



DELAWARE COUNTY HISTORICAL SOCIETY

Tentative Vision Plan 2027

I. VISION PLAN 2027

As we conclude the George and Frances Ball Foundation grant, we have developed a tentative 'Vision Plan' for 2027, intended to guide us through strategic planning, developing a county-wide historical museum, an interpretation plan, and a collecting plan. This document also outlines initiatives intended to serve our new mission statement. Finally, we also include a new job description for the executive director position, his/her job responsibilities, and the goals he/she must work toward on a quarterly basis.

New Mission Statement (adopted 2016): *The mission of the Delaware County Historical Society is to enhance community development and quality of life in Delaware County by fostering a deeper understanding and appreciation of local history and culture through advocacy, education, interpretation, stewardship, and service.*

1). Reaffirm our Commitment to our new Mission Statement: The mission of the Delaware County Historical Society is to enhance community development and quality of life in Delaware County by fostering a deeper understanding and appreciation of local history and culture through advocacy, education, interpretation, stewardship, and service. As such, the DCHS' immediate programming, fundraising efforts, and strategic initiatives should be reoriented toward service, education, outreach, and community development. The board aspires also to begin a dedicated plan of collecting over the next ten years. As stewards of local history, it is important that we first develop a thorough collecting and interpretation plan, along with the construction of appropriate infrastructure and facilities before meaningful collection can begin. The proposal will outline a tentative ten-year strategy allowing us to build an infrastructure appropriate for collecting.

A). Advocacy

Objective 1: Work with area humanities stakeholders (i.e. Muncie Public Library, Ball State University, Minnetrista, Indiana Humanities Council, Indiana Landmarks, fraternal/sororal organizations, religious institutions, museums, and private individuals) to advocate, support, and disseminate issues related to local history. This advocacy might exist in the form of press releases, editorials, and forming strong institutional partnerships with like-minded partners (e.g. Minnetrista, Muncie Public Library, Yorktown-Mount Pleasant Historical Alliance) to coordinate efforts to promote local historical literacy in Delaware County. The DCHS might also serve as a fiscal agent for special, history related topics, or be the coordinating force for history related events and programs.

B). Education

Objective 1: Quarterly presentations. Either board members, members, or other invited speakers should provide education lectures/discussions free for the community, once per quarter. These presentations might take place at the DCHS, or at one of our partner institutions.

Objective 2: The implementation of a plan, developed from an ad hoc committee, to restructure the existing newsletter. We will consider electronic forms of the newsletter, quarterly (instead of bi-monthly) publications, weekly emails, and other methods. This committee will begin work in 2017 and whatever changes will take place in 2018.

Objective 3: Expansion of public outreach through social media and other informal publications (i.e. *Star Press* “By Gone Muncie” column).

Objective 4: As of 2017, Indiana Public Radio (IPR) has agreed to run 1-minute, weekly ‘local history’ interstitials on air. In exchange for the DCHS in providing this service, IPR has agreed to provide free underwriting spots for membership drives and fundraisers.

C). Interpretation

Objective 1: The continuation and expansion of in-house, rotating exhibits at the Moore-Youse Museum under the following timeline: two exhibits in 2017, three exhibits in 2018, and four exhibits in 2019. Until the construction of the new museum (see below), the Moore-Youse Home Museum will then feature four rotating exhibits each year, starting in 2019.

Objective 2: Continuation of creating small, portable exhibits that can be displayed in partnering institutions, businesses, and buildings throughout Delaware County.

Objective 3: Several rooms on the first floor of the Moore-Youse Home Museum will be converted to modern exhibit space for rotating exhibits. One room will remain as a permanent showcase of our existing interior design collection.

Objective 3: Beginning in 2018, the DCHS will begin serious discussions on building a county wide historical museum, administered and run by the DCHS. Board sub-committees will examine financial feasibility, costs, location, and interpretation strategies consistent with our existing collection, but also with respect to new collecting and interpreting plans.

D). Stewardship

Objective 1: Develop a plan to build an historical museum to house collections by 2027. No institution in Delaware County is committed to collecting artifacts of county history and permanently interpreting through standing exhibits. In 2027, Delaware County will celebrate its bicentennial. By 2027, this objective proposes a full historical museum dedicated to county wide collections, programming, and permanent exhibits of local history. 2027 offers our organization ten years to either plan, fundraise, and build a museum, or plan, fundraise, and announce a museum at a suitable location.

Objective 2: Continue our modernization of the current DCHS collection, which includes digital records of all materials. Funded by a grant from the Indiana Historical Society, the DCHS is currently cataloguing all items electronically and de-accessioning items that do not have relevance, or significance. The DCHS is placing in strict American Alliance of Museums (AAM) practices and procedures and will continue to do so in coming years.

E). Service

Objective 1: Beginning in 2017, the executive director with assistance from the board of directors will increase members and a volunteer pool for our own initiatives, but also in assistance when requested from partnering institutions.

Objective 2: The DCHS will provide fiscal agencies for partnering institutions and key stakeholders when appropriate for projects, fundraising efforts, and in collaborative projects (e.g. Beech Grove Cemetery and ScoutMuncie).

Objective 3: Each member of the board of directors will be assigned to specific tasks and/or committees to ensure proper roll out of our new initiatives.

F). Enhance Community Development

Objective 1: Develop, promote, and encourage public art, history, and other cultural projects in Muncie and Delaware County. These might include restoration of statues, creation of new public art, exhibits, and/or partnering with other institutions like Minnetrista, Muncie Arts and Culture Council, and Ball State University.

Objective 2: Continued support and development of the Pioneer Cemetery Preservation Committee. This should include a concerted effort to increase funding, working to increase the volunteer pool, and a full photographic survey of Delaware County's historic pioneer cemeteries. The cemeteries not only serve as records for genealogists and historians, but can also serve as locations of rural greenspace.

G). Quality of Life

Objective 1: Continue support and development of the Ancestor Hunters Committee and provide historical and genealogical research services for residents, institutions, municipal agents, and other stakeholders in Delaware County. This research requires a steady stream of volunteers, which can be gleaned from our membership and board of directors, but also from student and community volunteers from Ball State University.

2). Fiscal Solvency: The DCHS will move toward a position of fiscal solvency for operations, while raising money to meet our objectives as outlined in section 1 above. Fiscal solvency includes two primary strategies: an increase in fundraising efforts and the development of instruments of fiscal security.

A). Fundraising Efforts

Objective 1: The DCHS will hold quarterly fundraising events to assist in offsetting monthly operating costs.

Objective 2: The executive director will sell ads for the quarterly newsletter, find sponsorships for quarterly exhibits, and s/he will maintain annual contracts with business owners and private sponsors.

Objective 3: The executive director and board of directors will work in 2017 and 2018 to obtain funding through grants for operations and development.

Objective 4: Each member of the board of directors will be encouraged to donate a sum of money to the best of their ability and to assist in fundraising efforts, to be directly engaged in fundraising initiatives.

B). Fiscal Security

Objective 1: Working with the Community Foundation of Muncie and Delaware County, the DCHS shall establish an endowment fund for use in operating costs and other non-capital improvements. A tentative timeline of endowment benchmarks will be as follows: \$50,000 by January 1, 2019; \$150,000 by January 1, 2020; and \$250,000 by January 1, 2021.

Objective 2: The board of directors will work to construct a new pricing structure for individual members, family members, student/retiree members, and corporate sponsors.

Objective 3: In working with the Community Foundation of Muncie and Delaware County, the DCHS will inaugurate an endowment fund in summer of 2017. The endowment fund will support operational costs.

3). General Timeline:

Summer 2017: Board approval and adoption of the initiatives set forth in this document. Inauguration of endowment fund.

Fall 2017: Public announcement of the Vision 2027 plan and supporting initiatives.

Winter/Spring 2018: Endowment Fund fundraising efforts. Development of the following plans: Fundraising (endowment), Strategic, Collecting, Interpretation, and Museum. We will also develop a detailed plan for reinterpretation of the Moore-Youse Home Museum.

Fall/Winter 2018: Full adoption and implementation of mission statement applications. Full adoption and implementation of exhibits, fundraising, and fiscal plans.

Spring 2019: Official plans for museum established. Fundraising.

Summer - Winter 2019: Fundraising.

2020: Fundraising

January 2020: \$250,000 endowment benchmark achieved.

2020 - 2026: Fundraising.

2026 - 2027: Museum construction.

2027: Museum opens to the public.

II. BOARD POLICIES

To coincide with the new Delaware County Historical Society's Vision 2027 plan, the document proposes several new policies for each member of the board of directors. Many of the new requirements are outlined above, but further delineated below with specific details.

- 1). Fundraising/Fiscal Contribution:** Each board member will be asked to contribute financially, to the best of his/her ability, toward the endowment fund. In addition, each board member will be required to directly fundraise, or assist in existing and new fundraising efforts.

- 2). Volunteer:** Each board member will be assigned specific objectives for DCHS operations, or a specific committee. In an effort to make operational needs more evenly distributed, each member of the board of directors will be assigned specific tasks, and/or serve on a standing, or ad-hoc committee.

- 3). Annual Report:** The board will work together to produce an annual report, distributed and released at the annual meeting, highlighting the past year's fiscal activity along with programming, service, and other projects/activities related to our mission statement. We are currently debating if the fiscal year should coincide with the calendar year, or if we should coincide the report with our annual meeting in summer.

III. MARKETING STRATEGY

In 2017 - 2018, the DCHS will embark upon a marketing strategy to achieve three main objectives: increase membership, increase donations, and increase community awareness. The marketing strategy seeks to create a new ad hoc Marketing/Membership Committee to lead the initiatives.

1). Restructure Memberships: An ad hoc committee shall be developed to evaluate and rework the existing membership structure for individuals, families, students, and partners. A new, consistent structure, for business sponsors shall also be developed. In all cases, the committee will work to produce a series of benefits associated with the memberships and roll out the new strategies in 2018. These benefits might include reciprocal memberships with partnering institutions/societies and/or tiered structures based on a level of giving.

2). Outreach: The DCHS will engage in several outreach initiatives including continued writing in public forums (i.e. the Star Press), free historic presentations for the public, other outreach initiatives through media (radio), and cooperation with area partners for completion of tasks associated with the DCHS' core mission.

3). Mass Mail: A series of mass mailings to the Chamber of Commerce list, key non-profits, individuals, and foundations will begin in fall of 2017 and will define the overall strategic initiatives as proposed in this document. The mass mailing will also request donations to achieve these results and push for new members.

4). Reciprocal Partnerships: The membership committee will work with area non-profits to provide discounts, or other benefits for our members.

5). Strategic Advertising: The DCHS will raise funds for traditional advertising on radio, billboards, and even television in 2018-2019.

6). Targeted Fundraising: Board members will work with area businesses and individuals to personally seek donations and support for operation costs.

7). Dedicated Social Media Person: A volunteer team, or board member(s) will be dedicated to the maintenance and deployment of social media for the DCHS, including Facebook, Twitter, and Instagram.

IV. PROJECTS

To coincide with the initiatives outlined within this document, several proposed projects and programs should be developed, rolled out, and delivered to the community at large. This document does not propose any specific time frame, but does encourage that each project commence in 2017 and 2018, as time and money allow.

1). Hurley Goodall Statue

2). Muncie High School Bell

3). Fundraising Book - History of Delaware County

4). Elementary, Middle, and High School Education Programming

5). Cemetery Inventory

6). Historic Preservation 10 Most Endangered

7). Charles Willard Statue

V. EXECUTIVE DIRECTOR

1). Existing Job Description: The Delaware County Historical Society seeks a talented and driven executive director for 2016. As a new position for the DCHS, the executive director will be responsible for planning, organizing, and overseeing all operations at the DCHS; expanding existing programs; developing new outreach initiatives; leading reinterpretation efforts for the Moore-Youse Home Museum; and leading all fundraising activities in 2016. The executive director will report to the board of directors.

2). Existing Duties: 1). Prepare and manage the annual Society budget and presents to Board of Directors; 2). Cultivate members and donors to participate in annual giving, corporate sponsorship and grant funding; 3). Develop and implement annual fundraising strategy with ongoing annual activities. DCHS has a target of \$40,000 in raised funds by December, 2016; 4). Oversee membership and donor database, including donor tracking, data management and related communication with members and prospective members; 5). Identify opportunities for grant funding to support the Moore-Youse Home Museum activities, while preparing grant applications and reports as appropriate; 6). Give tours of the Moore Youse Home Museum and assist visitors with research in the Resource Center including working with schools, service clubs and other organizations to increase visitation to the facilities; 7). Recruit and manage volunteers and student interns for the Resource Center and Moore-Youse Home Museum, programs, special events, service on the Board and other roles. Oversee office operations and train volunteers on policies and procedures; 8). Recruit speakers and community partners for innovative educational programs; 9). Maintain solid working relationships with local partners such as Minnetrista, the Muncie Public Library, Ball State University, the Yorktown-Mt. Pleasant Historical Alliance, Beech Grove Cemetery, and Downtown Development; 10). Communicate regularly with other supporting organizations such as the Indiana Historical Society and Indiana Humanities; 11). Organize and document current collections in the Museum and Resource Center; 12). In partnership with the Board and other community partners, develop a collections management strategy and temporary exhibits in the Museum. Oversee the maintenance of the Resource Center and the Moore-Youse Home Museum; 13). Develop marketing strategies for the museum and programs. Work with media sources to publicize and promote programs and events; 14). Maintain the Delaware County Historical Society website and increase social media presence; 15). Attends Board meetings and various committee meetings for support and information; serves as advisor to the Board on administrative direction; 16). Works with Board to develop long-term plan for a Delaware County History Museum.

2). New/Modified Job Description: The executive director will be responsible for planning, organizing, and overseeing all operations at the DCHS; expanding existing programs; developing new outreach initiatives; and leading reinterpretation efforts for the Moore-Youse Home Museum. The executive director's primary objectives include: fundraising, increasing membership, office operations, and coordinating outreach initiatives consistent with our Vision 2027 Plan.

The board of directors will identify monthly objectives for the ED, related to the initiatives above. The ED will provide monthly progress reports regarding these objectives to the entire board and weekly updates to the board president, vice-president, and treasurer.

3). New/Modified Job Duties:

- 1). Fundraise: engage in and plan (with board support) quarterly fundraising activities consistent with the objectives outlined in this document, or as required by the board of directors, with a specific emphasis on the endowment fund.
- 2). Increase Membership: develop and implement strategies to increase membership in conjunction with new membership structures.
- 3). Office Operations: ensure accuracy in bill payments, fiscal responsibility, museum and library staffing, and support in other duties as assigned by the the board of directors.
- 4). Outreach Initiatives: attend networking functions, meet with key stakeholders, and coordinate educational and outreach responsibilities.
- 5). Budget: prepare and manage the annual/monthly budget.
- 6). Donor Strategy: oversee membership and donor database, including donor tracking, data management and related communication with members and prospective members.
- 7). Grant Funding: identify opportunities for grant funding to support the Moore-Youse Home Museum activities, while preparing grant applications and reports as appropriate.
- 8). Moore-Youse Tours: give tours of the Moore Youse Home Museum and assist visitors with research in the Resource Center including working with schools, service clubs and other organizations to increase visitation to the facilities.
- 9). Volunteer Recruitment: recruit and manage volunteers and student interns for the Resource Center and Moore-Youse Home Museum, programs, special events, service on the Board and other roles.
- 10). Relationship Building: maintain solid working relationships with local partners such as Minnetrista, the Muncie Public Library, Ball State University, the Yorktown-Mt. Pleasant Historical Alliance, Beech Grove Cemetery, and Downtown Development.
- 11). State Relationships: communicate regularly with other supporting organizations such as the Indiana Historical Society and Indiana Humanities.
- 12). Board Meetings: attends DCHS board meetings and various committee meetings for support and information, while serving as advisor to the Board on administrative direction.

- 13). County Museum: works with the DCHS board to develop long-term plan for a Delaware County History Museum.