



CHILDREN'S MUSEUM

of NEW HAMPSHIRE

STRATEGIC PLAN
2023-2025

A child's hand is reaching into a dark pond filled with water and several bright green lily pads. The child is wearing a white t-shirt with a smiley face and shorts. The pond is surrounded by a purple border. The text 'CONTENTS' is overlaid on the lower left portion of the image.

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AN OPEN LETTER TO OUR COMMUNITIES

The past three years have brought many challenges to our community of partners, children, families and institutions like children's museums that focus on using play and interactive learning environments to ignite children's social, emotional and cognitive development. Museums have the power to unite and strengthen community and family bonds. To bring joy, relieve stress, and be safe, welcoming and accessible to all.

While the pandemic affected the same negative impacts to the Museum that other businesses and non-profits faced, it also challenged us to focus on new ways of achieving our mission and vision and imagine how we would rebuild our organization to meet the needs of our communities.

What emerged has guided our Strategic Plan for the next three years. Through constituent surveys, evaluations and conversations we identified the need to bring our play-based learning expertise to support early childhood educators and help with the childcare crisis, to strengthen social opportunities for families and communities following years of isolation and to ensure we continue to invest in creating innovative and engaging experiences that nurture children's growth.

The Children's Museum of New Hampshire is proud to be a trusted leader in the field of child development and play-based learning. We embrace the opportunity to pursue new relationships and collaborations, strengthen our business practices and create new experiences that best serve all children and families in the years to come.

Jane Bard, *President*

Paul Silvio, *Board Chair*



OUR COLLABORATORS

Thank you to the many people who committed their talent, time and insights to developing the Children's Museum of New Hampshire's Strategic Plan: our Board of Directors, CMNH staff team, area educators, civic leaders and sustaining donors throughout the region. We especially appreciate the thoughtful input of many Museum members, caregivers and educators who participated in conversations, surveys and feedback mechanisms.

CMNH Staff Team

Jane Bard, *President*

Megan Beach, *Museum Experience Manager*

Meredith Brustlin, *Content Specialist*

Neva Cole, *Communications Director*

Monique Deforge, *Director of Development and Community Engagement*

Emily deJong, *Visitor Services Associate & Shop Manager*

Noelle Duffy, *Visitor Services Associate & Experience Guide*

Eric Erwin, *Director of Exhibits and Facilities*

Eryn Frost, *Experience Guide*

Xanthi Gray, *Education Director*

Colie McClain, *STEAM & School-Aged Programs Coordinator*

Leila McRae, *Membership Manager*

Dylan Nichols, *Custodian*

Bill Oparowski, *Maintenance*

Sarah Strangas, *Director of Finance and Human Resources*

Emily Zaleski, *Experience Guide Educator*



CMNH Board of Directors

Paul Silvio, *Board Chair*

Mary Barnea, *Vice Chair*

Jared Koelker, *Secretary*

Justin Gagnon, *Treasurer*

Brian Garrett

Katherine Gemmecke

Mike Pagan

Kelsey Peterson

Erica Place

Derek Romano

Nathania Sitiwatjana

Joe Shoemaker

Kelly True

Spike Trueworthy

CMNH Long Range Planning Committee

Spike Trueworthy, *Chair*

Jane Bard, *President*

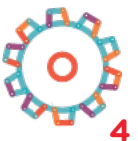
Monique Deforge, *Director of Development and Community Engagement*

Brian Garrett, *Board Member*

Katherine Gemmecke, *Board Member*

Leila McRae, *Membership Manager*

Derek Romano, *Board Member*



MISSION, VISION AND CORE VALUES

VISION

To inspire all to become the next generation of innovators and creative thinkers

MISSION

Actively engage families in hands-on discovery

CORE VALUES

Always Learning – We value lifelong learning as an organization, as professionals and for the communities we serve.

Collaborative and Connected – We value partnership relationships that strengthen our practice, leverage our collective power and advance our mission.

Inclusive – We celebrate diversity and strive to be relevant and accessible to all who can benefit from our services.

Joyful – We value playfulness, creativity, innovation, risk taking, courage and entrepreneurship and promote the value of joyful learning as a key component of our work.

Eco-conscious – We strive to use products, services and business practices that have the least impact on the Earth and environment.



CMNH STRATEGIC DIRECTION



- ★ Opportunities for in-person discovery and play
- ★ Support for children's social and emotional growth and wellness
- ★ Welcoming and safe place for connecting with community
- ★ Quality STE(A)M programming
- ★ Affordable and accessible programs and services
- ★ Play-based learning resources for childcare providers, educators, libraries, parents
- ★ Resources for in-home and kinship childcare providers
- ★ Virtual learning content that can be accessed anytime, anywhere

- ★ Childcare crisis with lack of availability for ages 0 - 5 statewide
- ★ Families struggling with isolation following COVID pandemic
- ★ Museum recognized as valuable asset to NH and early childhood field
- ★ Schools face staffing and transportation challenges
- ★ Uncertainty around inflation affecting discretionary spending and charitable giving
- ★ Opportunities to amplify impact with partnerships through business, government and university collaborations
- ★ Influx of families moving to NH during the pandemic
- ★ Increasing costs for materials, utilities and services
- ★ Competition for talent



- ★ Agile and responsive to community needs
- ★ Passionate, experienced staff
- ★ Identified as the state's premier resource for play-based learning
- ★ Strengthening family bonds and connecting families to each other
- ★ Creating and distributing high-quality educational content
- ★ Expanding programs and partnerships to increase impact
- ★ Reaching new audiences and breaking down barriers to Museum access
- ★ Being responsible stewards of our finances and investments in the Museum



STRATEGIC PLAN OVERVIEW

The Children's Museum of New Hampshire is the state's premier resource for joyful play-based learning experiences that nurture children's growth and strengthen family connections.



GROW INNOVATIVE & ENGAGING EXPERIENCES

Deliver quality exhibits

Be a statewide leader in the field of child development & informal learning

Develop & promote activities that deepen visitor connection to CMNH



STRENGTHEN BUSINESS PRACTICES THAT SUPPORT CREATIVITY & LONG-TERM SUCCESS

Invest resources in activities that further our goals

Ensure business continuity

Expand marketing and public relations initiatives



FOSTER COMMUNITY CONNECTIONS & CHAMPION INCLUSION

Leverage existing relationships and develop new partnerships

Connect with new audiences

Be welcoming and accessible to all



GOALS

TACTICS



Grow Innovative and Engaging Experiences

Deliver quality exhibits

2023 2024 2025

Conduct exhibit improvements to refresh the Museum experience

Fund enhancements to one exhibit each year

- ★ Explore technology enhancements
- ★ Cohecosystem Industry
- ★ One World, World Culture exhibits

Expand the Museum’s footprint to offer an expanded exhibits space supporting the needs of children & families

- ★ Research, facility design, identify financial support, and play-testing
- ★ Finalize facility and exhibit design, solicit fundraising support
- ★ Exhibit and facility construction

Invest in small-scale movable exhibits to allow flexibility & frequent change

- ★ Create a train exhibit available for older children
- ★ Continue to host three Gallery 6 exhibits each year choosing themes that are playful, creative and align with community needs & diverse perspectives
- ★ Identify and purchase/build two additional movable exhibits

Be a statewide leader in the field of child development & informal learning

Create & facilitate programs & resources to assist with the child care crisis in NH

- ★ Design professional development for childcare & informal care providers
- ★ Present a workshop series for childcare providers
- ★ Develop & distribute play-based learning kits to childcare providers

Develop & facilitate programs for out-of-school audiences

- ★ Host informal play groups for various audiences - first-time parents, grandparent caregivers, at-home providers
- ★ Create & distribute resources to coach adults in facilitating play-based learning
- ★ Develop & pilot play-based math and science classes



GOALS CONTINUED

TACTICS

 New tactic
 Ongoing

Grow Innovative and Engaging Experiences

Be a statewide leader in the field of child development & informal learning

2023

2024

2025

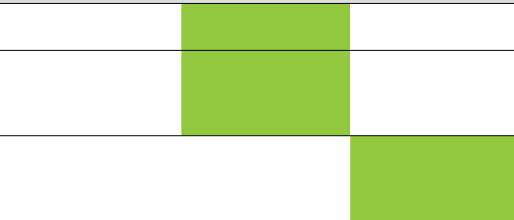
Be a resource for sharing play-based learning with partners that serve children

- ★ Partner with UNH, Association of Children’s Museums to expand training to museums, libraries & teachers
- ★ Research, develop & distribute play-based learning resources to 80+ libraries, family resource centers, and childcare centers
- ★ Host two annual play-based learning open house events for formal and informal educators, including librarians



Evaluate existing school programs and research current needs

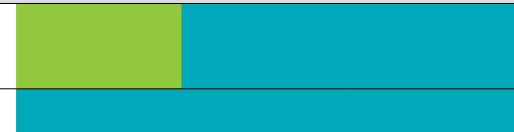
- ★ Survey teachers to evaluate programs and gauge needs
- ★ Research impactful school programs at museums & map to identified needs
- ★ Implement changes to school programs based on evaluation and research



Develop & promote activities that deepen visitor connection to CMNH

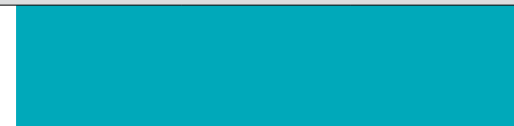
Add & promote engaging daily drop-in activities based on visitor feedback

- ★ Survey visitors for activity feedback and plan activities accordingly
- ★ Continue to gather visitor responses to activities

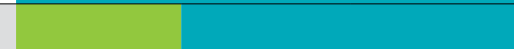


Identify and host one signature event for each month of the year

- ★ Present 10 live performances/professional artist workshops each year that highlight or celebrate diversity or cultures around us



Host 12 member-only events each year



GOALS CONTINUED

TACTICS



Strengthen Business Practices That Support Creativity and Long-Term Success		2023	2024	2025
<i>Invest resources in activities that further our goals</i>				
Hone fundraising events to maximize impact & minimize staff resources				
★ Host 40th Anniversary events that forge & strengthen relationships		Green		
★ Dedicate development resources to solidifying impactful fundraising efforts		Green	Blue	
★ Strategically participate in two virtual fundraisers		Green	Blue	
Expand corporate support by targeting new/expanded regional businesses				
★ Host an annual business open house/supporters appreciation event		Green	Blue	
★ Survey corporate supporters to determine most meaningful benefits & update sponsorship tiers			Green	
★ Target outreach to 6 new businesses each year		Green	Blue	Blue
★ Highlight six corporate sponsors annually via website & social media			Green	Blue
Reactivate our volunteer program				
★ Create a streamlined process for recruiting, training and managing volunteers		Green		
★ Identify volunteer needs that support our goals and volunteers interests & skills		Green		
★ Create and implement volunteer recruitment strategies			Green	Blue
<i>Ensure business continuity</i>				
Invest in staff professional development and cross-training				
★ Conduct an assessment of staff training needs		Green		
★ Invest in one professional development opportunity for each staff annually		Green	Blue	
★ Develop and facilitate a plan to cross-train staff using existing & new standard operating procedures			Green	Blue
Engage in succession planning and leadership development				
★ Identify and prepare for potential leadership changes in the next 3-6 years			Green	Blue
★ Provide leadership opportunities and training to staff			Green	Blue



GOALS CONTINUED

TACTICS

■ New tactic
■ Ongoing

Strengthen Business Practices That Support Creativity and Long-Term Success

Ensure business continuity

2023 2024 2025

Identify needs and invest in board development and recruitment

- ★ Conduct an annual board self-assessment survey
- ★ Offer one board training each year based on self-assessment results
- ★ Recruit new trustees based on needed skill sets and Diversity, Equity, Access & Inclusion

Update Standard Operating Procedures

- ★ Review existing standard operating procedures by department & create a plan for updating
- ★ Identify new standard operating procedures needed and create

Expand marketing & public relations initiatives

Invest marketing resources to promote and expand access to our new play-based learning resources

- ★ Develop updating mailing lists for schools, caregivers & partner organizations
- ★ Create marketing materials for school programs & distribute in 40 mile radius
- ★ Restart paid long-term social media marketing
- ★ Invest in event-related marketing focusing on radio and internet
- ★ Contract to have events auto-posted on listing websites

Modify social media strategy to engage audiences, create community and receive feedback

- ★ Use social media to inform, entertain & invite feedback and participation
- ★ Pilot using Facebook Live and Q&A to engage families & create community
- ★ Expand use of YouTube and TikTok to reach new audiences & receive feedback

Expand use of database & visitor contacts to share info and gather feedback

- ★ Increase use of post-visit emails to share resources, promote membership and collect feedback
- ★ Evaluate success of post-visit emails and modify strategy as needed
- ★ Use visitor data to acknowledge children's birthdays and offer special deals



GOALS CONTINUED

TACTICS



Strengthen Business Practices That Support Creativity and Long-Term Success

Expand marketing & public relations initiatives

2023 2024 2025

Redesign website to improve ease of use, engagement & sponsor visibility

- ★ Complete website upgrade to Craft 4 CMS software
- ★ Add new design features that improve accessibility and ease
- ★ Create a standard operating procedure for highlight sponsors on the website homepage and do so

Elevate the Museum’s profile in the region, state and beyond

- ★ Nominate the Museum/staff for awards and recognition
- ★ Seek new opportunities for local television exposure
- ★ Pitch play-based learning articles to local and national press

Develop and execute a membership communication plan that invites conversation, keeps them informed and strengthens their ties to the Museum

Foster Community Connections and Champion Inclusion

Leverage existing relationships and develop new partnerships

Engage with the community for Dover’s 400th & Museum’s 40th birthday

- ★ Engage community through shared memories campaign
- ★ Host 2 free community anniversary celebrations

Reestablish ties with schools, social service agencies & community partners

- ★ Reach out to identify current contacts and gauge current needs
- ★ Identify and conduct outreach to 15 new potential partners serving children
- ★ Update database to reflect current contacts and share resources with them

GOALS CONTINUED

TACTICS



Foster Community Connections and Champion Inclusion

Leverage existing relationships and develop new partnerships

2023 2024 2025

Convert Museum Members to stewards and donors

- ★ Tailor member communications to include info about specific programs
- ★ Invite members to share the Museum with family and friends
- ★ Create targeted appeal requests to Members

Connect with new audiences

Develop marketing plans and initiatives to reach new underserved families

- ★ Market the Museum to kinship caregivers and Family Resource Centers
- ★ Create marketing initiatives targeting new residents
- ★ Create targeted marketing for first-time parents

Expand and deepen connections with adult audiences and community members

- ★ Host 3-5 adult only events each year
- ★ Collaborate with local artists & studios for Gallery 6 exhibitions
- ★ Connect with developers & city officials to ensure Museum is included in decision to attract new audiences to Dover

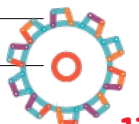
Be welcoming and accessible to all

Foster an environment that breaks down barriers to visitor participation

- ★ Increase marketing to promote access programs to under-served audiences
- ★ Pilot offering monthly extended operating hours for working families
- ★ Introduce scholarship membership programs for families identified by partner organizations as benefiting from frequent Museum access
- ★ Give staff the tools and training to provide excellent customer service

Champion a work culture that supports employee needs and well-being

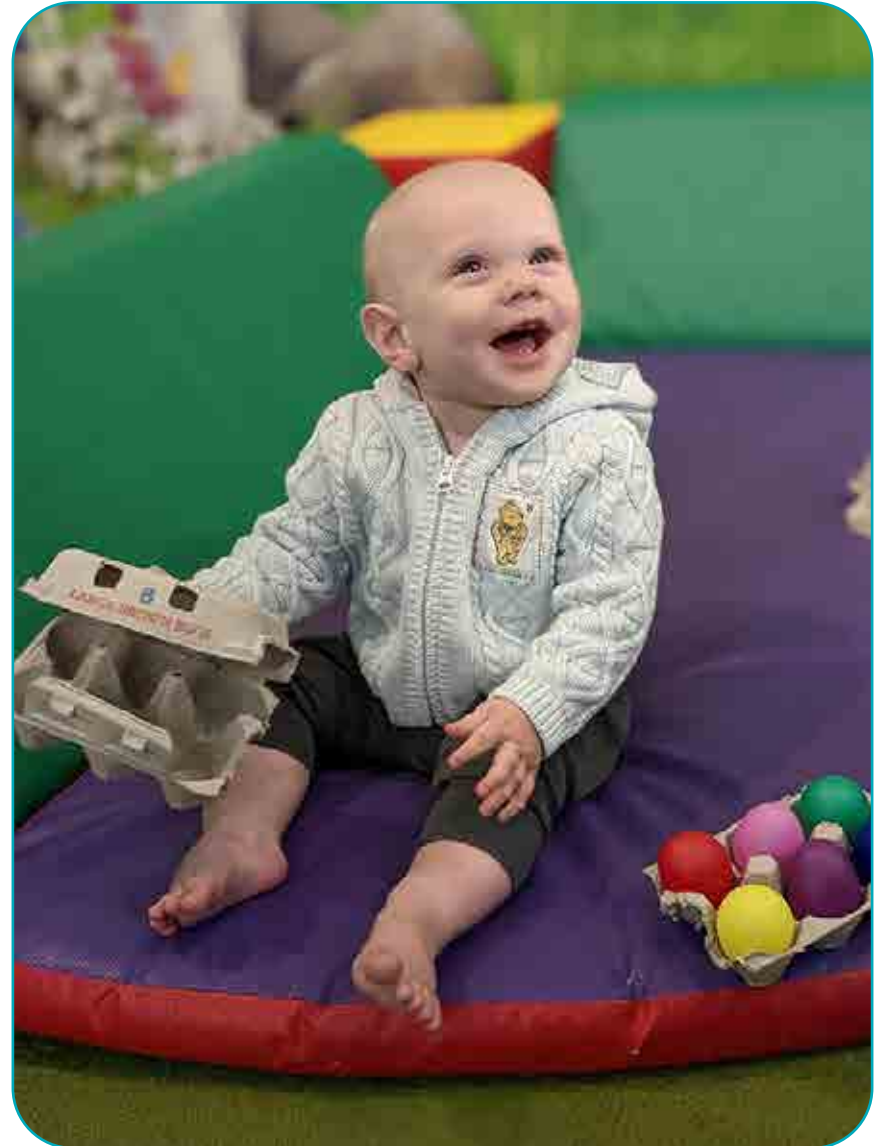
- ★ Offer Diversity, Equity, Access & Inclusion staff training
- ★ Review human resource policies and research, draft and implement policies and procedures to better support employees
- ★ Develop HR practices to support new hires



KEY MEASURES OF OUR SUCCESS

Grow Innovative and Engaging Experiences

- ★ Exhibit enhancements and new rotating exhibits result in increased visitor satisfaction and prolonged engagement
- ★ Museum expansion receives financial and program support from key partners
- ★ Data collected from early childcare providers indicates the Museum is having a positive impact on the childcare crisis
- ★ Seen as a leader in early childhood education based on participation in our professional development workshops
- ★ New audiences (first-time parents, grandparents, informal caregivers) are participating in playgroups and classes
- ★ Relationships with libraries, family resource centers and licensed childcare centers lead to increased Museum attendance and program participation
- ★ Increased member satisfaction from daily drop-in activities, members-only events, exhibit investments and special events
- ★ School field trip bookings increase each year of this plan
- ★ Our online educational content receives an increasing number of views each year



KEY MEASURES OF OUR SUCCESS

Strengthen Business Practices that Support Creativity and Long-Term Success

- ★ Fundraising model produces income growth year-over-year without straining staff resources
- ★ Corporate stewardship plan results in 6 new business sponsors to the Museum each year
- ★ The number of volunteers and hours they contribute grow each year; their roles align with strategic initiatives
- ★ All Museum staff engage in at least one professional development opportunity each year and are cross-trained to assist in another department
- ★ Board members participate in annual self-assessment and training
- ★ Investments in marketing result in expanded utilization of our play-based learning resources
- ★ The number of social media followers grows, along with an increase in engaged comments and feedback
- ★ Museum website users report improvements in ease of use
- ★ Increased press coverage elevates the Museum's profile statewide
- ★ Communication with visitors and members invites feedback and strengthens ties to the Museum



KEY MEASURES OF OUR SUCCESS

Foster Community Connections and Champion Inclusion

- ★ Museum's 40th anniversary leads to renewed relationships with city officials, local audiences and organizations
- ★ Museum conducts outreach to 15 potential community partners in 2023 and 2024
- ★ Increase in the number of members who donate to the Museum each year
- ★ Number of visitors redeeming EBT/WIC discount increases year-over-year
- ★ Number of families participating in Exploring Our Way autism program increases year-over-year
- ★ Number of first-time visitors (including kinship caregivers, new residents, first-time parents) increases year-over-year
- ★ Families in need benefit from a scholarship membership program and visit the Museum multiple times/year
- ★ Museum hosts 6 artists/performers each year that represent diverse cultures
- ★ Staff participate in one Diversity, Equity, Access & Inclusion training each year



CMNH LONG TERM FINANCIAL FORECAST

OPERATING INCOME	PROJECTED 2022	Budget 2023	Budget 2024	Budget 2025
Admissions (gate)	380,600	433,000	446,000	499,500
Admissions (group)	6,400	13,100	14,000	15,000
Memberships (family)	156,300	164,500	171,100	177,900
Memberships (library)	17,000	17,600	18,200	18,800
Shop Sales & Vending	37,300	38,000	39,100	40,300
Birthday Parties	21,200	22,200	22,600	23,100
Programs	16,800	18,300	24,200	25,400
Grants & Sponsorships	225,500	231,600	381,600	382,600
Donations & Interest	72,500	78,900	82,800	86,900
Fundraising Events	177,300	180,800	184,400	188,100
Total Operating Income	1,110,900	1,198,000	1,384,000	1,457,600

OPERATING EXPENSES

Salaries & Payroll Taxes	579,500	683,700	698,800	725,100
Insurance	74,000	78,000	79,600	81,200
Operations	181,900	183,200	188,200	185,600
Maintenance	133,000	124,300	274,300	324,300
Shop & Vending	16,800	18,000	18,200	18,400
Programs	14,700	17,700	22,700	18,700
Fundraising Events	30,900	37,100	27,800	38,600
Marketing & Development	27,900	35,000	43,000	43,900
Credit Card Processing	20,400	21,000	21,400	21,800
Total Operating Expense	1,079,100	1,198,000	1,384,000	1,457,600
Net Operating Income	31,800			

