**Strategic Plan**

**Summary:**

The San Francisco Freedom Museum seeks to fulfil its vision of a world in which freedom is no longer imaginary through sharing stories of the road to justice, raising awareness of resistance, and empowering visitors to catalyze positive change in the world. By creating a plan with lofty but attainable objectives, the Freedom Museum hopes to be able to fulfil that vision.

The Freedom Museum is rooted in the idea that resistance is power, instigated by the marginalized to work towards social change. We stand behind groups truly marginalized based on a lack of social, economic, and political status. The Freedom Museum upholds the basic freedoms of speech, assembly, thought, religion, and expression. Additionally, we strongly believe in protecting and preserving the freedoms of political expression, freedom to resist, freedom of economic equity, of movement across borders, and freedom from racism, sexism, homophobia.

Aligning actions of the Freedom Museum according to the strategic plan will further the mission and vision of the Museum. The exhibition *Black Rights Activism in America* aligns with our mission by sharing stories of marginalized groups and inspiring positive change in the community. This aligns with the Freedom Museum’s vision through inspiring that positive change in order to imagine a world where justice is no longer imaginary. The strategic plan helps the Freedom Museum match all elements of operations to that vision.

This strategic plan was approved by the Freedom Museum Board of Directors on January 15 2015.

**Overview of Operations and Programs**

A primary goal of the Freedom Museum is to inform the general public about the power of resistance, to support resistance efforts, and to change the way resistance is understood. In doing this, the Museum plans to focus on resistance movements in the United States and internationally, highlighting connections in the globalized world.

The Freedom Museum is dedicated to raising awareness about the importance of resistance in questioning oppressive structures and in promoting change. Resistance is seen as productive in enabling people to better the condition of their lives. The Museum functions as a place that displays artifacts important to current and historic resistance movements and artwork created and inspired by people in resistance movements. Importantly, the Museum aims to provide a voice for marginalized groups by supporting them in organizing, educating the broader community, and advocating for rights and freedoms.

The Freedom Museum is a reflection of the voices and struggles of marginalized peoples, and their histories, lives and cultures. The Museum exists for people who belong to marginalized groups, and for advocates, activists, and allies. It exists also for the general public, working to empower resistance by trying to inform and educate people about its value. The Freedom Museum will organize seminars for community groups and the general public, develop workshops for grassroots organizing, and provide a dedicated space for community meetings. Additionally, we will also work with our affiliate the Freedom Archives to create community oriented programs where visitors can engage with archival material.

All activities are oriented towards promoting the voice of resistance groups and providing a space for marginalized peoples to gather and find the inspiration, support, and resources to aid them in their fight for freedom. Additionally, the Freedom Museum Gift Shop, operated within Museum walls but run by an external business, directly supports artist activists and members of local marginalized communities, which supports the mission. Through these and the above means, the Freedom Museum hopes to fulfil our mission and work toward our vision.

**Goals and Objectives: 2020**

As part of the five year plan for the organization, the Freedom Museum hopes to increase public engagement and raise awareness of issues surrounding social justice and resistance through increased visitorship, membership, and exhibit and program offerings.

The Freedom Museum aspires to an annual visitorship of 200,000 or more by the end of the year 2020. This goal will be measured through point of sale visitor counts throughout the calendar year and will be achieved through high quality attractive and educational exhibitions and programs. This will require adequate marketing to intended audiences for the exhibitions and programs to draw visitors.

The Freedom Museum also intends to increase membership numbers to 4000 members by the end of the year 2020. This goal will be measured through the point of sale and membership database. This goal will be attained by attracting more visitors and marketing memberships to both families and individuals.

Exhibition offerings that actively and accurately reflect the fight for justice that plays out around the world are critical in meeting our goals of increased public engagement and raised awareness of these issues. The exhibitions we choose to display are meticulously selected or curated to best reflect the most accurate portrayal of resistance for public education. The Freedom Museum intends to show at least one major exhibitions per year by the end of the year 2020. Additionally, Freedom Museum intends to show at least three small exhibitions per year by the end of the year 2020. Through a combination of both large and small exhibitions, The Freedom Museum will have the opportunity to both rent and curate exhibitions for the public that expose the reality and possibility of resistance movements. The goal of increased engagement and awareness will be measured through focus groups, cued and uncued observations, and visitor surveys dispensed through iPads in the gallery spaces.

Program offerings are critical to active and successful public engagement. Public programs provide another layer of interpretation and education for an exhibition or a museum, and have the opportunity to interpret information in a multitude of ways and for a multitude of learning styles. By the end of the year 2020, the Freedom Museum intends to hold at least one program per exhibition, and three to five recurring programs each calendar year. This will be measured through records created and maintained by the Programs and Education Coordinator. Regarding program offerings, the Freedom Museum will measure visitor engagement, satisfaction, and suggestions through iPad surveys, focus groups, and cued and uncued observations.