

Strategic Plan

Anderson Abruzzo Albuquerque International Balloon Museum

Balloon Museum Mission

The mission of the museum is to inspire a spirit of exploration, discovery, and achievement through experiences that engage our visitors in the history, science, sport, and art of ballooning and other innovative forms of flight.

Vision Statement

Create a vibrant, accredited museum, one that enriches people's lives and brings people together - whether from across town or from around the world - to learn, grow, share, and celebrate.

Institutional Values and Principles

- Demonstrate respect and the highest standards of professionalism in our work and interactions with colleagues and the public
- Be authentic, accurate, and fair in the interpretation of our subject matter
- Serve our audiences in unique, meaningful ways in order to sustain the relevance, popularity, and permanence of the museum
- Ensure the public trust through proper stewardship of the collection and our resources
- Recognize and fulfill the responsibilities that come from serving diverse audiences
- Encourage learners to be critical thinkers in order to unlock knowledge and understanding now and in the future
- Build institutional success through innovation, efficiency, collaboration, and accountability

Planning Process

In order for us to succeed in our mission, the following strategic goals have been established. Serving those goals are objectives that will be measured each year. In addition, they are sequenced to occur over a three year period, starting July 1, 2017 through June 30, 2020.

This plan will be updated annually each spring, and then co-adopted by the Balloon Museum's Board of Trustees and the Balloon Museum Foundation's Board of Directors. It will provide an on-going, three-year strategic framework for the Balloon Museum.

Goals and Objectives PART I – The Balloon Museum

Develop the Collection

Acquire, manage, preserve, and make accessible a multi-disciplinary collection about ballooning and other innovative forms of flight.

FY18	FY19	FY20
Tier 1	Tier 1	Tier 1
<i>Accessioning and cataloging of collection; purchase artifact storage materials and fixtures; begin to</i>	<i>Continue collections accessioning, cataloging, rehousing, and digitization</i>	<i>Continue collections accessioning, cataloging, rehousing, and digitization</i>

<i>rehouse and digitize artifacts and images for TMS entry¹; complete additional training on TMS system</i>		
<i>Complete storage study, and identify long-term storage options and develop requisite plans; initiate interim improvements to storage areas</i>	<i>Move the collection to accommodate facility renovations or continue interim improvements to storage areas</i>	<i>Gain support to fund new construction to permanently house collection; continue stabilizing the collection storage conditions in interim</i>
<i>Initiate/complete environmental consultation (Museum & Annex buildings)</i>	<i>Implement findings for Museum and Annex buildings</i>	<i>Maintain environmental health policies, procedures, preventive maintenance</i>
Tier 2	Tier 2	Tier 2
<i>Establish collections volunteer and intern needs</i>	<i>Solicit / train collections volunteers and/or interns</i>	<i>Sustain collections volunteer and/or intern support</i>
<i>Identify collections acquisitions priorities and align with development of Master Plan</i>	<i>Ongoing implementation</i>	<i>Ongoing implementation</i>

Engage, Educate, and Expand Diverse Audiences

Support meeting the cultural and educational needs of students, teachers, families, researchers, and tourists.

FY18	FY19	FY20
Tier 1	Tier 1	Tier 1
<i>Complete Weather Lab, FAVIA, and redesigned Hall of Fame exhibitions</i>	<i>Complete “Buddy’s Ballooning Adventure” exhibition</i>	<i>Complete Two Eagles 5-year anniversary special exhibition</i>
<i>Identify permanent exhibition “refresh” and upgrade needs and create implementation plan</i>	<i>Implement permanent exhibition refresh and upgrades</i>	<i>Continue permanent exhibition refresh and upgrades</i>
<i>Sustain existing signature educational programs and launch new or “pilot”² programs, while developing a new Interpretative Master Plan (Exhibitions, Collections, Education, Programming), to include an annual programming, events, and exhibition schedule</i>	<i>Implement Interpretative Master Plan</i>	<i>Continue implementation of Interpretative Master Plan</i>
<i>Pilot new Field Trip format and services, and launch public programs series</i>	<i>Fully implement new Field Trip format and services, and public programs series</i>	<i>Continue new Field Trip format and services, and public programs series</i>
<i>Promote and enhance the Balloon Museum’s community appeal and accessibility through the rental program, special events, extended</i>	<i>Ongoing implementation</i>	<i>Ongoing implementation</i>

¹ Enables the collection to be accessible for research, exhibition development, and program development

² Such as hosting Drone programs, and noteworthy anniversary activities, such as 40th anniversary of Ghost Ranch solar balloon flight in April, 2018.

<i>hours, and/or free, discounted or subsidized participation fees</i>		
<i>Develop new Theater content and upgrade Theater's technology</i>	<i>Sustain Theater content development</i>	<i>Sustain Theater content development</i>
<i>Continue collaborative Program Planning Team meetings between Museum and Foundation</i>	<i>Continue collaborative Program Planning Team meetings</i>	<i>Continue collaborative Program Planning Team meetings</i>
Tier 2	Tier 2	Tier 2
<i>Conduct Visitor Experience study and make recommendations for improvements to resources</i>	<i>Partner with local organizations to increase ability/capacity to serve diverse audiences</i>	<i>Implement audience diversity strategies such as foreign language resources and multi-lingual exhibition text/media</i>
<i>Update website to emphasize mission-related content and community engagement</i>	<i>Research and coordinate efforts to make signature programming viewable online</i>	<i>Launch inaugural online exhibition</i>
<i>Research travelling exhibition programs and services</i>	<i>Develop Arctic Air as travelling exhibition</i>	<i>Debut travelling Arctic Air at offsite venue</i>

Strengthen the Institution

Ensure the Balloon Museum has the visibility, support, infrastructure, partners, and resources it needs to achieve its mission now and in the future.

FY18	FY19	FY20
Tier 1	Tier 1	Tier 1
<i>Revitalize and reorganize volunteer recruitment, placement, training, evaluation, enrichment, and administrative support procedures, including communication and scheduling. Sustain ongoing recognition and appreciation efforts</i>	<i>Increase volunteer ranks by 20 % over FY 18 level; complete performance evaluations on a minimum of 40% of active volunteer corps</i>	<i>Continue to enhance Volunteer Program; increase ranks by 35% over FY18 levels; and complete 80% of volunteer evaluations</i>
<i>Pilot Museum Educator Fellows Program³</i>	<i>Expand Educator Fellows Program and develop adjunct outreach plan</i>	<i>Sustain Educator Fellows Program and pilot adjunct outreach plan</i>
<i>Update and approve Foundation and City governance documents (lease and agreement)</i>	<i>Ongoing implementation</i>	<i>Update and approve Foundation and City governance documents (lease and agreement)</i>
<i>Update BOT Handbook</i>	<i>Implement BOT and BOD Institutional Workshop Series (to strengthen Board Member knowledge of museum practices)</i>	<i>Update Employee "Handbook" and establish Museum-Foundation "Intranet"</i>
<i>Complete disaster and emergency preparedness plan,</i>	<i>Ongoing quarterly training, update of plan</i>	<i>Ongoing quarterly training, update of plan</i>

³ The Fellows program will add and develop educator talent to support programs and, eventually, outreach.

<i>and conduct initial training</i>		
<i>Complete Core Documents for AAM submission; update current Museum Policies</i>	<i>Update Core Documents</i>	<i>Update Core Documents and Policies</i>
<i>Present mid-year Issue Paper for permanent, full-time Registrar position</i>	<i>Convert Education Curator to permanent City position</i>	<i>Establish training and professional development plans</i>
Tier 2	Tier 2	Tier 2
<i>Develop branding plan</i>	<i>Implement branding plan</i>	<i>Ongoing implementation</i>
<i>Ongoing collaboration with FAI for content, programming, and collection management benefits</i>	<i>Ongoing collaboration with FAI for content, programming, and collection management</i>	<i>Ongoing collaboration with FAI for content, programming, and collection management</i>
<i>Add an online museum admission purchase option for individuals and groups</i>	<i>Ongoing implementation</i>	<i>Ongoing implementation</i>
<i>Establish contacts with other balloon/LTA museums and develop consortium</i>	<i>Site visits and idea exchange</i>	<i>Traveling exhibition and/or artifact exchanges; joint programs</i>
<i>Continue to conduct preventive maintenance and repairs⁴; upgrade rental spaces; address lack of storage, and better manage supplies/equipment</i>	<i>Continue to conduct preventive maintenance and repairs; upgrade the ticket booth and front entrance to make it more inviting</i>	<i>Continue to conduct preventive maintenance and repairs; commence North Grounds Master Planning⁵</i>

Goals and Objectives PART II – The Balloon Museum Foundation

Mission of the Balloon Museum Foundation

The Anderson-Abruzzo International Balloon Museum Foundation's purpose is to foster financial support of the Balloon Museum as the world's leading venue about the history, science, sport and art of ballooning and other innovative forms of flight.

Foster Financial Support

Help to ensure the Balloon Museum has the financial resources it needs to achieve its mission now and in the future.

FY18	FY19	FY20
Tier 1	Tier 1	Tier 1
<i>Update and approve Foundation and City governance documents</i>	<i>Ongoing implementation</i>	<i>Update and approve Foundation and City governance documents</i>
<i>Implement new governance duties, e.g., hosting community events, group tour offerings, planning, and financing</i>	<i>Ongoing review and implementation</i>	<i>Ongoing review and implementation</i>

⁴ Capital improvements will also occur and primarily focus on collections management needs.

⁵ A resumption of past discussions, review of past plans, and introduction of new ideas.

<i>through budget and other collaborative processes</i>		
<i>Develop evaluation process to assess success and viability of signature annual fundraising events (Manhattan on the Mesa; Chic-I-Boom; Red, White and Balloons; and Fiesta)</i>	<i>Implement evaluation process to assess signature annual fundraising events</i>	<i>Alter, sustain or enhance annual series of fundraising events</i>
<i>Update and launch revised membership program</i>	<i>Ongoing implementation</i>	<i>Ongoing implementation</i>
<i>Develop Balloon Museum Foundation Planned Giving Program; establish committee.</i>	<i>Ongoing implementation</i>	<i>Ongoing implementation</i>
<i>Improve Balloon Museum Shoppe offerings and design: eliminate consignment program; reduce generic product selection and focus on Museum/Ballooning-specific merchandise. Financial goals to be set annually through budget process.</i>	<i>Ongoing review and implementation</i>	<i>Ongoing review and implementation</i>
<i>Develop community/key opinion leader outreach program with Community Leaders through Leadership luncheons; develop Government Leader support (local and state) through tours, outreach, public comment, and advocacy</i>	<i>Ongoing implementation</i>	<i>Gain support for funding new construction to permanently house collection</i>
	<i>Develop integrated annual communications and marketing plan (media outreach, social media calendar, member communication)</i>	<i>Finalize and fully launch integrated marketing and communications plan</i>
Tier 2	Tier 2	Tier 2
<i>Research grant writing opportunities and services</i>	<i>Develop grant writing program</i>	<i>Fully implement grant writing program</i>
<i>Research and develop Second Decade Donor Society Program</i>	<i>Launch Second Decade Donor Society and distribute free introductory memberships to target audiences</i>	<i>Ongoing implementation</i>
<i>Research Annual Giving Campaign, to include fundraising outreach through membership drives, social media and digital outreach, and online giving</i>	<i>Implement Annual Giving Campaign and launch planning to reach projected development targets</i>	<i>Ongoing implementation</i>

Budget and Development Projections

Source	FY18	FY19 (Projected)	FY20 (Projected)
City General Fund	\$1,158,000	\$1,228,000	1,238,000 ⁶
Mid-Year Issue Paper (City)	\$35,000	\$10,000	\$0.00
Museum Special Revenue	\$3,000	\$4,000	\$5,000
Foundation Appropriation	\$60,000	\$66,000	\$74,000
Restricted Funding (Foundation)	\$45,000	\$49,000	\$54,000
General Obligation Bonds ⁷	\$150,000	\$0.00	\$200,000
Projected Development Targets (Grants, Major Gifts, Sponsors, Earned Revenue)	\$5,000 ⁸	\$75,000 ⁹	\$100,000 ¹⁰

⁶ Growth in the General Fund appropriation assumes success in adding staff positions and restoring at least partial special revenue funds (approximately \$50,000) that were not included in FY 17 budget.

⁷ Assumes approval by voters in 2017 and 2019.

⁸ To supplement approved program funding in order to enhance programs and their visibility during the year; amount reflects typical annual fundraising attempts to gain a sponsor, grant, gift, and/or earned revenue.

⁹ Estimated FY 19 Tier 1 projects (Collections Management and Exhibitions).

¹⁰ Estimated FY 20 Tier 1 projects (Collections Management and Exhibitions).