



LAKE
CHAMPLAIN
MARITIME
MUSEUM

Strategic Plan

2022 - 2026

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Introduction

Lake Champlain Maritime Museum opened its first building, a historic stone schoolhouse, in 1985 with the mission to preserve and share the cultural and natural heritage of the Lake Champlain region. Today, the Museum serves a broad community throughout the Champlain Valley and beyond, working to connect all people with Lake Champlain through learning experiences, exhibits and collections at its 3-acre waterfront campus, digital engagement, boat building, underwater archaeology research projects, and more.

Over the next 5 years, the region will be commemorating two milestone anniversaries: the 200th anniversary of the opening of the Champlain and Erie Canal systems from 2023-2025 and the 250th anniversary of the events of 1776 in 2026. The Museum's unique collections and research expertise position us well to take a leading role throughout the region in these commemorations.

Commemorations of major anniversaries often say more about the moment we are currently living in than they do about our past. Lake Champlain Maritime Museum has the unique opportunity to bring people together around these anniversaries and help our audiences understand more about themselves,

each other, and the community we want to build together.

While we have spent the past two years working to remove barriers to access and pursuing new research projects that shine a light on untold stories of women and people of color in the Champlain Valley, we recognize that there is more work to do to create space, challenge bias, and dismantle systems that reinforce inequality. We are committed to using our skills as historians, archaeologists, educators, and communicators to make systemic change in our work and in the museum field. Justice, diversity, equity, and inclusion will be at the foundation of our work over the next five years.

The Museum is at an important moment in its history. As we work to recover from the COVID-19 pandemic, there are new challenges facing our region and our community. There are also new opportunities to connect, to build, and to shape the future of the lake that we all love. Lake Champlain Maritime Museum is charting a course that will ensure the stability, relevancy, and impact of our work for years to come.

VISION

Inspired, empowered, and equitable communities that realize social and environmental justice through their connection to Lake Champlain.

MISSION

Lake Champlain Maritime Museum connects all people to Lake Champlain, inspiring them to learn from the past, build together in the present, and create a sustainable future.

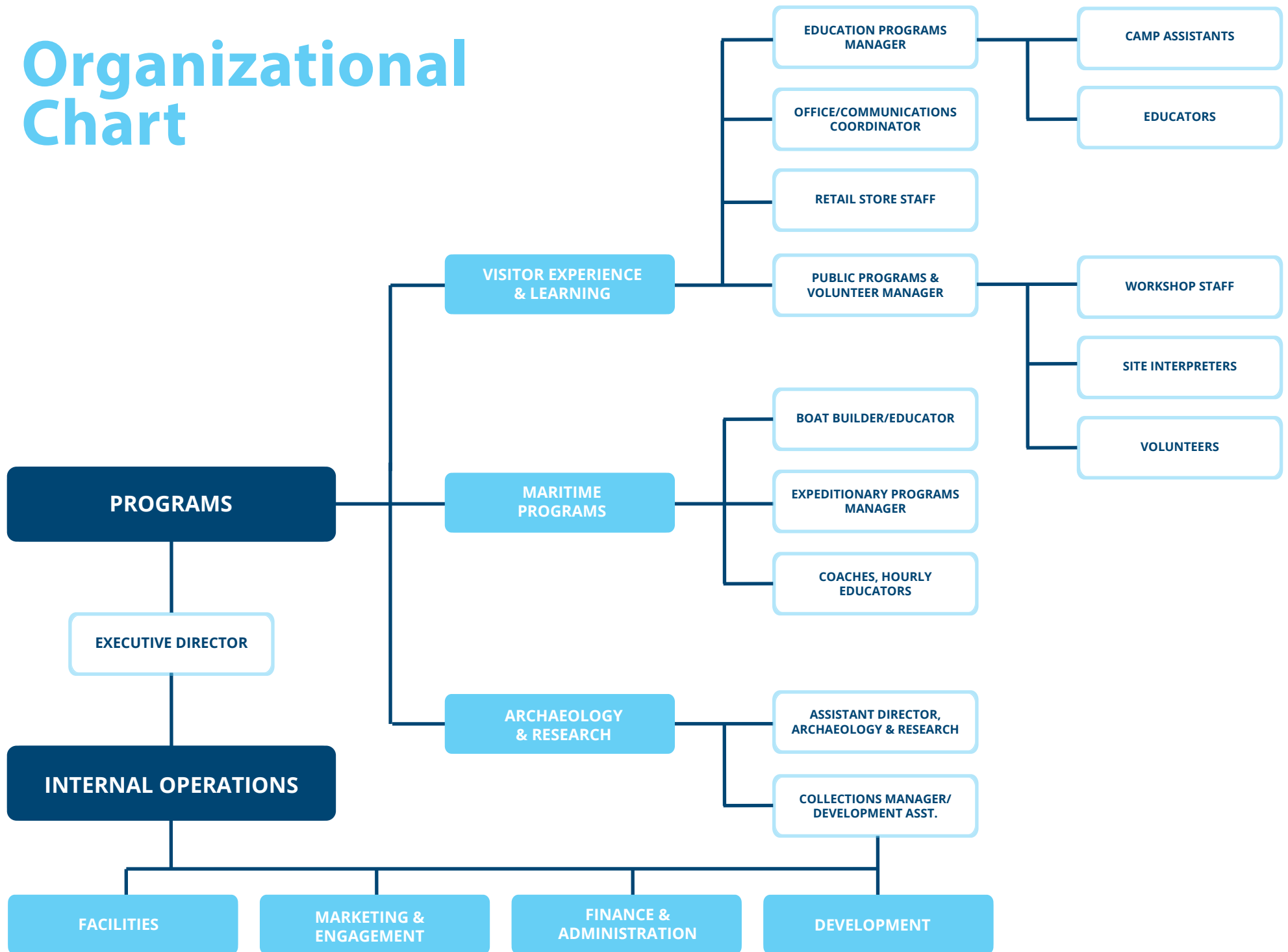
VALUES

We believe in the power of history: We research, document, preserve, and share an inclusive maritime history and archaeology of the Lake Champlain region. Our work is to repair the harm caused by history being told from a singular, dominant perspective.

We believe in the power of connection: We bring people together to learn from the lake and build skills of collaboration, communication, and critical thinking through equitable experiences that connect people to the world around them, to themselves, and to each other.

We believe that all people are history makers: We inspire people to see new possibilities and to build a future that realizes justice for individuals, our communities, and the environment.

Organizational Chart



Strategic Priorities

Over the next 5 years, Lake Champlain Maritime Museum will focus its work on five strategic priorities:

1. VISITOR EXPERIENCE

We will create a meaningful, inclusive, memorable experience for visitors (onsite and online) that is accessible and welcoming for all.

2. EXPERIENTIAL EDUCATION

Learners of all ages will make personal connections to Lake Champlain through experiential education programs and become stewards of the lake and our community.

3. BUILDING SUPPORT

We will approach all communication through the lens of community building: fundraising, marketing, and outreach will help us achieve our mission and share the impact of our work with the public.

4. CULTURE, PEOPLE & SYSTEMS

We will create a culture of learning, growth, equity, and inclusion at the Museum, where all staff, board members, and volunteers feel valued, supported, and cared for as they achieve the mission.

5. RESEARCH

We will use our unique collections and research, aligned with the major Canal and Revolutionary War anniversaries, to be the preeminent authorities on underwater archeology and maritime history in the Champlain Valley.

1. Visitor Experience

Creating a meaningful, inclusive, memorable experience for visitors, both onsite and online, is key to achieving our mission. We want visitors to feel welcome and to see themselves in the content presented through exhibits, digital engagement, and programs. Lake Champlain Maritime Museum will be an accessible and welcoming museum for visitors to connect with Lake Champlain, with their history and environment, and with each other.

The Visitor Experience team will actualize our commitment to justice, equity, diversity, and inclusion in all our work by:

Committing to accessibility in all spaces: physical, digital, programmatic, exhibitions, on water, and more.

Continuing and expanding free admission and pay-what-you-can programs so that payment is never a barrier to experiencing the Museum.

Highlighting the diverse narratives within our local and regional history through exhibits and programs and making it accessible to as many members of our community as possible.

THE WORK

From 2022-2026, Lake Champlain Maritime Museum will focus on building new audiences and expanding visitation onsite and online; improving Museum buildings and grounds for the long-term sustainability of the site and better visitor access; and connecting the digital and onsite visitor experiences.

We will mark the 200th anniversary of the canal system and the 250th anniversary of the Revolutionary War with new major exhibits that share the Museum's ongoing research with the public and highlight our region's diverse history in new ways.

INDICATORS OF SUCCESS

- ☐ *Lois McClure* retired respectfully
- ☐ Canals and Revolutionary War (integrating *Philadelphia II*) exhibits open
- ☐ Facilities/Building upgrades happening proactively, before a crisis
- ☐ Seasonal waterfront staff, museum educator, and facilities assistant hired, pending funding
- ☐ Steadily increasing onsite and online audiences
- ☐ Steadily increasing store sales & maximize point of sale software (TAM) efficiency
- ☐ Regularly providing onsite interpretation and demonstrations, 4-5x a week
- ☐ Accessible programs provided for diverse range of adults & youth

Project/Initiative	Lead Dept.	Supporting Depts.	2022	2023	2024	2025	2026
Clean Water Act at 50	Visitor Experience Marketing	Development	<input type="checkbox"/> Onsite exhibit <input type="checkbox"/> Digital exhibit				
Schooner Lois McClure	Visitor Experience	Facilities Maritime Programs Marketing Archaeology & Research Development	<input type="checkbox"/> Retirement events				
			<input type="checkbox"/> Open to the public <input type="checkbox"/> Archiving				
Canals at 200	Visitor Experience Facilities	Marketing Archaeology & Research Development	<input type="checkbox"/> Exhibit & building planning	<input type="checkbox"/> Building construction, exhibit installation	<input type="checkbox"/> Exhibit opens		
Revolutionary War 250	Visitor Experience Facilities	Marketing Archaeology & Research Development		<input type="checkbox"/> P2 planning, exhibit planning	<input type="checkbox"/> Building construction	<input type="checkbox"/> Exhibit installation	<input type="checkbox"/> Exhibit opens
Facilities Upgrades	Facilities	Archaeology & Research Visitor Experience Development	<input type="checkbox"/> Roost roof <input type="checkbox"/> Schoolhouse chimney <input type="checkbox"/> Owen building exterior siding	<input type="checkbox"/> Schoolhouse insulation <input type="checkbox"/> Hazelett exterior painting, interior upgrades <input type="checkbox"/> Pathways project planning <input type="checkbox"/> Steam to Gas. basic upgrades <input type="checkbox"/> NAC collections storage improvements	<input type="checkbox"/> Schoolhouse insulation <input type="checkbox"/> NAC collections storage improvements <input type="checkbox"/> Pathways project	<input type="checkbox"/> Rev War building improvements	<input type="checkbox"/> Rev War building improvements
Facilities Master Plan	Facilities			<input type="checkbox"/> Complete master plan of Museum campus and buildings			
Classes and Workshops	Visitor Experience	Marketing Development	<input type="checkbox"/> Sailboat building and sailing	<input type="checkbox"/> Blacksmithing and metal arts			
			<input type="checkbox"/> Regularly scheduled demonstrations & interpretation onsite during summer season				
Museum Store	Visitor Experience		<input type="checkbox"/> Streamline group reservations & school program bookings through TAM <input type="checkbox"/> Increase number of BIPOC & Female authors by 5-10 books/year <input type="checkbox"/> Focus on bringing in locally made products supporting VT & New England companies <input type="checkbox"/> Continue to find alternatives to plastic products				
(continued)							

Project/Initiative	Lead Dept.	Supporting Depts.	2022	2023	2024	2025	2026
Digital Engagement	Marketing	Visitor Experience Archaeology & Research		<input type="checkbox"/> <i>Lois McClure</i> retirement/ Champlain Canal anniversary	<input type="checkbox"/> Canals exhibit	<input type="checkbox"/> Erie Canal anniversary	<input type="checkbox"/> Rev War anniversary/exhibit
Annual Site Work	Facilities	Visitor Experience Archaeology & Research	<input type="checkbox"/> Open and close site <input type="checkbox"/> Install and deinstall docks <input type="checkbox"/> Ongoing facilities maintenance <input type="checkbox"/> Collections care in exhibits				
Staff Sustainability	Visitor Experience Facilities	Administration Development		<input type="checkbox"/> New waterfront programs seasonal staff <input type="checkbox"/> New museum educator seasonal staff	<input type="checkbox"/> New facilities assistant seasonal staff	<input type="checkbox"/> Launch summer interpretation intern program	

2. Experiential Education

Experiential education programs at Lake Champlain Maritime Museum empower learners to take action and make a difference in their communities. Students of all ages learn through experience and become stewards of our lake. They build skills in problem-solving, team building, and self-confidence. Museum programs help them see new possibilities and build connections to their community and their environment.

Experiential Education programming will actualize our commitment to justice, equity, diversity, and inclusion by:

Continuing pay-what-you-can programs so that cost is never a barrier to access.

Creating an inclusive, welcoming atmosphere for learning, and ensuring that staff are well-trained to meet the needs of all learners.

Crafting learning experiences that embody our values and create opportunities for all students to find their personal connection to Lake Champlain.

THE WORK

From 2022-2026, Lake Champlain Maritime Museum will continue offering our experiential education programs to students, teachers, and enthusiastic adults. We will focus on even more accessibility and inclusion, with specific support and training for staff to achieve that goal. The departments of Maritime Programs and Visitor Experience and Learning will work together to create opportunities for learners to stay connected to the Museum throughout their lives. We will use informal and formal evaluation techniques to understand the needs of students and the community as we recover from the impacts of COVID-19. And we will offer a wide variety of content and programming so that everyone can find an entry point into building their own connection with Lake Champlain.

INDICATORS OF SUCCESS

- ☐ Expeditionary Programs Manager and Public Programs/Volunteer Manager hired
- ☐ Evaluation documented for all programs
- ☐ Sustaining funding, staffing, and participation for Champlain Longboats
- ☐ Increasing audiences for camps and expeditions
- ☐ Increasing audiences for adult courses and workshops
- ☐ Continuing to offer in-school and field trip programs that meet the needs of teachers and students

Project/Initiative	Lead Dept.	Supporting Depts.	2022	2023	2024	2025	2026
School Visits to the Museum	Visitor Experience Marketing	Maritime Programs Development	<input type="checkbox"/> 1776: The Revolutionary War in the Champlain Valley <input type="checkbox"/> Lake Ecology <input type="checkbox"/> ROV Shipwreck Tours				
Programs in the Schools	Visitor Experience	Maritime Programs Development	<input type="checkbox"/> Giant Lake Champlain Basin Map				
Experiences for Adults	Visitor Experience Maritime Programs	Marketing Archaeology & Research Development	<input type="checkbox"/> Community Rowing <input type="checkbox"/> Presenting Abenaki Culture in the Classroom (VAAA) <input type="checkbox"/> Watershed Education for Teachers (NOAA BWET) <input type="checkbox"/> Sailing and boatbuilding classes <input type="checkbox"/> Metal arts classes				
Summer Day Camps	Visitor Experience	Maritime Programs Archaeology & Research Development	<input type="checkbox"/> Fish Camp <input type="checkbox"/> Archaeology Camp <input type="checkbox"/> Watershed Ecology Camp <input type="checkbox"/> Heavy Metal Mania Camp <input type="checkbox"/> Underwater Explorers Camp <input type="checkbox"/> Champlain Discovery Kayak Building				
Teen Overnight Expeditions	Maritime Programs	Development	<input type="checkbox"/> Champlain Discovery kayak expedition <input type="checkbox"/> Sail Champlain sailing expedition <input type="checkbox"/> Expedition Champlain rowing expedition				
Champlain Longboats	Maritime Programs	Development	<input type="checkbox"/> Student boat building <input type="checkbox"/> Student rowing				
Building Staff Capacity	Visitor Experience Maritime Programs	Administration Development	<input type="checkbox"/> Hire Expeditionary Programs Manager <input type="checkbox"/> Hire Public Programs and Volunteer Manager	<input type="checkbox"/> Bi-annual training on inclusion, accessibility, trauma informed learning		<input type="checkbox"/> Bi-annual training on inclusion, accessibility, trauma informed learning	
Evaluation and Documentation	Visitor Experience Maritime Programs			<input type="checkbox"/> Training in formal and informal evaluation for all program/education staff	<input type="checkbox"/> Evaluation documented for all programs		

3. Building Support

Lake Champlain Maritime Museum is building a community who feels deep, personal connections to the Museum's work. Our unique approach to "Building Support" views all communication through the lens of community building: fundraising, marketing, and outreach help us achieve our mission and help us share the impact of that mission with the public. We build support by building authentic relationships and creating a culture of giving among the general public, donors, and our board and staff.

The work of Building Support will actualize our commitment to justice, equity, diversity, and inclusion by:

Sustaining support for free admission and pay-what-you-can programs so that cost is never a barrier to access.

Ensuring that all people see a place for themselves in our communications and that building our community support is not an elite space only for those who can afford it.

Welcoming, inviting, and making space for everyone to support the work of the Museum.

THE WORK

From 2022-2026, Lake Champlain Maritime Museum will focus on building a pipeline of engagement with the public to grow our audiences, nurture the next generation of donors, and diversify funding streams for our work. This work will be informed by data and relies on researching and evaluating both what our audiences want and what is working to make informed decisions about programming and outreach. We will communicate what makes our organization truly unique and increase our staff capacity to meet the needs of our audiences and share the impact of our work. With the support of our board and partners, the Museum will grow and strengthen local business relationships, increase our individual donor base, and sustain grant support. In addition to strong annual outreach and events that build audiences, we will also launch major campaigns tied to the 200th anniversary of the canal system (2023-2025) and the 250th anniversary of 1776 (2026).

INDICATORS OF SUCCESS

- ☐ Canals and Revolutionary War exhibits fully funded and open
- ☐ Nautical Archaeology Center collections space fully funded and open
- ☐ Number of annual donors, renewing members, donors over \$250, and overall donors steadily increasing, as demonstrated in annual reporting
- ☐ Number of online audiences steadily increasing
- ☐ Full time Communications Coordinator and Grants/Database Coordinator staff hired

Project/Initiative	Lead Dept.	Supporting Depts.	2022	2023	2024	2025	2026
Annual Communications Calendar	Marketing	Development Visitor Experience	<input type="checkbox"/> Create annual plan by fall for the following year				
Donor & Partner Outreach	Development	Marketing	<input type="checkbox"/> Spring membership appeal <input type="checkbox"/> Spring major donor and board appeal <input type="checkbox"/> Summer postcard mailing to major donors <input type="checkbox"/> Business donor outreach <input type="checkbox"/> Fall appeals to new prospects (camper parents, museum visitors, etc.) <input type="checkbox"/> Year-end annual appeal <input type="checkbox"/> Holiday card mailing				
Grants and Foundation Support	Development Administration	Marketing Maritime Programs Archaeology & Research Facilities Visitor Experience	<input type="checkbox"/> Ongoing applications, tracking, reporting				
Audience-Building Events	Development		<input type="checkbox"/> Summer Party (summer) <input type="checkbox"/> Lunches/tours with Executive Director & Development Director <input type="checkbox"/> House parties (TBD)				
Donor Database	Development	Administration	<input type="checkbox"/> Complete transition to Little Green Light	<input type="checkbox"/> Complete donor database user manual	<input type="checkbox"/> Annual donor metrics report (number, increases, etc.)		
Building Staff Capacity	Development Marketing	Administration		<input type="checkbox"/> Marketing staff assessment	<input type="checkbox"/> Full time Communications Coordinator/ Content Developer staff position	<input type="checkbox"/> Part time designer to support all museum projects	<input type="checkbox"/> Full time Grants and Database Coordinator staff

Project/Initiative	Lead Dept.	Supporting Depts.	2022	2023	2024	2025	2026
Social Media and Email Newsletters	Marketing	Development Maritime Programs Archaeology & Research Visitor Experience	<input type="checkbox"/> Email and social media audience analysis to identify personas/ segments	<input type="checkbox"/> Begin annual email list clean up to remove duplicates, non-openers, and bounces <input type="checkbox"/> Create segments for communication, gather data on how users engage by segment	<input type="checkbox"/> Use data to create 1-2 audience engagement goals based on audience segments and draft pilot email journeys to achieve 1-2 goals, gather data on pilot email journeys	<input type="checkbox"/> Use data to evaluate email journey success and audience behavior based on segments and create annual goals, gather data	<input type="checkbox"/> Evaluate and update email journeys, segments
Media Engagement and Advertising	Marketing			<input type="checkbox"/> <i>Lois McClure</i> retirement	<input type="checkbox"/> Canals exhibit opening		<input type="checkbox"/> Rev War exhibit opening
			<input type="checkbox"/> Ongoing press outreach & relationships				
Major Fundraising Campaigns	Development	Marketing Maritime Programs Archaeology & Research Facilities Visitor Experience		<input type="checkbox"/> <i>Lois McClure</i> retirement	<input type="checkbox"/> NAC building work/ collections <input type="checkbox"/> Canals Exhibit <input type="checkbox"/> <i>Spitfire</i> Research Project		<input type="checkbox"/> Rev. War exhibit
Annual Report	Development Marketing				<input type="checkbox"/> Publish digitally to test response		
Long Term Strategy and Goal Setting	Board Executive Director	Marketing Development		<input type="checkbox"/> Market analysis of regional competitors, regional analysis of social/ economic/ demographic trends <input type="checkbox"/> Agenda item at every board meeting to discuss priority growth areas (audiences, growth goals, market position)	<input type="checkbox"/> Identify growth metrics that should be annually tracked and begin tracking		
Endowment Management	Board Finance Committee	Development Executive Director	<input type="checkbox"/> Strategically assess and move endowment to ESG (Environmental, Social, Governance) funds <input type="checkbox"/> Quarterly reports at board meetings on ESG performance				

4. Culture, People, and Systems

The culture, people, and systems of Lake Champlain Maritime Museum allow us to achieve our mission in partnership with our community. Lake Champlain Maritime Museum values transparency in its financial, administrative, and human resources processes. We seek to create a culture of learning, growth, improvement, equity, and inclusion among the staff and board members of the Museum. We want staff to feel valued, supported, and cared for as they achieve their important work.

The way that Lake Champlain Maritime Museum supports our people is the true measure of actualizing justice, equity, diversity, and inclusion.

Pay transparency, access to training opportunities, creating clear opportunities for advancement, and creating a safe and welcoming environment for all employees will make Lake Champlain Maritime Museum a great place to build a career.

THE WORK

From 2022-2026, Lake Champlain Maritime Museum will review, assess, and improve the systems and supports that allow the Museum to thrive, with a focus on valuing staff and making Lake Champlain Maritime Museum a great place to work, learn, and grow.

INDICATORS OF SUCCESS:

- ☐ Culture Team created and meeting/working together
- ☐ Director of Finance and Administration, Volunteer Manager, and Bookkeeper hired
- ☐ Museum has assessed and made the move to external payroll, IT, and benefits contractors (if that is the right choice)
- ☐ Annual staff meeting takes place each fall, annual board meeting each spring
- ☐ Annual update and review of policies with board and staff each year
- ☐ L Drive clean up complete
- ☐ Raises are tied to annual reviews, and happen at regular intervals
- ☐ Succession plans in place for all senior staff positions

Project/Initiative	Lead Dept.	Supporting Depts.	2022	2023	2024	2025	2026
Building Capacity for Administration	Administration	Culture Team	<input type="checkbox"/> Creating internal “Culture Team” to support improving staff benefits	<input type="checkbox"/> Hire full time Director of Finance and Administration	<input type="checkbox"/> Hire part time bookkeeper		
IT Systems	Administration		<input type="checkbox"/> IT analysis	<input type="checkbox"/> IT contractor bids <input type="checkbox"/> Move to external IT management			
Benefits	Administration	Culture Team		<input type="checkbox"/> Research and move to external benefits administrator <input type="checkbox"/> Research flex spending/ cafeteria plans	<input type="checkbox"/> Set standards for annual COLA		
			<input type="checkbox"/> Museum contributes at least full coverage of least expensive health insurance plan <input type="checkbox"/> Museum contributes at least 75% of least expensive dental insurance plan				
Payroll	Administration			<input type="checkbox"/> Research and move to external payroll processor (if that is the right choice)			
Professional Development	Administration	Culture Team			<input type="checkbox"/> Create rotating funding for professional development for all staff every 3 years		
			<input type="checkbox"/> Annual plan for JEDI learning				
Annual Reviews	Administration	Board of Directors				<input type="checkbox"/> 360-reviews every 2-4 years for each staff (rotation)	<input type="checkbox"/> Determine 2-, 5-, and 10-year raises linked to performance reviews
			<input type="checkbox"/> Annual: Continue annual reviews <input type="checkbox"/> Annual: update job descriptions <input type="checkbox"/> Annual: board review of Executive Director				
Board of Directors	Executive Director Development	Board of Directors External evaluator		<input type="checkbox"/> Board diversity assessment			
			<input type="checkbox"/> Annual meeting (March) <input type="checkbox"/> Annual self-assessment survey (summer) <input type="checkbox"/> Annual board retreat (fall)				

Project/Initiative	Lead Dept.	Supporting Depts.	2022	2023	2024	2025	2026
Volunteer Program	Visitor Experience		<input type="checkbox"/> Hire Volunteer Program Manager				
Institutional Records	Archaeology & Research	All staff			<input type="checkbox"/> Complete L Drive clean up and user manual		
			<input type="checkbox"/> Bi-annual (spring/fall) cleanup day <input type="checkbox"/> Every 7 years: file review				
Museum Website	Marketing	Development Maritime Programs Archaeology & Research Visitor Experience	<input type="checkbox"/> Annual license renewals <input type="checkbox"/> Annual accessibility and user interface review, update technology and staff training as necessary				
Employee Communications	Administration	Culture Team			<input type="checkbox"/> Start Annual Employee Survey		
			<input type="checkbox"/> Annual Employee Meeting (fall): <input type="checkbox"/> Review personnel policy <input type="checkbox"/> Review annual insurance choices <input type="checkbox"/> Review org chart <input type="checkbox"/> Review personnel policy				
HR Management	Administration	Culture Team		<input type="checkbox"/> New onboarding and offboarding processes	<input type="checkbox"/> Succession plans and detailed job plans for each role	<input type="checkbox"/> Salary standardization for all depts. <input type="checkbox"/> Succession plans for all senior staff	
Financial Management	Administration	Executive Director	<input type="checkbox"/> Bid new financial auditor				
			<input type="checkbox"/> Spring: Annual financial audit <input type="checkbox"/> Spring: Annual insurance audit and renewals				
Annual Updates and Review of Museum Policies	Administration	Board of Directors Archaeology & Research Development	<input type="checkbox"/> Institutional records policy <input type="checkbox"/> Whistleblower protection policy <input type="checkbox"/> Conflict of interest policy <input type="checkbox"/> Gift acceptance policy <input type="checkbox"/> Budget management policy <input type="checkbox"/> Investment policy statement <input type="checkbox"/> By-laws				

5. Research

Lake Champlain Maritime Museum's collections and research projects are in service to our mission and in partnership with our community. Our unique combination of new archaeological research together with object and archival collections forms the backbone for all of the work of the Museum. The Museum, its collections, and the talented team of archaeologists and collections professionals are the preeminent authorities on underwater archeology and maritime history in the Champlain Valley.

Research work at the Museum will actualize our commitment to justice, equity, diversity, and inclusion by:

Striving to make the Museum's collections more representative of the people of the Champlain Valley historically and today.

Working in partnership with Indigenous communities on whose land we research, work, and learn.

Continuing to increase access to the history, archaeology, and underwater resources of the Champlain Valley for everyone.

THE WORK

From 2022-2026, the Museum will prioritize making Museum collections and research more accessible for both scholars and the public through active collections management, digitization, and public engagement. New research initiatives will be tied to the 200th anniversary of the canal system (2023-2025) and the 250th anniversary of 1776 (2026).

INDICATORS OF SUCCESS

- ☐ 2 new underwater historic preserves opened, 2 more researched
- ☐ Arnold's Bay Research Project, *Lois McClure* Archiving Project, and *Spitfire* Research Project completed
- ☐ Number of research requests, visitors to digital collections, publications steadily increasing
- ☐ Full time collections manager and full-time lab/contracts manager staff hired
- ☐ New collections management database completed and in use
- ☐ Digital preservation plan completed and in use

Project/Initiative	Lead Dept.	Supporting Depts.	2022	2023	2024	2025	2026
Virtual Archaeology Conference	Archaeology & Research, Visitor Experience	Marketing Development	☐ Virtual Archaeology Conference				
Underwater Historic Preserves	Archaeology & Research Marketing Development	VT Division for Historic Preservation, Ware Foundation		☐ Open 2 new preserves spring 2023			
			☐ Continue to manage on behalf of the state				
Arnold’s Bay Research Project	Archaeology & Research	Development	☐ Complete in-water research	☐ Object processing ☐ Publication of findings			
Spitfire Research Project	Archaeology & Research	Marketing Development	☐ 3D Photogrammetry	☐ Permitting, research design, website			☐ Publication of findings
					☐ In-water excavation, object conservation		
Collections Inventory and Re-Housing Project	Archaeology & Research	Development Facilities	☐ Rev. War	☐ Canalboats	☐ Move library		
				☐ NAC building project and rehousing			
Lois McClure Archiving Project	Archaeology & Research	Visitor Experience Marketing Development		☐ 3D modelling ☐ Archivist and oral histories			
Digital Preservation	Archaeology & Research	Marketing Development		☐ Complete Digital Preservation Plan	☐ Digital storage and ongoing updates		
					☐ Digital collections available on website		
Collections Management	Archaeology & Research	Board of Directors			☐ Full time collections manager position ☐ Collections database manual/procedures guide	☐ Emergency Preparedness Policy	☐ Collections Audit (begin: bi-annual collections review and report)
			☐ Annual tracking of research requests ☐ Annual review of policies with Board ☐ Annual update of Repository Agreements				

Project/Initiative	Lead Dept.	Supporting Depts.	2022	2023	2024	2025	2026
Contract Archaeology	Archaeology & Research					<input type="checkbox"/> Hire full time lab/ contracts manager	
			<input type="checkbox"/> Prioritize Champlain and Hudson Valleys and mission-related content (niche is underwater archaeology) <input type="checkbox"/> Annual contracts ebb and flow with availability, build on our institutional reputation and continue to be on lists of bid teams				
Institutional Archives	Archaeology & Research	Administration	<input type="checkbox"/> Review stored archival materials		<input type="checkbox"/> Preserve, catalogue archival materials		
			<input type="checkbox"/> Annual clean out days with all staff <input type="checkbox"/> Annual/ongoing work with staff who depart the museum				

PROCESS/BACKGROUND

Between September of 2021 and September of 2022, Lake Champlain Maritime Museum staff and board members worked together to create this guiding plan for the next 5 years.

The process began with a survey to the Museum's staff and board, community members, partners, stakeholders. The data from that survey informed a full-day retreat with the board and staff in mid-September of 2021, facilitated by Claire Wheeler.

A "Mission Team," made up of Executive Director Susan McClure, Director of Development Lauren Ross, Director of Maritime Programs Nick Patch, Collections Manager and Development Assistant Patricia Reid, and board members Tim Hodson, Amy Johnston, Hannah Langsdale met for several months under the guidance of Claire Wheeler to develop the new mission, vision, and values statements.

The full staff and board provided feedback on those statements. The Museum also engaged equity consultant Tabitha Moore to work with the board and staff on a series of Justice, Equity, Diversity, and Inclusion (JEDI) trainings. As part of those sessions, the board and staff reviewed the mission, vision, and values through a JEDI lens together.

The "Mission Team" then refined the statements with all of this input. The final mission, vision,

and values were adopted by the Board of Directors on June 2, 2022. Staff and board members then came together in five teams to outline the strategic priority areas. The full plan was approved by the Board of Directors on September 16, 2022.

GLOSSARY

Social Justice: A communal effort dedicated to creating and sustaining a fair and equal society in which each person and all groups are valued and affirmed. It encompasses efforts to end systemic violence and racism and all systems that devalue the dignity and humanity of any person. It recognizes that the legacy of past injustices remains all around us, so therefore promotes efforts to empower individual and communal action in support of restorative justice and the full implementation of human and civil rights. Social justice imperatives also push us to create a civic space defined by universal education and reason and dedicated to increasing democratic participation. (John Lewis Institute for Social Justice)

Environmental Justice: The fair treatment and meaningful involvement of all people regardless of race, color, national origin, or income, with respect to the development, implementation, and enforcement of environmental laws, regulations, and policies. (EPA)

Diversity: All the ways that people are different and the same at the individual and group levels. Even when people appear the same, they are different. Organizational diversity requires examining and questioning the makeup of a group to ensure that multiple perspectives are represented. (American Alliance of Museums).

Accessibility: Giving equitable access to everyone along the continuum of human ability and experience. Accessibility encompasses the broader meanings of compliance and refers to how organizations make space for the characteristics that each person brings. (American Alliance of Museums).

Equity: The fair and just treatment of all members of a community. Equity requires commitment to strategic priorities, resources, respect, and civility, as well as ongoing action and assessment of progress toward achieving specified goals. (American Alliance of Museums)

Inclusion: The intentional, ongoing effort to ensure that diverse individuals fully participate in all aspects of organizational work, including decision-making processes. It also refers to the ways that diverse participants are valued as respected members of an organization and/or community. (American Alliance of Museums)

Museum Staff

SEPTEMBER 2022

Susan Evans McClure, Executive Director

Charlie Beyer

Jack Chappell

Becky Condon

Cherilyn Gilligan

Chris Hale

Meghan Hill

Jack Mercik

Katharine Noiva

Nick Patch

Lisa Percival

Patricia Reid

Lauren Ross

Christopher Sabick

Meg Salocks

Sarah Yamaguchi

Museum Board

SEPTEMBER 2022

Scott Hardy, Chair

Ed McGuire, Vice Chair

Frank Koster, Treasurer

Tim Hodson, Secretary

Robert H. Beach, Jr.

Harry Chaucer

Bill Fox

Amy Johnston

Dyer Jones

Hannah Langsdale

Wendy Lynch

Catharine Parker

Adam Powers

Stacy Raphael

Edward Schinik

Chief Don Stevens



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