



**Strategic Plan for the
Wingfield Heritage House Museum
Approved January 26, 2024**



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Executive Summary

The Wingfield Heritage House Museum is a new museum that will be operated by the Village of Ruidoso. The historic Wingfield House was purchased by the Village in 2021 and is expected to open as a museum in 2024. This plan has been written to guide the museum as it opens and establishes basic operations. Museum staff held a planning session with the Ruidoso Cultural and Natural History Committee that identified values and goals that have been incorporated into this plan.

Four strategic goals have been established for the museum:



Collect the history of Ruidoso



Create a welcoming place for the community and museum visitors



Educate visitors through outreach, media, and in-house education



Work toward making the museum self-sustainable through fundraising

Organizational Profile

The Wingfield Heritage House Museum is under development as a new museum for the Village of Ruidoso in Ruidoso, New Mexico. It is located in the Wingfield House, a 1920s historic home that belonged to one of Ruidoso's earliest families and promoters. After its use as a home, the building was also used as a retail space for several decades. Rehabilitation of the building was completed in 2023, making it suitable for museum use and returning the structure to its original footprint. The upstairs area has been designated as offices, storage, and workspace, while downstairs will be public exhibition space.

The Ruidoso area has not had a historical museum or historical society to collect and interpret local history. The Hubbard Museum of the American West was located in nearby Ruidoso Downs, but it had a broader scope than the local area. It also closed during Covid-19 shut-downs and is not expected to reopen. So, the Wingfield Heritage House Museum will be starting a new collection to preserve our local history.

Currently, the museum has one dedicated employee, the Museum Manager and Curator. For help processing the early collections items, the Library Supervisor from the Ruidoso Public Library has also been helping a few hours a week as available.



Since the museum has not been opened to the public yet, visitor statistics are not yet available. Looking at local demographics, as well as tourism data, can give some idea of the community that the museum will be serving. Ruidoso is the largest municipality in Lincoln County, NM.

>> Demographics for Lincoln County: (estimated for 2022 by the U.S. Census Bureau)

Population - 20,411

Age - Under 5 years: 4.3%, Under 18 years: 17.8%, 65 years or older: 31.6%,
18-64 years: 49.4%

Race - White (not Hispanic or Latino): 59.4%, African American: 1.2%,
American Indian: 4.6%, Asian American: 0.7%, Hispanic or Latino: 34.8%
(may also be included in other categories), Two or More Races: 2.3%

Computer and Internet Use - Households with computer: 95.4%, Households
with broadband: 79.9%

Education - High School graduate or higher (age 25+ years): 90.1%,
Bachelor's or higher: 24.3%

Income - Median household income: \$47,919, Per capita income: \$31,332,
Percent in poverty: 17.4%

>> Demographics for Ruidoso: (estimated for 2022 by the U.S. Census Bureau)

Population - 7,796

Age - Under 5 years: 6.6%, Under 18 years: 20%, 65 years or older: 26.5%,
18-64 year: 53.5%

Race - White (not Hispanic or Latino): 61.6%, African American: 3.7%,
American Indian: 2.1%, Asian American: 0.3%, Hispanic or Latino: 31%
(may also be included in other categories), Two or More Races: 11%

Computer and Internet Use - Households with computer: 99.3%, Households
with broadband: 80%

Education - High School graduate or higher (age 25+ years): 89.7%,
Bachelor's or higher: 24.2%

Income - Median household income: \$36,033, Per capita income: \$28,049,
Percent in poverty: 15%

>> Tourism info from DiscoverRuidoso:

Additional Seasonal Population: 25,000

Number of Annual Tourists: 1.9 million

Home Ownership: 60% of homes are vacation homes

Museum Mission, Vision, and Values

Mission

The Wingfield Heritage House Museum serves as a gathering place that tells the story and preserves the history of Ruidoso and the surrounding area through education, collaboration, and community engagement.

Vision

Where Ruidoso does history

Values

The Wingfield Heritage House Museum aspires to these values:

Education - We put education at the core of our museum and seek to provide meaningful and accessible experiences to our community and visitors.

Service - We seek to be the heart of our community and are responsive to the needs of our audience in order to be a valued cultural resource for our community.

Stewardship - We are building a repository for our community's history to preserve it for the future, and we value the priceless assets entrusted to us. We seek to be good stewards of the collections, facilities, and financial resources in our care.

Process and Discussions

As a new department of the Village of Ruidoso, the initial development of the museum was directed by a steering group and a new committee for the village, the Cultural and Natural History Committee. The Committee was appointed by Village Council. As the community group that was involved in the creation of the museum during the construction phase, the Committee served as the public stakeholders involved in the strategic planning process.

The five-member committee represents various components of the community: descendants of original pioneering families including the Wingfield family, a realtor, an educator, a local history author, a health-care professional, long-term residents, and an elected Village Councilperson. They also work with disadvantaged youth, and one was recently elected to the School Board. As such, they are all community leaders that regularly interact with much of the community.

The Committee met with the Museum Manager and Curator and the Deputy Village Manager for two planning sessions held at the museum. The sessions were intended to gather information to inform the creation of strategic objectives for the museum, examining how the museum can grow and what the team wants the museum to look like, and setting a mission for the museum.

The discussion started with formulating a mission statement for the museum. The discussion centered on education, being a cornerstone of the community, history, families who have lived here, and the story of Ruidoso and its connection to the surrounding area. Out of this discussion came four focus areas: History, Gathering Place, Education, and Funding. The discussion then moved to a discussion of four objectives based on the four focus areas. Each objective was examined to determine what was important about the objective and what the team wanted to see at the museum in relation to that focus area.

While most of the discussion focused on the resources at the museum and in the community that will help the museum move forward, there were a few concerns brought out in the discussions. Team members were concerned that the space be not just for the many tourists that come through the town, but also important to community members who live here. Other concerns were that the space needs to be welcoming to people who may have different levels of education or economic advantages, and be usable by all ages. The team identified the staffing level of one employee as a difficulty for ensuring that the museum can be staffed during open hours. The team also noted that the current footprint of the building has little indoor space for groups. The team discussed the addition of a dedicated education center at the museum as something that would increase the capacity of the museum to fulfill its mission and help with activities like field trips, group tours, kids programs, lectures, and other educational events.

Integration with Village of Ruidoso Strategic Plans and Initiatives

This Strategic Plan will cover the first 2 or 3 years of operation for the museum. The Village of Ruidoso also has planning documents that will apply to the museum.

Village of Ruidoso Comprehensive Plan

The Village Council adopted a Comprehensive Plan in 2019. In 2019, the museum was not anticipated, however there are a few strategic goals listed in the plan that apply to the museum.

Community Services:

- >> Goal 1. Ruidoso offers community services for all its residents and employees.
 - 1.1. Provide convenient community services to serve all of Ruidoso's residents and employees, especially those most in need.
- >> Goal 2. Ruidoso's residents and businesses are engaged and active in community building efforts.
 - 2.1. Promote volunteerism among all Ruidoso's residents and businesses.

Economic Development:

- >> Goal 3. Ruidoso provides for locals.
 - 3.1. Continue to enhance Midtown.

Land Use:

- >> Goal 8. Ruidoso's rich and varied history is recognized and shared.
 - 8.1. Enact a historic preservation ordinance to recognize the Village's history and historic landmarks.





Department Tactical Plan

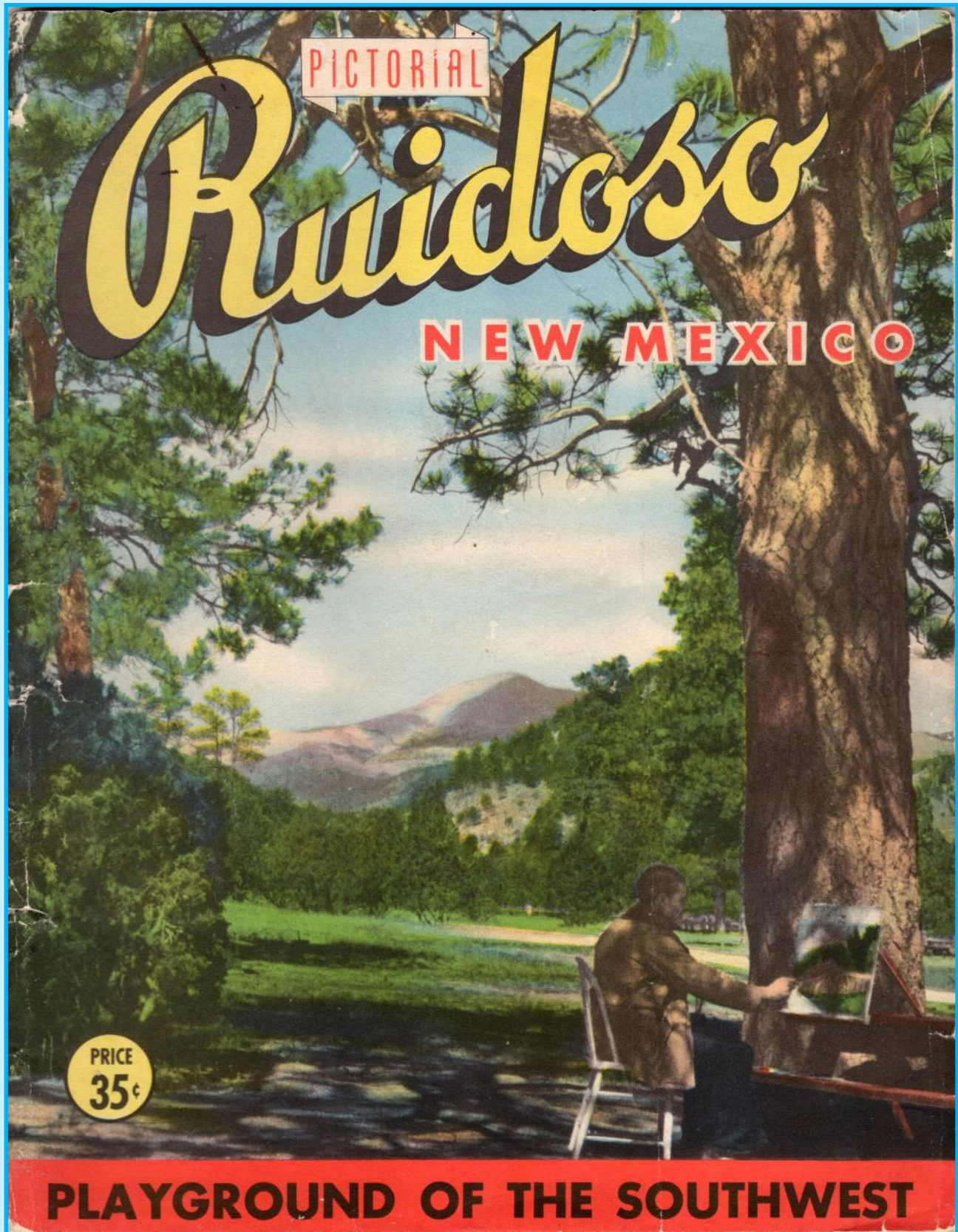
Each department also creates a Tactical Plan for each year. These Tactical Plans relate back to the Comprehensive Plan and identify actions that the department will undertake for the year to reach the goals and objectives laid out in the Comprehensive Plan. The Museum's Tactical Plan will also be identifying actions to achieve the goals and objectives from this plan. These Tactical Plans assign responsibility for completion of action steps, include information about how success will be measured and evaluated, and identify the resources required to carry out the plan.

Sudderth Corridor Metropolitan Redevelopment Area Plan

On March 9, 2021, the Village Council adopted a Sudderth Corridor Metropolitan Redevelopment Area Plan. The museum building is within the area of town covered by this plan. The plan lists four goals: Access and Mobility, Placemaking in Community Spaces, District Character, and Economic Vitality.

- >> Strategies for achieving the "The Placemaking in Community Spaces" goal include a Wingfield House Historical Center. To achieve this goal, the plan identifies an action for "Project: Wingfield House History Center" with the description "the Wingfield House is a historic home in the MRA Plan area that the Village is restoring for community use as historical/cultural center. The Village is placing the Village radio station on the same site. The goal of this public facility is to anchor visitor activities in the area surrounding the Sudderth Drive and Mechem intersection."
- >> Strategies for achieving the "District Character" goal include Arts and Cultural Enhancements with the description "The Midtown Association mural program, historical sites tours, the creation of an historical museum at the Wingfield House, and completion of the privately funded restoration of the Old Mill are examples of projects that highlight the arts and the cultural and historical significance of the corridor. Arts and cultural facilities are eligible projects under the state Local Economic Development Act."

Strategic Goals



GOAL 1:

Collect the history of Ruidoso



The Museum is charged with ensuring careful, sound, and responsible management of the collections entrusted to its care. Industry standards require museums to provide proper physical storage, management and care for the collections and associated documentation, as well as proper intellectual control. Collections should be held in trust for the public today and in the future and made accessible for the public's benefit.

Strategy 1.1: Establish collection

Objective 1.1.1: Build collection of artifacts with the focus areas of prehistory, founding families, tourism, and Ruidoso area.

Objective 1.1.2: Build reference collection for use by staff, volunteers, and researchers.

Strategy 1.2: Establish intellectual and physical control of collection.

Objective 1.2.1: Develop and implement a museum registration system to document collection.

Objective 1.2.2: Identify and implement appropriate storage and exhibition methods to properly care for artifacts as collection is built.

Objective 1.2.3: Develop off-site storage area.

Strategy 1.3: Develop museum core documents relating to Collections Management.

Objective 1.3.1: Implement Collections Management Policy and Museum Code of Ethics.

Objective 1.3.2: Develop museum-specific disaster recovery procedures binder.

> > **Goal 1**

GOAL 2:

Create a welcoming place for the community and museum visitors.



The visitor experience at the museum will impact the reputation of the museum and the success of future exhibits and programs. Many different factors contribute to the visitor experience at a museum: a visitor's ability to move easily around the site, the quality of the exhibits and activities at the museum, the museum's ability to accommodate their learning style, and amenities on the site, for example.

Strategy 2.1: Implement staffing at the museum.

Objective 2.1.1: Develop greeter corps.

Objective 2.1.2: Meet staffing level to ensure continuous operation during open hours.

Strategy 2.2: Accommodate different learning styles and interest levels.

Objective 2.2.1: Develop programs and activities for multiple age groups.

Objective 2.2.2: Design exhibit interpretation to accommodate different interest levels.

Strategy 2.3: Establish easy access to museum.

Objective 2.3.1: Plan expected traffic flow for site and building.

Objective 2.3.2: Install signage for traffic flow.

>> Goal 2

GOAL 3:

Educate visitors through outreach, media, and in-house education



The heart of any museum is education, which may happen on-site, in outreach programs, or even virtually. With the current staffing levels, the museum needs to identify where educational efforts can have the most effect on visitors and community members.

Strategy 3.1: Create outreach activities.

Objective 3.1.1: Identify opportunities for staff and volunteers to conduct outreach activities.

Objective 3.1.2: Develop activities and education collection objects to use for outreach.

Strategy 3.2: Develop content in multiple media types to reach community.

Objective 3.2.1: Develop Permanent and Temporary exhibits for museum.

Objective 3.2.2: Partner with 1490 AM KRUI.

Objective 3.2.3: Create museum website and social media.

Objective 3.2.4: Create print products for distribution.

Strategy 3.3: Increase on-site educational capacity by building Education Center.

Objective 3.3.1: Identify specifications for desired educational/multi-purpose building on campus.

Objective 3.3.2: Identify possible funding sources.

>> Goal 3

GOAL 4:

Work toward making the museum self-sustainable through fundraising



As a new department in the Village, museum budgetary needs are still being identified. Diverse funding sources will help the museum fund special projects and justify future budget allocations.

Strategy 4.1: Develop outside funding resources.

Objective 4.1.1: Create “Friends of the Wingfield House” organization.

Objective 4.1.2: Identify opportunities to advance museum activities through grants.

Strategy 4.2: Develop sources of revenue from Museum operations

Objective 4.2.1: Implement methods for collecting donations.

Objective 4.2.2: Develop merchandise to be sold on-site or at outreach locations.

Objective 4.2.3: Implement point of sales system for admissions and store.

Objective 4.2.4: Identify possible programs and events that could be revenue generating.

> > Goal 4

Special Thanks to the Strategic Planning Team!

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Image Information

- > Page 1: Wingfield House, circa 1932, museum collection
- > Page 2: Wingfield Heritage House Museum, 2023, photo by Stephanie Long
- > Page 4: Wingfield Store and Businesses, circa 1928, museum collection
- > Page 8: Mescalero Apache Reservation, 1936, photo by Arthur Rothstein, Library of Congress, Prints & Photographs Division, Farm Security Administration/Office of War Information Black-and-White Negatives
- > Page 9: Della Wingfield, 1928, museum collection
- > Page 10: *Ruidoso Pictorial* Magazine, 1948, museum collection





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