

LOUISIANA STATE PENITENTIARY MUSEUM FOUNDATION

Strategic Plan 2021-2024

Approved by majority vote of the Board of Directors on May 22, 2020

Our Vision	The Louisiana State Penitentiary Museum Foundation governs and supports The Angola Museum. The Foundation’s vision is for The Angola Museum to become widely recognized among museum enthusiasts and the public in general as an accessible and informative archive of documents, records, and artifacts on the history of corrections in Louisiana.
Our Mission	The mission of the Louisiana State Penitentiary Museum Foundation is to support The Angola Museum in its promotion of historical, educational, and cultural activities and experiences that are designed to document and preserve the history and development of corrections and justice in Louisiana and the historical and cultural legacy of the site of the Louisiana State Penitentiary at Angola. We provide engaging learning experiences of these core Museum focus areas through meaningful and interactive exhibits and programming for our visitors and serve as a research center for scholars, journalists, museum enthusiasts, students, and others who are interested in learning about Louisiana Corrections and the State’s Criminal Justice System. The Angola Museum, in partnership with the Louisiana Department of Corrections, fosters public awareness of prison life and the important role that the Department of Corrections plays in the maintenance of a safe civil society in Louisiana.
Our Values	Integrity Openness and Inclusiveness Excellence Learning Innovation
Focus Areas	Sustainability Accreditation (Currently on Hold) Board of Directors Education Staff Volunteers Marketing and Awareness Accession and Deaccession Facility Management and Planning
Our Goals	<ol style="list-style-type: none"> 1. Sustainability, Development, and Funding 2. Accreditation 3. Recruitment and Retention of an Inclusive and Trained Board 4. Increase Educational Opportunities 5. Plan for Appropriate Staff Development 6. Enhance Volunteer Opportunities 7. Marketing and Awareness 8. Policies and Procedures 9. Facility Upgrade 10. Accession/Deaccession

The Strategic Planning Process

The LSP Museum Foundation’s strategic planning process began in April 2019. The Strategic Planning Committee and Board of Directors developed this strategic plan to help guide the Museum’s future development and enhance its operations.

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Our Values

Integrity:

The LSP Museum Foundation Board and Museum Staff value honesty and ethical practices and behavior. We are accountable for our decisions and actions.

Openness and Inclusiveness:

We are committed to transparency in our operations; we are open to ideas, information and knowledge; and we communicate truthfully with the public and our stakeholders regarding our efforts and activities. We are generous with access to our programs and resources. We encourage a diversity of people from different racial and ethnic backgrounds and cultures to visit our museum.

Excellence:

We value quality in everything we do and how we do it. It is our responsibility to preserve the cultural heritage, discoveries, and stories for future generations. This requires adherence to the highest ethical standards and practices that preserve our history and maintain the public's trust in our activities and operations.

Learning:

We are committed to investing in the education of our board members and museum staff, and in the community.

Innovation:

We envision what might be and encourage creativity in the pursuit of our mission.

Our Goals

Goal 1: Sustainability, Development, and Funding

Objectives:

Increase funding to sustain an efficient level of operations and improve future growth and quality of programs.

Strategies:

- Improve oversight of finances and increase funding.
- Provide board and committee members with educational opportunities.
- Demonstrate accountability and transparency.
- Develop financial sustainability plan.
- Develop diverse revenue streams.
- Increase funding by 5% each year.
- Create fundraising plan.
- Develop sponsorships for funding the Hall of Fame.
- Apply for at least 3 grants per year.
- Enhance the website to include interactive experience.
- Solicit donations on the Museum's website.

Goal 2: Accreditation CURRENTLY ON HOLD.

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Goal 3: Recruitment and Retention of an Inclusive and Trained Board

Objectives:

Recruit members for an inclusive and contributory board.

Strategies:

- Review board charters in relation to strategic plan.
- Review committee action plans annually.
- Develop and update strategic plan for effective and sustained operation of the museum on an ongoing basis.
- Identify substantive board needs to select appropriate new board members.
- Identify and provide educational opportunities for board members.

Goal 4: Increase Educational Opportunities

Objectives:

Enhance visitors' on-site and online educational experiences.

- Enhance the on-site and online experience of museum guests in an engaging and interactive manner.
- Create educational programming, displays, and exhibits for the Museum.
- Create educational resources for local communities.

Strategies:

- Create the story we want to tell in the Museum.
- Improve the guided tour experience for visitors to the Museum.
- Develop a self-guided tour experience for visitors to the Museum.
- Develop an educational experience for visitors at the Museum, including pre-tour and post-tour curricula for school tours.
- Provide additional on-site and online educational opportunities for visitors.
- Develop participatory, multidimensional visitor experience.
- Develop a distance-learning educational program.
- Enhance website to include access to digital tours, selected archival pieces, and online programs.
- Host a biannual educational symposium.
- Continue the development of oral histories and include a selection of oral histories in exhibits during calendar year 2020, adding and refreshing each year thereafter.
- Develop a plan for changing or rotating exhibits, working with the Marketing & Museum Awareness Committee to announce exhibit openings by June 2021.
- Create a research center for academics, genealogists, and the general public.
- Complete cataloging of collection.

Goal 5: Plan for Appropriate Staff Development

Objectives:

Develop and retain a skilled, inclusive staff.

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Strategies:

- Review current staffing needs on an annual basis.
- Provide relevant educational opportunities for staff at least once per year.
- Conduct regular staff meetings on a monthly basis.

Goal 6: Enhance Volunteer Opportunities

Objectives:

Attract and recruit dedicated trained volunteers for meaningful involvement.

Strategies:

- Provide an inclusive, skilled volunteer program.
- Develop a volunteer program.
- Develop a partnership program for schools and universities.
- Solicit volunteers.
- Provide recognition for volunteers.
- Recruit at least three volunteers each year (one each for gift shop, program development, and research operations).
- Develop *Friends of the Museum* organization and a docent program. Develop an internship program for FY 2021.

Goal 7: Marketing and Awareness

Objectives:

- *Increase awareness and enhance the image of the museum.*
- *Promote the Museum and Foundation among our target audiences, the community, and the general public.*
- *Develop and enhance the Museum's brand identity and communications.*
- *Enhance the Museum's digital presence.*

Strategies:

- Develop a written plan of action and corresponding budget to promote awareness of the mission of the Museum.
- Continue to enhance the Hall of Fame Program, ensuring that Hall of Fame inductees represent the diversity of the criminal and social justice fields.
- Develop a printed brochure, quarterly newsletter, and an annual report, all of which should be available on the museum's website.
- Collaborate with regional organizations, host at least one regional meeting per year.
- Conduct outreach activities by having Museum director and board members speak at community organizations' meetings.
- Engage local community in Museum activities.
- Improve functionality of the Museum's website and develop a plan for regular updates to the website.
- Investigate opportunities and develop a written plan for outreach so that the Foundation can engage in community conversations with key constituent groups.
- Increase public engagement through the development of a satisfaction survey in 2020.

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- Identify knowledgeable persons to speak on Museum programs to business and community organizations.
- Create an audience development plan, including identification of visitors' profiles and target audiences.
- Develop an ongoing social media campaign.

Goal 8: Policies and Procedures

Objectives:

Review all policies and procedures every three years.

Strategies:

- The Museum staff liaison for each standing committee will regularly coordinate the policies and procedures review for that committee according to an established schedule, but at least once every 3 years.

Goal 9: Facility Upgrade

Objectives:

Allocate space to meet the needs of the museum's collection, visitors, and staff and provide a secure environment for everyone. Periodically review the space allocation to determine if a facility upgrade is needed.

Strategies:

- Develop a written plan for existing exhibit space that provides a schedule for rotation of exhibits and storage of exhibits.
- Develop a written plan for routine maintenance and facility upgrade.
- Determine the fiscal year cost for the implementation of the written plan for routine maintenance and facility upgrade.

Goal 10: Accession/Deaccession

Objectives:

Develop guidelines for accessioning and deaccessioning artifacts based on professional standards established by the American Alliance of Museums.

- Review and approve/disapprove items for addition to or removal from the Museum's collection.

Strategies:

- Research and update the collection's management policy, which facilitates decision making about potential acquisitions and/or removal of items from the Museum's collection. The policy will reflect legal and ethical issues and best practices.
- Coordinate accession/deaccession policies and procedures to be consistent with current MOUs between the Museum and DOC.
- Ensure that artifacts are properly maintained in accordance with established professional standards.

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- Develop the procedure for cataloging the visual documentation of the Museum's collection, including identifying the Museum staff responsible for implementing the cataloging procedure.
- Complete an annual collection inventory.
- Develop a plan to ensure ongoing care of the collection.
- Create online accessibility to the collection.
- Ensure donations are accurately documented and inventoried.