



Building our Future Together

2023 – 2026 Strategic Plan for Raven Hill Discovery Center - DRAFT

MISSION STATEMENT

To connect science, history and the arts in a place that encourages hands on learning and lifelong learning across generations.

INTERNAL VISION – *What does success look like for Raven Hill Discovery Center?*

Current Internal Vision

Raven Hill Discovery Center seeks to create a sustainable, community- focused organization in northern Lower Michigan that continues to bring hands-on learning opportunities that connect science, history and art for all ages.

GOALS – *What must be achieved to work toward achieving internal vision?*

Goal 1: Organizational and operational excellence

Goal 2: Financial sustainability

Goal 3: Recognition as the go-to place that provides unique experiences for exploration and learning

Goal 4: Mission driven and world class events, exhibits, facilities and programming

EXTERNAL VISION – *What will the community look like when the Raven Hill Discovery Center is 100% successful in achieving its internal vision?*

Previous/Current External Vision

A place of opportunities where everyone can learn, create, grow, and play as they make connections that expand their awareness of the world as it was, is and might be.

STRATEGIC ACTION PLAN

Goal 1: Organizational and operational excellence

STRATEGIES	ACTIONS	ACTION POINT PERSON	TIMING
<p>Strategy 1: A staffing structure to maintain and support the operations and growing needs of the organization (needs to be with financial goal)</p>	<p>Strategy 1/Actions:</p> <ul style="list-style-type: none"> a) Learn about all of the administrative duties Executive Director is performing and begin to provide help in that area b) Develop manuals and policies for internal logistics c) Create a communication plan around the transition d) Develop specialized opportunities to talk with different audiences e) Begin to message the transition through existing materials f) New Executive Director in place g) Current Executive Director goes part-time focusing more on program efforts and transitioning new Executive Director h) A succession plan that effectively transitions the Executive Director/Founder to support programming and onboards new Executive Director leadership 	<p>Actions a – h: Board President, Bryon Ries with support of Executive Committee and Executive Director</p>	<p>Actions a – h: Begin January 2024</p>
<p>Strategy 2: Recruit and retain diverse staff</p>	<p>Strategy 2/Actions:</p> <ul style="list-style-type: none"> a) Create job description(s) b) Understand Administrative Needs c) Develop Sustainable Funding staffing model 	<p>Actions a – c: Board President, Bryon Ries with support of Executive Committee and Executive Director</p>	<p>Actions a – c: Begin January 2024</p>
<p>Strategy 3: Increase the board’s effectiveness in governance and leadership</p>	<p>Strategy 3/Actions:</p> <ul style="list-style-type: none"> a) Revisit and revise guiding bylaws and articles of incorporation b) Develop and follow strong policies and procedures for RHDC c) Create a system of Board Committees d) Create a system of term limits and board member rotation e) Create a system of attracting new board members f) Provide professional development and training for board g) Recruit and retain diverse group of board members 	<p>Actions a – g: Board President, Bryon Ries with support of Executive Committee</p>	<p>Actions a – g: Begin October 2023</p>

Goal 2: Financial sustainability

STRATEGIES	ACTIONS	ACTION POINT PERSON	TIMING
Strategy 1: Sound financial planning and management	Strategy 1/Actions: a) Refine tracking and reporting of financials b) Aim to operate without debt c) Three months of operating income in the bank at all times	Actions a – c: Matt Malpass with support of Finance Committee and Executive Director	Action a: Begin October 2023 Actions b – c: Begin 2024
Strategy 2: Establish a business model that supports current and future administration, operations and programs	Strategy 2/Actions: a) Map out our current business model and determine if it is appropriate or if revisions are needed b) Determine financial plan to support business model c) Engage in an annual budget planning process	Action a: Bryon Ries with support of Executive Committee and Executive Director Actions b – c: Matt Malpass with support of Finance Committee and Executive Director	Action a: Begin 2024 Actions b – c: Begin 2024
Strategy 3: Develop a multi-year Fund Development Plan	Strategy 3/Actions: a) Identify annual and future funding administrative, program and facility needs	Action a: Executive Director and Fund Development Committee	Action a: Begin 2024
Strategy 4: Establish an intentional funding model that aligns with strategic initiatives	Strategy 4/Actions: a) Establish FD Committee chair, identify FD Committee members and recruit b) Assess current funding model c) Diversify funding model (foundations, individuals, events, businesses, sponsorship, etc.) d) Prioritize funding needs (staff, programming, etc.) e) Maximize the positive financial impact of existing programs, exhibits, events and services f) Identify donors, members, partners, friends, partnerships and opportunities for collaboration to maximize impact and resources (including financial)	Action a: Board President, Bryon Ries with support of Executive Committee (to serve as the Board) Actions b – f: Executive Director and Fund Development Committee with support of Finance Committee	Action a: Begin October 2023 Actions b – f: Begin 2024

GOAL 3: Recognition as the go-to place that provides unique experiences for exploration and learning

STRATEGIES	ACTIONS	ACTION POINT PERSON	TIMING
<p>Strategy 1: Increase public awareness of RHDC and its mission</p>	<p>Strategy 1/Actions:</p> <ul style="list-style-type: none"> a) Develop an external case statement that articulates a clear and concise message b) Create a yearly marketing and communications plan (including print, social media, etc.) c) Increase external marketing, member outreach and advertising d) Leverage cross promotional opportunities through partnerships 	<p>Actions a – d: Brandon Hill with support of Marketing and Communications Committee and Executive Director</p>	<p>Action a: Begin September 2023</p> <p>Actions b – d: Begin 2024</p>
<p>Strategy 2: RHDC is a community hub for schools, partners, individuals, families and organizations</p>	<p>Strategy 2/Actions:</p> <ul style="list-style-type: none"> a) Conduct a community needs assessment among targeted groups b) Incorporate feedback from assessment into programs and services c) Communicate programs and services to targeted groups 	<p>Actions a – c: Executive Director/Program Director with support of Brandon Hill and Marketing and Communications Committee</p>	<p>Actions a – c: Begin 2025</p>
<p>Strategy 3: Ensure RHDC principles, passion and history are collected and shared</p>	<p>Strategy 2/Actions:</p> <ul style="list-style-type: none"> a) Create a written, audio and/or video history of RHDC b) Translate the founder’s and volunteers’ knowledge into accessible media for sharing with public and for training of new staff 	<p>Actions a – b: Executive Director/Program Director</p>	<p>Actions a – b: Begin 2025</p>

GOAL 4: Mission driven and world class events, exhibits, facilities and programming that meet our mission

STRATEGIES	ACTIONS	ACTION POINT PERSON	TIMING
<p>Strategy 1: Create a shared master plan vision of events, exhibit, facilities and programming</p>	<p>Strategy 2/Actions:</p> <ul style="list-style-type: none"> a) Complete an events, exhibit, facilities and programming audit to determine current health, accessibility and usage b) Create a stewardship plan (plan of care) for Raven Hill Discovery Center 	<p>Actions a – b: Executive Director/Program Director and Board President</p>	<p>Actions a – b: Begin 2026/27</p>