

Los Alamos Historical Society

August 2011



Strategies for a Golden Anniversary:
Vision for 2018

Table of Contents

Preface: A Brief History of the Los Alamos Historical Society	4
Executive Summary	5
Methodology and Process	6
Vision & Mission	7
Core Principles	8
Chart of Strategies	9
ENERGIZES our interpretive opportunities and museum while expanding the stories of our community's people	10
DEVELOPS accessible historical archives and collections in accordance with best practices and standards	12
PRESERVES the integrity of Los Alamos National Landmark Historic District	15
NOURISHES our Publications Division and recognizes it as a fundamental element of our storytelling	16
COLLABORATES in the establishment of the Manhattan Project National Historical Park	19
PARTNERS with local, state, and national entities	20
ENSURES a sustainable future in order to meet its mission	22
Addenda	23
Manhattan Project National Historical Park Ad Hoc Committee Report	

Preface: A Brief History

Los Alamos Historical Society grew out of changes that occurred in Los Alamos in the mid-1960s, as the Atomic Energy Commission planned to withdraw its ownership of the townsite properties. A citizens committee suggested that the AEC turn Fuller Lodge over to Los Alamos County for a cultural center and museum. As the report said, it was “hoped there might be enough interest to form a historical society.” At the same time, members of the community became aware that the 25th anniversary of the Los Alamos laboratory was approaching, and momentum to preserve the area’s world-changing history picked up steam.

The Historical Society had its charter meeting on Sept. 22, 1967, in Fuller Lodge. Subsequent meetings included local historical lectures, and the search for a museum site became the major project. The Guest Cottage just north of Fuller Lodge, the oldest, continuously used building in the community, soon was nominated as the ideal spot. After much negotiation and hard work by members of the Society, the museum opened on July 28, 1968.

The Society has grown significantly to become the largest historical society in the state of New Mexico. This includes:

- Collecting and preserving papers, artifacts, photos, and the material culture from all eras of Los Alamos history;
- Publishing more than thirty books, many of which have won quality awards;
- Ownership of two historically significant properties: the homestead-era Romero Cabin, and the World War II home of Dr. J. Robert Oppenheimer, scientific director of the Manhattan Project;
- Providing programming such as lectures, exhibit openings, and other events that yearly draw hundreds of people.

While the wording of the Society’s mission may have changed over time, its purpose has not: preservation of the stories of Los Alamos.

Executive Summary

As Los Alamos Historical Society approaches its 50th anniversary, the organization is on the cusp of exciting possibilities. Development of an upgraded archives facility, opening the Oppenheimer House to the public, and a major renovation to the Historical Museum offer new opportunities for us to share the stories of Los Alamos. These must be successfully integrated into current thriving programs – publications, lectures, oral histories, and the popular museum itself. This plan lays out a path toward that goal, with seven strategies to guide the activities of the board and staff in coming years.

Strategies include creating accessible archives and collections, expanding interpretation, stabilizing the publications program, enhancing partnerships, preserving the historic district, realizing the Manhattan Project National Historical Park, and making all such efforts sustainable through secure and stable monetary and human resources. These strategies will help reach our vision of being respected worldwide as the source and repository for the compelling history of Los Alamos and its people, from prehistory to contemporary times.

Many a plan sits on a shelf collecting dust. The world-changing history of Los Alamos is too important for that. All those who worked so hard to develop this plan intend to persevere to see it become a reality.

Methodology & Process

This strategic plan was developed over a year-long period, with a steering committee of staff and board members, working with facilitator Candace Matelic of CTM Professional Services, Inc., laying out the process in the early summer of 2010. The 2010 Board Retreat, held at the historic Santa Fe home of Los Alamos gatekeeper Dorothy McKibbin, allowed board, staff, and community members to share their ideas for the future. Using information and suggestions generated at the retreat, the steering committee developed the mission statement and seven strategic directions for the plan. The vision statement almost became a matter of frustration, until, inspired by the succinct vision statement of Los Alamos National Bank, the group settled on a one-sentence vision that captured the essence of all the Los Alamos Historical Society hopes to become.

Each strategic direction was assigned to a board or staff member for drafting of objectives and responsibilities. The board and staff worked with committees that often included community members and local experts in the topic at hand. A draft of the plan was made available to the membership at the Annual Meeting in May 2011, and a copy of placed on the Society's website to solicit comments. Those who participated in the process were also asked to comment on a second draft before the final version of the plan was approved (August 2011).

Short-term goals refer to those that will be accomplished in the first 2 years of the plan, 2011-2012. Mid-term goals will be completed from 2013-2014. Long-term goals will be realized from 2015 through to the Museum's 50th anniversary in 2018.

Vision

Los Alamos Historical Society is respected worldwide as the source and repository for the compelling history of Los Alamos and its people from prehistory to contemporary times.

Mission

Los Alamos Historical Society preserves, promotes, and communicates the remarkable history and inspiring stories of Los Alamos and its people for our community, for the global audience, and for future generations.

Core Principles

Stewardship – Preserve the historic artifacts, documents, stories, and other resources entrusted to us.

Scholarship – Conduct our own thorough research of and assist those who are trying to learn more about our stories.

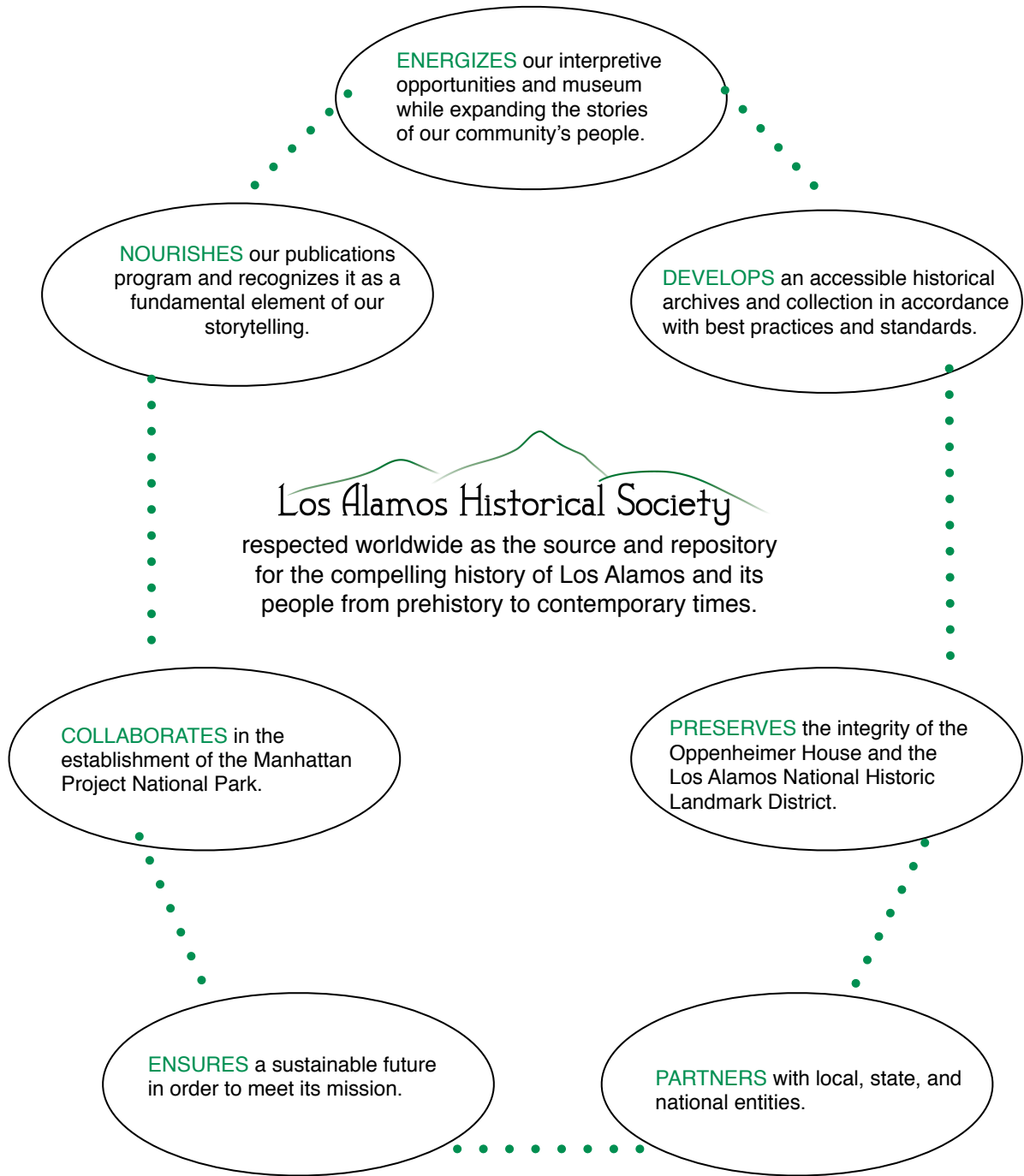
Community – Create shared interest in our stories locally, regionally, statewide, nationally, and globally.

Education – Communicate the remarkable stories of Los Alamos.

Collaboration – Maximize organizational and programmatic visibility by fostering relationships throughout our community.

Creativity – Develop new and original ideas about our history and how to share it.

Professionalism – Manage resources and relationships in an ethical and business-oriented framework.



Strategies

Los Alamos Historical Society ENERGIZES our Interpretive Opportunities and Museum While Expanding the Stories of Our People.

Aspiration: Through vigorous local, national and international partnerships, Los Alamos Historical Society serves as the primary gateway for visitors to experience how Los Alamos changed lives - and the world. With cutting-edge programs and exhibits, the Society will develop the stories of the people of Los Alamos, expanding the interpretive opportunities for lifelong learners and sharing the Los Alamos spirit of innovation, creativity, scientific integrity, sustainability, and nurturing community.

Goals:

1. Connect With Audiences **(Continuing)**
 - a. Connect the real stories of real people to real artifacts.
 - b. Expand the interpretive scope of the museum to bring in a wider story of Los Alamos (e.g. the Cold War).
 - c. Target specialized audiences (e.g. underserved populations, special needs visitors, special interest groups such as athletes, church members, hobbyists, etc.).
 - d. Develop audience ownership by displaying more donated items, family photographs, and objects with which people connect.
 - e. Create learning experiences that address multiple learning styles.
2. Expand the Museum into the Community **(Mid Term)**
 - a. Find venues where small exhibits or historic photographs can be displayed (e.g. local businesses, area attractions, schools, etc.).
 - b. Develop a “History-in-Public-Places” program modeled on the Art-in-Public-Places program, including small traveling displays to be placed around town.
 - i. Get moveable, locking cases **(Short Term)**
3. Provide regular, ongoing outreach and education programs **(Continuing)**
 - a. Lecture series;
 - b. School suitcase program (expanded to schools in surrounding communities);
 - c. Continued development of the summer children’s program in conjunction with the Bradbury Science Museum;

- d. Feasibility analysis and development of an after-school history program; **(Mid Term)**
 - e. Special program development, e.g. History Bee or other events that will draw in participants of all ages. **(Short Term)**
4. Develop Visibility of the Museum's story
- a. Help create the "Los Alamos Walk of Fame" - plaques with notable local names down Central Avenue, perhaps connecting Bradbury Science Museum with the Historical/Fuller Lodge area. **Staff and board working with Los Alamos County and Art in Public Places Board, targeted for the National Park opening. (Mid- to Long Term)**
 - b. Improve signage around the Museum and Historic District. **(Short Term)**
 - c. Consider changing the name of the Museum. **(Mid Term)**
5. Implement the Use of New Technologies to reach broader audiences. **Staff. (Continuing)**
- a. Grow LAHS social media presence.
 - i. Develop a policy for social media. **(Short Term)**
 - b. Continue building a broad presence on the internet.
 - c. Use emerging technologies such as Gozaic, National Geographic finding aids, Google Maps, Broadcastr and other "mash-ups" to make our stories more available to more people.
 - d. Create audio tours - push-button oral histories, cell phone tours or other technologies - that allow visitors to hear stories of Los Alamos.
 - e. Use electronic and interactive devices to "expand the museum space".
6. Plan for Closing the Museum and Revamping Exhibits. **Staff, Community. (2014)**
- Museum needs extensive infrastructure improvements. **County, staff. (2014-15)**
 - a. Work with County Staff and the community to develop a museum strategic plan that considers the integration of additional space. **Staff, board. (Complete by summer of 2013)**
 - i. New exhibits can be designed, grants written to fund their construction, and installed as appropriate.
 - ii. In 2014 or when archives are located in new venue, exhibits could move temporarily to the Community Building while the actual museum is undergoing repairs/maintenance.

Los Alamos Historical Society DEVELOPS Accessible History Archives and Collections in Accordance with Best Practices and Standards.

Aspiration: Archives and collections are integral elements of the Los Alamos Historical Museum, the repository of the story and people of Los Alamos. This important material will be housed in an upgraded facility, part of the new Municipal Building complex, that has safe and adequate storage as well as some exhibit space. Sufficient staffing will be in place to serve users and meet best practices. The Society will consider digitization and/or other forms of electronic storage to make museum holdings widely accessible.

(The bulk of these are goals that must be accomplished in the short term because of the construction of a new facility, so specific dates are listed.)

Goals:

1. Collection management

- a. Review policies including scope of the collection, acquisition and de-accession to determine their current and future relevance. To be done by the Archives and Collections Committee (hereinafter referred to as the Committee) working with **Staff**, here generally but not exclusively meaning Archives staff. **Board** approval will be required for any changes. **(October 2011)**
- b. Determine if we hold out-of-scope or other material that should not be moved to the new facility. If so, remove and place it in another facility, if possible. **Staff. (November 2012)**
- c. Continue reminders to the public about the need for pertinent papers, photographs and memorabilia for our collections. Approach specific people or organizations as warranted. **Staff, Committee and Board. (Continuing)**
- d. While contributions from individuals and organizations will probably always be the principal source of new material for our collections, funds should be available or specifically sought to fill gaps or to obtain particularly desirable items. Appropriate additions to the library housed in the Archives should be funded. To be done by **Staff** specifically with regard to the library, working cooperatively with Publications for Society imprints and the Museum Shop. **(Continuing)**
- e. Keep up or get ahead!
 - i. Recognize and continue to follow developments in the museum field, e.g. documents and photographs can be digitized or scanned and 3-dimensional artifacts can be imaged, etc. These materials may then be accessed online with the reach of the Society thereby extended far beyond Los Alamos. Some of this is already being done, but lack of

adequate staff and/or funding inhibits the process. Back-up records may be lacking. Note that primary archival material will always be retained but digitization will help allow for worldwide access. **Staff and Committee. (Continuing)**

- ii. This work may, and possibly should, be done cooperatively with, for example, the Laboratory's Archives and Bradbury Science Museum, the Museum of New Mexico History, and the National Museum of Nuclear Science and History, to cite several New Mexican institutions. **Staff and Committee. (Continuing)**
- iii. Investigate technologies most feasible for Society applications. Not every item needs to be processed in this manner, but cost may be a deciding factor. Prioritize most appropriate material to be digitized or imaged, determine funding and personnel, and implement. **Staff and Committee with Board approval. (Mid Term)**

2. Staff/Staffing

- a. Review staffing levels specific to Archives. Recognize that distances between Society offices, the Museum and the Archives may adversely affect workload in the future. Encourage Volunteer participation, but acknowledge potential need for 1-2 additional Staff FTEs with concomitant consideration of pay and benefits. **Committee and Staff for Board approval. (December 2011)**
- b. Encourage and support training and other means of professional development such as attendance at meetings for increased awareness of changes in best practices and standards. Seek funding if necessary. **Staff and Committee with Board approval. (Continuing)**

3. Current space

- a. Review current status of areas in Fuller Lodge formerly and currently occupied by Archives. Determine if space will still be needed after Archives are moved to the new facility. If so, work with County staff to ensure this is acknowledged and that space is suitable and available for use. **Staff and Committee with Board approval. (June 2011)**
- b. Review Community Building space to which Archives were moved on an emergency basis in January 2011 and request changes as needed. **Staff. (May 2011)**

4. New facility. To be done as appropriate by **Staff, Committee and Board. (Plan to be complete by 12/13 unless otherwise noted.)**

- a. Work closely with Los Alamos County (At the time of writing of this plan, Anne Laurent, Acting Assistant County Administrator, and Daniel Erickson, Project Manager) and Jaynes Corporation/Studio Southwest Architects, with whom the County has a design/build contract for a new municipal building to be built on a site east of Bradbury Science Museum.
- b. The facility will house, separately, the Society's Archives and Los Alamos County Records. Consider joint use of some space as appropriate. Toward this end, work with the County Records Administrator (Barb Ricci, at time

of plan).

- c. Keep current and anticipated stakeholders informed of progress, plans, needs: Society Board, Members, Staff and Volunteers. Include other supporters, elected officials, County staff, the general public, and others as appropriate.
- d. Be cognizant of the position of the Archives in the complex, its layout and such specific aspects as security, safety, ADA requirements, work space for Staff, users, and visitors, delivery access, environmental controls, lighting, and sufficient electrical and IT-related capacity for current and anticipated needs, etc.
 - i. Develop a plan in conjunction with Los Alamos County and the Fuller Lodge/Historic Districts Advisory Board for Interior and exterior signage.
- e. Determine furnishing needs in the new facility, e.g. standard office or specialized furniture, standard and/or mobile storage units, keeping in mind special requirements for maps, photographs, audio and video recordings, textiles, including clothing, etc. Some items currently in use may be moved. For others, who orders? Who funds and how? **(Plan to complete by date probably to be set by the County, required before 12/13.)**
- f. Determine equipment needs in the new facility, e.g. computers, printers, copiers, readers, communication devices, etc. Some items in our current facilities may be transferred, others may not. Who orders? Who funds and how? **Staff. (Plan to complete by date likely to be set by the County, required before 12/13.)**
- g. Moving Day! Develop a plan for who does what by when, e.g. arrange? prepare? supervise? fund? **(Short Term)**
 - Note: As used here “Archives” includes three-dimensional objects, i.e. all of the Museum’s holdings are included.

Los Alamos Historical Society PRESERVES the Integrity of the Oppenheimer House and the Los Alamos National Historic Landmark District.

Aspiration: The Los Alamos Historical Society will develop, maintain, and display for the public the historical properties entrusted to it. The Society will be recognized nationally as outstanding stewards of our historic district.

Goals

1. Develop the Oppenheimer House into a public history institution.
 - a. Publish a Historic Structure Report that provides documentary, graphic, and physical information about the history, existing condition, proposed changes, and goals for the future use of the property.
 - i. Implement modifications, restoration, repairs and other recommendations in the HSR **(at house occupancy)**
 - b. Develop an Interpretive Plan that provides the foundation for programs, activities, and other public uses.
 - c. Implement the initial stages of the Interpretive Plan by opening the Oppenheimer House to the public within one year of occupancy by the Los Alamos Historical Society.
 - d. Provide sustainable funding sources through grants, gifts, and member contributions to properly maintain the Oppenheimer House and operate it as a complement to our Historical Museum.
 - e. Enlist and train volunteer docents to permit opening the house to the public on a regular schedule.
2. Use the Romero Cabin to help tell the story of the homesteader period of the Pajarito Plateau. **(Continuing)**
 - a. Provide regular maintenance of the cabin to protect the structure and its contents.
 - b. Recruit volunteers and docents to enable opening the cabin to the public on a regular schedule and for special occasions.
 - c. Hold special events to increase awareness of homestead culture.
3. Partner with Los Alamos County, Los Alamos National Laboratory, the National Park Service, and private homeowners to preserve and enhance the treasured character of the Los Alamos National Landmark Historic District. **(Continuing)**
 - a. Develop a Los Alamos Historical Society policy regarding potential acquisition of historic district properties and define a strategy for implementing that policy.
 - i. Support development and adoption of a county ordinance for the protection of the Fuller Lodge Historic District.
 - ii. Support the county's effort to correct deficiencies in Fuller Lodge and the Historical Museum and continually maintain these buildings as cherished assets of our community.

Los Alamos Historical Society NOURISHES Our Publications Division and Recognizes it as a Fundamental Element of our Storytelling.

Financial Background: Since FY 2006, the Publications Division's average net profit has been \$7,150, with a range of \$5,500 to \$10,300. Gross income has averaged \$20,600, ranging from \$9,050 to \$38,600. Inventory as of February 2011 was worth approximately \$66,000 at cost.

Aspiration: The Los Alamos Historical Society will serve as a self-sustaining small publishing house for high-quality publications about Los Alamos, the Pajarito Plateau, and related communities.

Goals:

1. The Publications Division will bring in enough money to support each new or reprinted publication as well as contributing to other programs of the Los Alamos Historical Society. **(Long Term)**
 - a. Beginning with volunteers (in place by **Fall 2011**) and, as funds allow, with staff, we will develop and implement a marketing plan, including aggressively marketing our publications at pertinent venues and developing event marketing. (See attached marketing committee job descriptions.) **(Short Term)**
 - b. We will develop and implement pricing and inventory criteria, including decreasing inventory of slow-selling books. **(Short Term)**
2. The Publications Division will issue an average of at least two publications (new or reprints) per year.
 - a. FY2012, Peggy Pond Church biography and reprint *Los Alamos Place Names*.
 - b. FY2013 Reprint *Quads, Shoeboxes and Sunken Living Rooms* and Alan Carr document of Manhattan Project employees.
 - c. FY2014 Reprint both *Secret Project Notebook* and *Beginning of an Era*.
 - d. FY2015 Laboratory homesteading report and Book TBD.
 - e. FY2016 Troop 22 History and Book TBD.
3. Adequate funding for these publications and at least two Nutshells per year will be ensured through a combination of grants, gifts, and sales revenues, and supplemented (until 2017) by the operations budget of Los Alamos Historical Society.
 - a. Such supplemental funding will include necessary office equipment and software, each fiscal year.
 - b. With the help of staff, the Publications Division will apply for at least two grants per year.
 - c. The **board** will determine by **Winter 2011** how Nutshells will be distributed.

4. The Publications Division will study and consider implementing best business practices of the pre-eminent historical society presses, including inventory control, marketing, and electronic media (such as video, print on demand, and e-books). **(Mid Term)**
5. Los Alamos Historical Society will maintain the high quality of our products with excellent writing, editing, and printing/binding and will continue to research companies to find competitive prices for high-quality printing to ensure we are getting the best product and service for the price. **(Continuing)**

Publications Marketing Committee "Jobs"

- Make in-person visits to shops within range (or relevant shops on vacations)
 - Coordinator to keep track of who has been contacted and when so follow-ups, etc., can be scheduled.
- Develop marketing materials.
 - i.e. Postcards for individual books.
- Send out marketing materials.
 - Make regular contacts through phone, e-mail, etc.
- Schedule presentations for authors or others (HS staff, historians, etc.) where books can be sold.
 - Set up promotional talks at radio stations such as KRSN, KUNM, Santa Fe stations, etc.
- Submit book reviews for magazines, Amazon, etc.
- Check and keep updated listings of our books on sites such as Amazon and Wikipedia.
- Sell books at conventions, meetings, reunions, etc.

Los Alamos Historical Society COLLABORATES in the Establishment of the Manhattan Project National Historical Park.

Aspiration: Los Alamos Historical Society will lead the local community effort to establish the Manhattan Project National Historical Park. We will partner with other Manhattan Project communities, congressional representatives and staff, along with national and local organizations, to ensure creation of the park. We will provide the gateway experience for visitors from near and around the world who want to learn more about the important stories and lessons of Los Alamos.

Goals:

1. Keep the park in the public eye through presentations, public meetings, mailings, social media and other means.
 - a. Work with the Atomic Heritage Foundation on a New Mexico Centennial program that focuses on the role of the Manhattan Project in the state. **(Short Term)**
 - b. **Continue** presentations that remind the public about the park at civic groups, schools, County Council meetings and other places.
 - c. Write press releases to the local media for any park developments. **(Continuing)**
2. Work with congressional leaders developing legislation for the park, including the site for a Los Alamos visitors center. **(Continuing)**
 - a. Use the plan developed by the 2007 ad hoc committee [Addendum 1] to help shape the look of the park (partners, interpretive themes, etc.).
3. Should the park not become a reality during the life of this plan, the Historical Society will work with Los Alamos County and the new White Rock Visitor's Center to promote Manhattan Project history in Los Alamos.
4. The Historical Society will strengthen its relationships with Bandelier National Monument and the Valles Caldera National Preserve. **Staff and board. (Continuing)**

Los Alamos Historical Society PARTNERS with local, state, and national entities.

Aspiration: Los Alamos Historical Society will strengthen relationships with County government, community organizations, and representatives of potential target audiences and user groups through active engagement, collaborations and partnerships. The Society will become a more valued community contributor by working with other organizations to address what the Los Alamos community cares about, now and always. The Society will build long-term relationships with many community organizations. The Society also will build a deeper relationship with existing stakeholders and members, and continue to attract new members to support and become involved in the organization.

Goals:

1. Affirm LAHS' long-time cultural service contract with Los Alamos County and continue to improve delivery of contractual items. **(Continuing)**
 - a. Increase communication with Los Alamos County Council and staff about LAHS' activities and programs.
 - i. Attend at least one meeting a year and use public comment time (or have a councilor sponsor the time as an agenda item) to address Historical Society programs and offerings ("your tax dollars at work" presentation).
 - ii. Keep all councilors and senior county staff on mailing and e-mail lists.
 - iii. Host Open Houses in the Museum and/or Archives and invite councilors and senior county staff.
 - iv. Continue close collaboration with County staff and Fuller Lodge/Historic Districts Advisory Board on repairs and renovations that must be done to Los Alamos Historical Museum. **(Short Term)**
 - a. Continue to advise County staff and FL/HDAB on preservation issues with Fuller Lodge.
2. Increase communication with regional cultural attractions and service providers (CSPs) to produce mutually beneficial results.
 - a. Continue to develop Cultural Coffee Klatch, the monthly information-sharing gathering of CSPs instituted by the Historical Society in 2011.
 - b. Help develop a centralized Los Alamos or regional visitors' center. **(Long Term)**
3. Continue engagement with the Arts & Culture Creative District as part of the Steering Committee **(Continuing)**
4. Continue existing collaborations and increase the number of new collaborations. **(Continuing)**

- a. Continue partnership with the Arts Council in WinterFest and Fuller Lodge Open House.
 - b. Use Romero Cabin to collaborate with the Pajarito Plateau Homesteaders Association and increase Hispanic visitation to the Historic District.
 - c. Use space in the library to expand traveling exhibit space.
 - d. Continue Chamber of Commerce membership and activities.
 - e. Maintain memberships and actively participate in organizations such as the American Association of Museums, the American Association of State of Local History, the New Mexico Historic Preservation Alliance, New Mexico Museum Association, and the National Trust for Historic Preservation Forum and Local Partners program.
5. Work with Los Alamos National Laboratory to develop tours “behind the fence”. **(Mid Term)**
6. Develop a Community Advisory Council **(Short Term)**
- a. Invite business people and other community leaders (12 to 20) to meet a few times a year to review Historical Society actions and interactions and make recommendations on how we can better serve the community.
7. Help other museums such as the Smithsonian, the National Museum of Nuclear Science and History and others tell stories of Los Alamos by donating duplicate items in the collection. **(Continuing)**

Los Alamos Historical Society ENSURES a Sustainable Future in Order to Meet Its Mission

Needs Assessment: The goals outlined in other parts of this strategic plan will require significant financial and human resources. Broadly speaking, financial resources are of two types:

- One-time expenditures such as capital investments in preservation properties and matching funds for grants;
- On-going annual expenditures for property maintenance, staff salaries and program support.

Human resources, i.e., staff and volunteers, will be necessary to implement the strategies.

Aspiration: Los Alamos Historical Society board and staff are trusted custodians of the Society's funds and thus the resources to guarantee its future. The Society will promote professional and ethical business practices with both its financial and human resources.

Goals (to be accomplished by the Board of Directors working hand-in-hand with the administrative staff):

1. Fiscal Resource Development
 - a. Identify capital campaigns and amounts needed. **(Immediate)**
 - i. Archives
 - ii. Oppenheimer House
 - iii. Museum
 - b. Develop 5-year funding needs profile (i.e. how much of each type of funding is needed in year one, year two, etc.) **(Short Term)**
 - c. Develop legacy-giving program (target 2011 tax year).
 - i. Discuss with LANB Investment Services. **(Immediate)**
 - ii. Develop campaign for **Short Term.**
 - d. Set up an endowment fund.
 - i. Determine structure and policies. **(Short Term)**
 - ii. Establish Board of Trustees. **(Short Term)**
 - e. Develop fundraising presentation materials. **(Short Term)**
 - f. Pursue capital and endowment funds. **(Long Term)**
2. Human Resource Development
 - a. Identify projected professional staff needs by 2018. **(Immediate)**
 - i. Develop a plan to offer a staff benefits package that includes health care and retirement.
 - b. Develop a sustainable volunteer program.
 - i. Work with RSVP and other local groups to continue recruiting volunteers.
 - ii. Continue to reward volunteers with incentives like special docent trips and our annual volunteer tea.