 10** Countries represented by Museum visitors
- 1,470** Marblehead Museum Facebook followers
- 154** Marblehead Museum Twitter followers
- 154** Marblehead Museum Instagram followers

Goal 2 Buildings and Grounds

Revitalize the Museum's Three Sites: the Lee Mansion, 170 Washington Street, and the Civil War & G.A.R. Museum at the Old Town House

Objective 1

Lee Mansion site and structure: Undertake a comprehensive assessment and create a phased capital plan to address the needs.

✓ The Museum will apply for grants to help facilitate this assessment. Projects will need to be addressed before, during, and after the 250th anniversary commemorative events.

Objective 2

170 Washington Street: Develop a phased plan to address the building's accessibility needs.

✓ The renovation of the J.O.J. Frost Gallery and Education Center creates an important community center; the Museum is committed to working toward the goal of access for all.

Objective 3

Build budget for maintenance work at all three sites: Facilitate resource allocation.

Objective 4

The Museum's collections: Consider options in order to alleviate on-site space constraints and facilitate a phased approach to inventorying each site's collection.

✓ The Museum's Collections Policy reaffirms its best practices for the collection; continue discussions with the Town's Marblehead Historical Commission regarding shared storage space.

Objective 5

G.A.R. Post No.82: Improve lighting and air circulation.

✓ While the Old Town House is operated by the Town of Marblehead, the Museum is responsible for the Civil War & G.A.R. Museum. To improve the visitor experience: improve air circulation during the summer season and add better lighting for after-sunset events.

Objective 6

Raise funds and pursue grants: Reach Objectives 1 through 5.

Goal 3 Organization, Marketing, and Finance

Foster Stronger Connections to the Museum's Three Sites and Cultivate Long-term Financial Support

Objective 1

Jeremiah Lee Mansion: Use the 250th anniversary to create stronger community connections.

✓ Data indicates that not all Lee Mansion visitors are aware that the Mansion is one of three sites under Museum stewardship. By making the Mansion an integral part of the overall Museum experience, the Museum hopes to generate greater visitor attendance and financial support.

Objective 2

Build the Museum "brand" to broaden the membership base and donor base.

✓ Community feedback reveals a preference for activities including performances in the Lee Mansion gardens and the Bags tournament. The Museum will focus on offering a variety of events to appeal to families, culturally active adults, and audiences of all ages.

Objective 3

Expand marketing outreach: Add dynamic signage and explore marketing opportunities to promote the Museum's three sites through a variety of media sources.

✓ The Museum will increase awareness through social media, radio, video, and print outlets.



Marblehead's Maritime Culture

In recognition of the town's nautical heritage, Marblehead Museum has begun its own annual tradition of honoring historical and current Marblehead mariners. Local maritime

expertise includes fishermen, sailors, soldiers, sailmakers, boat builders, navigators, naval architects, naval engineers, naval aviators, artists, and educators. The 2015 inaugural Marblehead Mariners were Captain James Mugford and Rich Wilson. Mugford was a Captain in the Continental Navy who died in service to the Revolutionary cause in 1776. Wilson is a renowned Vendée Globe sailor and the founder of [SitesAlive!](#), an education foundation focused on connecting students to the ocean habitat. This spring, the Museum honors General John Glover, whose Revolutionary regiment (below) lives on through a dedicated group of reenactors. This fall, the Museum will honor one of

Marblehead's most accomplished active yachtsmen. Please visit the Museum's [website](#) for more information about these distinguished Marblehead mariners, both past and present.



©Wednesdays In Marblehead

In Conclusion

The Museum's Board, Strategic Planning Committee, and staff are excited about Marblehead Museum's potential. The Board thanks everyone who filled out the survey as well as those who met with Board members to answer follow-up questions. This feedback provides valuable insights and helpful suggestions to guide the Museum as it moves forward. The online survey results are included in Appendix A of this report and will be posted online along with this Strategic Planning document under the [About Us](#) tab on the Museum's website.

The Lee Mansion's 250th anniversary will provide the opportunity to pull back the cloak of time and celebrate the patriots, presidents, families, servants, merchants, mariners, and craftsmen who breathed life into this renowned building for two and a half centuries. The Museum is committed to enriching the visitor experience by collaborating with community partners to leverage synergies and providing creative programming at all three of its unique sites. Please join with us to celebrate Marblehead and keep the Marblehead Museum a vibrant resource and education center for all.

Below: Bags tournament in the Mansion garden



Marblehead Museum Is Proud to Partner with These Museums and Community Organizations

- Friends of the Marblehead Public Schools
- Glover's Marblehead Regiment
- Historic New England
- Marblehead Arts Association
- Marblehead Chamber of Commerce
- Marblehead Family Fund
- Marblehead Female Humane Society
- Marblehead Festival of Arts
- Marblehead Garden Club
- Marblehead Historical Commission
- Marblehead Little Theatre
- Marblehead Parenting
- Marblehead's Private and Public Schools
- Old Marblehead Improvement Association
- Peabody Essex Museum (PEM)
- USS Constitution Museum

Marblehead Museum Board

- Jack Attridge, President
- Amy Drinker, 1st Vice President
- Patty Pederson, 2nd Vice President
- Kim Downing, Secretary
- Patricia Lausier, Treasurer
- Marcia Hunkins, Acting Registrar
- Diane Barbour Libby Moore
- Joe Homan Gene Record
- Melinda Huff Maeve Rice
- Chris Kennedy Tom Saltsman
- Karyn Lang Beverly Simpson
- Mike Meehan

Strategic Planning Committee

- Amy Drinker, Libby Moore, Maeve Rice

Marblehead Museum Staff

- Pam Peterson, Executive Director
- Cheri Grishin, Assistant Director
- Lauren McCormack, Curator of Collections
- Sandy Greenlaw, Membership & Development Coordinator
- Jackie Hibbard, Business & Finance Coordinator

MARBLEHEADMUSEUM.ORG

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Marblehead Museum is a volunteer-based private nonprofit organization supported by membership and donations. Membership is open to all. It is registered as a 501(c)(3) with the Commonwealth of Massachusetts and the United States federal government. This Strategic Planning 2016–2018 document was approved by the Museum's Board on March 29, 2016.