

# MARBLEHEAD



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## Strategic Plan 2022-2025

Approved by a vote of the Board of Directors, December 7, 2021

### Goal: Brand Awareness

Raise the Museum's brand awareness in Marblehead *and beyond* as the premier community institution for the study and dissemination of the town's history. Continue to create engaging multi-generational programming.

- Study the perception of the Museum versus other town history institutions (MHC and Old and Historic) and determine how to increase awareness and branding
- Discuss with representatives of the Marblehead Historical Commission how the missions of the Marblehead Historical Commission and the Museum complement and contrast each other.
- Organize a Museum branding campaign
- Resolve the Museum's role in the planned townwide archive project

### Goal: Preserve and Interpret Jeremiah Lee's Brick Kitchen and Slave Quarters, 157 Washington St.

Research and understand the building over time, preserve it, and use it to interpret the lives of the enslaved people who worked and lived in the building, sharing the 254-year story of the building through hands-on, interactive exhibits and activities for school children and visitors of all ages.

- Transform 157 Washington Street into a fully-accessible Orientation Center and hands-on History Center for the Lee Mansion and Marblehead Museum where visitors, students, and Marbleheaders can
  - Watch an introductory video about Marblehead's storied and diverse history
  - Tour the recreated Brick Kitchen and Slave Quarters
  - Learn about daily life in 19th-century Marblehead with interactives and historic reproductions (baking ship's biscuits, laundry chores, etc.)
  - Participate in hearth-cooking programs using the recreated bake ovens and hearth
- Become only the second New England museum/historic site with its extant original slave quarters, which will attract visitors, students, archaeologists, researchers, and media for a myriad of educational and research opportunities.

- Develop educational programming at this site for school children and community members to study the diverse history of Marblehead and spur a passion for learning history through dynamic programming.
- Add this significant building to the National Register of Historic Places.
- Restore the original landscaping between the Lee Mansion and Brick Kitchen to better represent the physical space and land usage during Jeremiah Lee's time (1768-1775).

Goal: Build Membership and donors

Leverage the Museum's programming, collection, and brand awareness to increase membership and donor base.

- Reevaluate the membership levels, benefits, and outreach to make membership more attractive and easier to join/navigate
- Create a corporate membership program
- Build the Planned Giving program

Goal: Collections

Strengthen the collection and collection care by identifying inappropriate accessioned materials, deaccession them, and use resultant funding to establish a Collections Fund.

- Identify materials not suitable for the Museum's collection (archival and three-dimensional); research their provenances.
- Form a committee tasked with approving proposed deaccessions.
- Follow the widely-held professional standards to deaccession, transfer, or otherwise dispose of the inappropriate items.
- Use the funds collected from disposition to start and maintain a Collections Fund to be used to purchase appropriate items for the collection and/or care for the collection.

Goal: Marblehead Memories Project

Continue to serve as Marblehead's recordkeeper of 20th century memories and history.

- Manage and expand the Marblehead Memories Project, including monthly meetings, oral histories, Memories Roadshows, Memory Booth, and other aspects of the project.
- Seek collaborators to broaden the reach and impact.
- Continue to add collection items to PastPerfect and the online collection.

Goal: BIPOC History in Marblehead

Research, raise awareness of, and incorporate the History of Black, Indigenous, and People of Color in Marblehead

- Develop a resource list for educators and public, available on the website
- Research, create, and share a database of BIPOC with additional information on each individual available on the website
- Produce public signage about BIPOC throughout Marblehead (at least 2 per year)
- Collaborate with local, regional, and national organizations to increase programmatic offerings and accessibility, disseminate findings, and elevate brand presence.
- Use the Brick Kitchen/Slave Quarters to help tell the story Marblehead's diverse history.

Goal: Commemorations: Marblehead's 400th (2029) and Rev250 (2025-2033)

Position the Museum to be a leader in organizing activities and marketing for events and commemorations in Marblehead associated with these major milestones. Take advantage of both commemorations to build a broader audience and increase membership.

- Establish public programming (staffed and unstaffed) - lectures, collaborations with Glover's Regiment
- Digitize and make available online appropriate collections. Employ [Digital Commonwealth](#) to assist.
- Create exhibits regarding Marblehead in the Revolutionary War
- Highlight the Frost Gallery and JOJ Frost's depictions of the Revolutionary War
- Enhance education programming with lesson plan(s) for at-school programs, remote learners, and homeschoolers

Goal: Buildings, Grounds, and Accessibility

Increase accessibility for mobility, hearing, visual, and other impaired persons and continue to protect buildings and grounds while maximizing revenue.

- Develop a list of accessibility needs and deficits
- Work with an architect to find solutions for identified accessibility issues, including costs.
- Investigate [Massachusetts Cultural Council](#) and other funding for planning and implementation of capital improvements to increase accessibility at 170 Washington Street and, where possible, the Jeremiah Lee Mansion.
- Consider the addition of seasonal, exterior bathrooms in the Mansion's lower garden for events and functions and cost out the expenses associated with the project.
- Determine the necessity/fiscal efficacy of updating the caterer's kitchen in the Lee Mansion.

*Marblehead Museum is a 501c3 private nonprofit organization established in 1898.*

*EIN# 04-6003248*

*170 Washington Street*

*Marblehead, MA 01945*  
*[www.marbleheadmuseum.org](http://www.marbleheadmuseum.org)*