

# Clarke County Historical Association



## Strategic Plan

2013-2018

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**Meeting 1 Minutes**  
**Meeting 2 Minutes**

# Introduction

Founded in 1939, the Clarke County Historical Association maintains a state-of-the-art museum and extensive archives in Berryville, Virginia, and the Burwell-Morgan Mill, a circa 1785 operating gristmill, in nearby Millwood. In addition to its museum, archives, and mill, CCHA supports a number of related activities. We are the fundraising conduit, for example, for Greenway Court, the mid-18<sup>th</sup> century complex of buildings where Lord Fairfax oversaw his vast “western holdings,” and we serve as part of the County’s Civil War Sesquicentennial Committee.

CCHA is a private, non-profit 501(c)3 with a 15-person board of directors that meets quarterly and is voted on by the full membership of the organization. The Director reports to the Board and its executive committee, and works collaboratively with the Board and Chair to set organizational priorities.

Clarke County, which the Association serves, is unique in the depth of its commitment to preserving its history. The County is dotted with well-preserved antebellum residences. Nearly a third of its land is in conservation easement. While surrounding counties have succumbed to the suburban pressures of the Nation’s Capital, Clarke has held fast to an enlightened master plan that balances preservation and economic development. Most important, the County is rich in community leaders who believe in *and* practice historic preservation.

## CCHA Organizational History

On May 9, 1939, at the request of the Berryville Chamber of Commerce, a group of people met in the Hawthorne House to consider the formation of a county historical association. Spurred by interest raised during two recent events — the George Washington Bicentennial exhibition held at Greenway Court in 1932 and the County’s Centennial celebration in 1936 — an excited group went to work to create a historical society in Clarke County to preserve and house items of local history.

An organizational meeting was held 10 days later; a charter and by-laws for the newly formed Clarke County Historical Association (CCHA) were passed by the end of the month. Alexander Mackay-Smith was elected the first President of CCHA, with newspaperman Ralph Dorsey as Vice-President. Mrs. Clifton Price of “Soldier’s Rest,” County Justice Loring Kackley, and Mrs. Joel Griffing rounded out the first set of officers. Informational meetings were held throughout the summer to acquaint Clarke Countians with the new historical association and its goals. The response to the membership drive in early fall was gratifying, with 123 people becoming members.

CCHA decided that, along with gathering local history items, CCHA would engage members in three important local history projects: have photographs taken of Clarke County related portraits with biographies of the subjects to be attached to the file; list and possibly photograph local historic houses and buildings; and survey and transcribe the tombstone inscriptions from family & abandoned church cemeteries in the county. Mrs. S.C. William was put in charge of the collection of archival materials, local historian Everard K. Meade was chair of the Portraits Committee, Mrs. Ralph Dorsey was head of the Buildings Committee, and Mr. and Mrs. Benjamin Crampton headed the Graveyard Project. Volume I of the Clarke Co. Historical Association *Proceedings*, published in 1941,

contained extensive and detailed reports of the success of these projects.

The Second World War and its attendant rationing made travel difficult, and many projects were laid aside for the duration. The *Proceedings*, volumes 2-5, were printed annually during the war years as the main project for the Association. Donations of historic books, papers, and photographs continued throughout this time, with committee members housing them against the day CCHA would have a central location to house them. Volunteers stored materials in their homes, and storage space was found in the 1836 Clarke County Courthouse. Following the War, CCHA continued to grow. In July 1958, under the Presidency of Mrs. Helen Byrd, CCHA was issued a Virginia Certificate of Incorporation and became a 501(c)3 non-profit. A new set of By-Laws was written and passed at the Annual Meeting in October.

In 1964 CCHA acquired the 1785 Burwell-Morgan Mill. This mill, built for Nathaniel Burwell by Gen. Daniel Morgan and others in the mid-1780s, had finally closed its doors in 1953, with the retirement of its long-time owner Ernest L. Alger. This wood and stone mill building in the heart of the small village of Millwood stood dilapidated and forlorn until 1963 when Middletown businessman Leo Bernstein bought it. After inspecting his purchase, Bernstein came to the conclusion that the project would be too complex for him to take on. Mrs. Helen Byrd, one of his Wayside Restoration Committee members, requested that he donate the mill to the Clarke County Historical Association, for restoration as a museum. Mrs. Byrd stated in the 1964 Proceedings: *“The eventual outcome of this project will be a living museum...a working example of early industrial life that is fast disappearing from the American scene.”*

As steward for this project, CCHA had retired engineer, mill aficionado, and Clarke County resident, Richard Plater. Eighty-year-old Mr. John B. Campbell of the Campbell Water Wheel Co. in Philadelphia (formerly millwright of the Fitz Water Wheel Company) joined Mr. Plater for the first few months, overseeing the enormous project. After Mr. Campbell’s retirement local carpenter William I. Groves became head carpenter and artificer as well as the mill and Mr. Plater’s mainstay. For seven years, CCHA labored to re-build and restore what now was called the Burwell-Morgan Mill. The dedication and generosity of local families kept the project moving forward. In 1969, the mill was placed on both the Virginia and National Registers of Historic Places. In 1970, the Garden Club of Virginia made the landscaping of the mill and grounds one of its projects. On July 11, 2001, the Mill restoration and completed landscaping were dedicated.

The Mill soon grew into the “Mill complex.” In October 1964, CCHA purchased the 1820s Miller’s House, the converted grain building/service station building to the West of the Mill and the Miller’s House’s meadowland for, as President Helen Byrd, said *“future protection of the restored site.”* Under the leadership of President George Burton, in 1974 CCHA undertook the restoration of the Miller’s House. In 1978, the William Layton family donated the small stone and wood cooper’s shop across the road from the Mill. Much later, in January 2001, CCHA would purchase the small “Tollgate” house and its lot across the lane from the Miller’s House.

Development of the archives and museum collections continued during this time as well. In 1977, CCHA contracted with Bell & Howell to microfilm issues of the local newspaper, *The Clarke Courier*, from its beginnings in 1869 up through that year, with subsequent years to be microfilmed. In November 1983, CCHA opened a museum/archives space in the vault of the 1836 Clarke County courthouse. CCHA was actively engaged with the Sesquicentennial of Clarke County in 1986, and later celebrated the Bicentennial of Berryville by compiling a volume of history and photographs, *Berryville Celebrates!*, to commemorate the event. Helping with both projects was CCHA’s first permanent staff, archivist-genealogist Mary Morris.

In October of 1990, CCHA and the Chamber of Commerce joined forces to hold its first art show at the Burwell-Morgan Mill. Fourteen local artists exhibited fifty-four pieces of art for sale over a weekend. Art at the Mill has grown and continues with twice-a-year showings today. In 1997 CCHA began a long-planned project: the re-restoration of the waterwheel and gear train at the Burwell-Morgan Mill. Under the direction of master millwright Derek Ogden and his apprentice, Ben Hassett, the enormous project began in the woods, literally picking the correct trees for waterwheel shafts and wooden gearing. Funds raised by the art show helped make these restorations a reality. On July 4, 2001, the newly restored Burwell-Morgan Mill gears and waterwheel were dedicated, and the 1860 French buhr stones ground red, white, and blue cornmeal.

In 2000, CCHA hired its first Executive Director, Katherine Tennery. That same year, the Clarke County government signed a contract to do major restoration work to the aging 1836 courthouse. CCHA was given notice that its space would be needed for county court offices. With the pending move in mind, CCHA also purchased a computer museum program, called Past Perfect, and staff began cataloging items as they were packed. CCHA was in need of a new headquarters. The Board of Supervisors offered use of the former Social Services building at 32 East Main Street. After an inspection in March 2001, an agreement was reached with the Supervisors on renovations and a long-term lease was signed.

In August of 2003, CCHA lost its President of 16 years, Sally Trumbower. To honor Mrs. Trumbower, a scholarship fund in her name was begun. In the spring of 2004, the first Sarah P. Trumbower Art Scholarship was awarded a local student planning to major in the arts. The winner of this \$5000 scholarship is announced every Spring Art Show Patron's Night.

In early 2005 CCHA hired Jennifer Lee as its second Executive Director. In 2006 CCHA launched a new website [www.clarkehistory.org](http://www.clarkehistory.org) containing pages on the Association, the Museum, the Mill, Art Show as well as an online catalog page making CCHA collections searchable to researchers around the world.

In 2006, the Board vote to move forward with a two-part project to establish an informational kiosk outside of the CCHA headquarters building and to design a new museum exhibit for the interior. Tim & Jane Radford, Clarke County residents and owners of Cultural Communications, were hired to design a new museum exhibit called 'Our Land Is Our Legacy'. Roger Chavez, President and chair of the Museum Committee, worked tirelessly with Archives Chair Doug Bartley along with CCHA staff to gather materials for both the kiosk and the new museum installation. The completed kiosk was dedicated in 2007, and the new museum exhibit "Our Land is Our Legacy" debuted in 2009.

In 2011, CCHA joined the Friends of Greenway Court to raise funds to preserve three structures at Greenway Court, the home of Thomas, Lord Fairfax. Funds were successfully raised for Phase I of a two-phase project to stabilize the stone land-office building and smokehouse original to Lord Fairfax's estate. CCHA continues to support this project.

In June 2012, Laura Christiansen was hired to serve as CCHA's Director. Having successfully accomplished many past goals, CCHA stood ready to take on new challenges. Christiansen encouraged the Board to undertake a proposed strategic planning process to guide the organization through 2018.

# Methodology

In January 2013, the Board of Directors of CCHA decided to take a step back and envision what we would like the future of the Clarke County Historical Association to look like — and to create a strategic plan that will help guide us through getting there. Strategic planning is about big-picture thinking: Who are we as an organization? Who do we want to be? This thinking is *key* to creating an essential framework of goals that can inform decision-making, provide benchmarks, and direct our efforts as an organization in an efficient and strategic manner. The Directors of CCHA, as elected representatives of the membership, played a primary role in this process. The Directors were invited to attend three Strategic planning meetings in early 2013 with the intent of creating a 3-5 year strategic plan to be presented at the CCHA Annual meeting in May 2013.

The first strategic planning meeting was held on January 26, 2013, at the Barns of Rose Hill. At this meeting the Directors began the process of defining a vision for the future of CCHA, refining CCHA's mission, and setting guiding principles and goals for the next five years. The session was led by CCHA Director Laura Christiansen. Minutes of the day's proceedings may be found in the Appendix. At the close of this first meeting, the Directors had established a rough three-part vision:

- To be known as *the* source for Clarke County History
- To preserve and protect the history of Clarke County. To be the repository for resources and records.
- To be an outstanding source for outreach and education both internally (on-site) and externally.

This vision was used to develop a framework of key focus areas for the second phase of strategic planning — defining goals and developing action plans to achieve them.

The second strategic planning meeting was held on March 2, 2013, at the Virginia State Arboretum. Laure Wallace, an Organizational Development Specialist with extensive facilitation experience, joined the Directors and Laura Christiansen to build upon the vision created in meeting one and to set specific, measurable goals. Minutes of the meetings proceedings may also be found in the Appendix. At the end of the day, the Directors prioritized the goals set in the following focus areas: Outreach, Infrastructure, and Operations.

A third strategic planning meeting was incorporated into the March 14, 2013, regularly scheduled meeting of the Board. Following the conclusion of regular business, the Directors reviewed the Strategic Focus Areas that Christiansen had developed from the goals and priorities set at meeting 2. Questions were raised and discussed about implementation of the plan, and Directors provided feedback including additions and improvements. It was agreed that a fourth meeting would be held on April 11, 2013, to review a final draft of the plan incorporating these changes. It was also agreed that the progress on the completed plan, once implemented, should be reviewed at each quarterly Board Meeting as well as annually at the September Board meeting for relevance and needed adjustments. It was also agreed that progress on the strategic plan would be used to develop benchmarks to measure the performance of the Director at an Annual review.

## **CCHA Board of Directors :**

### OFFICERS

Howard Means, President  
Douglas Bartley, Vice-President  
Maral Kalbian, Secretary  
Lucia Henderson, Treasurer

### DIRECTORS

F. Joseph Guenther  
Jon P. Joyce  
Geraldine Kiefer  
John Lincoln  
Carl Maples  
J.C. Moore  
E. Ralph Pierce  
Don Wallace  
James Klenkar  
Dev Morrison  
Will Robinson

### STAFF

Laura Christiansen, Director  
Don Wallace, Mill Manager  
Mary Morris, Archivist  
Jennifer Simpson, Outreach and Special Events Coordinator

# Mission Statement

The mission of the Clarke County Historical Association is to preserve, promote, and make available the valuable historical resources of Clarke County through stewardship, outreach, and education.

Revised 1/26/13

# Vision

- ❖ To be known as *the* source for Clarke County History.
- ❖ To preserve and protect the history of Clarke County. To be the repository for resources and records.
- ❖ To be an outstanding source for outreach and education both internally (on-site) and externally.

# Values

As *the* source for Clarke County History, the Clarke County Historical Association is committed to:

- ❖ **Education:** Offering notable opportunities for hands-on, back-to-basics education focused on “doing.” Providing extracurricular education opportunities for both children and adults. Offering outstanding outreach and programs within CCPS, including practical educational programs across the curriculum.
- ❖ **Community Outreach:** Being a full-service destination for Clarke County History. Bringing the whole history of the county to life and supporting the exploration of history and heritage throughout it. Being a noteworthy participant and leader in the community, known for involving the whole community and being involved.
- ❖ **Operations:** Being one of the best-funded organizations in the Commonwealth, acting as an umbrella organization for other history education and preservation efforts in Clarke County, being known for operating one of the best run, most unique mills in the country. Having a growing and energized active membership.

# STRATEGIC FOCUS AREAS

1. OUTREACH
  - 1.1 PUBLIC OUTREACH
  - 1.2 STUDENT OUTREACH
  - 1.3 OUTREACH THROUGH PUBLICATIONS
  
2. INFRASTRUCTURE
  - 2.1 COLLECTIONS ( ARTIFACTS, ARCHIVES, LIBRARY)
  - 2.2 FACILITIES
  
3. OPERATIONS
  - 3.1 FUNDING
  - 3.2 NETWORKING
  - 3.3 MEMBERSHIP
  - 3.4 OPERATIONAL EFFICIENCY

# GOALS

## Outreach

### Strategic Focus Area #1.1:

#### Outreach to the Public

**Goal:** To facilitate the experience the history of Clarke County through enticing exhibits, lectures and interactive programs, publications and easy access to the archives, artifacts and publications of CCHA. Become the go-to place for Clarke history.

**Strategy:** Develop, distribute and promote information rich content and programs that will appeal to a diverse audience. Improve and increase awareness of current CCHA resources and create multiple new access points for the exploration of Clarke County history and related topics. Identify and engage current and potential audiences.

#### **Action Steps:**

- Support, expand, and promote goodwill, educational programs and events for the community that serve the mission of CCHA.
  - Establish Heritage Day as an annual event and increase attendance.
  - Establish a lecture series and /or workshops (identify CCHA niche and explore partnerships).
  - Develop a CCHA welcome to Clarke County package and distribute to realtors. Create a “hometown ambassador” program and offer periodic tours, talks, and other events that bring new Clarke residents together with old-timers.
  - Develop additional education, living history, or history / heritage related programs that appeal to a wide audience. Where possible collaborate with other organizations.
  - Locate additional funding sources for program costs. Design programs to be cost-effective and self-supporting. Utilize partnerships, sponsors, and other supporters who can assist with funding new programs.
- Improve and increase awareness of current CCHA resources and create multiple new access points for the exploration of Clarke County history and related topics.
  - Review and create or update, as needed, CCHA brochure for the organization, the Mill, and the Museum / Archives. Make sure these are stocked at local and regional visitor centers and other areas that potential visitors might pick them up (other archives, tourist locations, restaurants, etc.)
  - Develop a branding and signage plan that presents a clear image of CCHA and its mission. Evaluate and improve as needed current signage, exterior and public spaces to put the “best face forward” at the Museum and Mill.

- Identify opportunities and become more engaged in activities that promote county to outside visitors.
    - Meet with Board of Supervisors to gain more support for local tourism.
    - Collect and share data that documents the economic impact of history / heritage tourism in Clarke County. Compile a report annually.
  - Investigate opportunities for and develop alternative access points [other than the Mill, Museum, existing kiosks and web].
    - Collaborate with other historical sites, organizations and individuals to provide historical information from CCHA collections at their sites.
    - Establish CCHA presence – such as kiosks or information stations at Clarke County Public Library, and in school libraries.
    - Develop ways for visitors and potential visitors to individualize their experience.
      - Develop tool to create individualized driving routes on website.
      - Use social media tools to create opportunities for individuals to share their “Clarke History”.
- Identify and engage current and potential audiences.
- Ask, “who visits us now?” Establish a “census” – collect and analyze data about current visitors to the Museum and the Mill. Specifically investigate where visitors live, why they visited, length and the “success” of their visit. Compile a report , and revisit visitor census on a three-year basis.
  - Ask, “who doesn’t visit us, and why?” Develop tools to diversify visitorship. Gather and analyze demographic information about Clarke County. Identify potential audience groups (by age, etc.) identify audiences that CCHA does not serve and ways to reach out to those groups.
  - Increase visitorship at Museum and Mill. Accurately record and report visitorship. Establish a base-line of average annual visitorship based on past records and set and meet realistic monthly (museum) and annual (mill) goals for increasing visitorship. Use visitor census an demographic information inform changes to hours, staffing, or other factors that might increase visitor numbers.

## **Strategic Focus Area #1.2:**

### Outreach to Students

**Goal:** Encourage students to experience the history of Clarke County through exhibits, hands-on programs, internships, publications and easy access to the archives, artifacts and publications of CCHA. Create opportunities for engaged, interdisciplinary and multi-generational shared educational experiences.

**Strategy:** Build a flexible education program for CCHA that enables educators, students, and families to become engaged learners using CCHA resources, programming and education tools.

#### **Action Steps:**

- Develop a flexible CCHA education program . Engage educators in creating, using, and promoting CCHA as an education tool.
  - Create a SOL focused “tool-kit” that educators can use to develop classroom activities, fieldtrips, and interdisciplinary exercises. Create a “Mill” themed curriculum that could be adapted by teachers in a variety of subjects (engineering, math, science, art, etc.)
  - Offer regular programming at the Mill and Museum and encourage visits that are part of the yearly curriculum – for example, every 10<sup>th</sup> American history student visits the Mill (or when appropriate as according to the SOLs) . Identify barriers to fieldtrips (funding, class time, scheduling) and develop ways to enable on-site education.
  - Hold an open house or other program for educators to introduce and distribute materials that also provides an opportunity to visit the Mill and / or Museum.
  - Create and promote membership category for educators.
- Offer Students enticing opportunities for hands-on, engaged learning outside of the classroom.
  - Develop internships at Mill and Museum. Seek partnerships with local colleges and universities to incorporate internships or field schools.
  - Meet with high school college placement officers to develop a program with them that would be valuable to college applicants.
  - Develop a history essay contest – tied to a scholarship.
  - Form a junior history club or hold history camp to offer further opportunities to engage students outside of class time.

- Create opportunities for multi-generational learning opportunities and experiences.
  - Develop family programs that encourage children and parents to take part in an a hands-on learning activity (example, a “mini-miller” program for parents and children to take part in.)
  - Offer a student preview – day for Heritage day that focuses on the living history and historic crafts and trades aspects.
  - Look for opportunities to collaborate with other organizations – cultivate a relationship with local girl and boy scouting troops, or become part of the “Blue Star Museum” program and offer a free tour or other benefits for military families.
- Cultivate funding sources for ongoing educational programs. Identify sources of grant, private, and public funding for staffing, supplies and other costs.

### **Strategic Focus Area #1.3:**

#### Outreach through Publications

**Goal:** To provide a publication conduit for the history about Clarke County and its environs, written under the auspices of CCHA or through other organizations or individuals who are writing about the history of the region and related topics.

**Strategy:** Expand the breadth and reach of CCHA publications and develop a program supporting the publication and dissemination of high-quality research and writing by others about Clarke County history and related topics.

#### **Action Steps:**

- Expand the breadth and reach of CCHA publications. Create, foster, and encourage writing about Clarke history and related topics.
  - Establish a Publications Committee that meets regularly and is charged with identifying materials for publication, reviewing publications for quality and accuracy, stewarding publications to completion, and helping promote both the completed publications and opportunity to publish with CCHA.
  - Increase distribution and sales of *Proceedings*. Identify distribution opportunities and consider ways to make future issues appealing and of long-lasting interest.
  - Distribute a copy of *Proceedings* to students in Grade 11 or 12 History class with an invitation to submit an entry into an essay contest. The winning essay would receive a scholarship and be published in the following issue.
  - Create and include in each issue a style-guide detailing format requirements for publications submitted.
  - Seek out and take advantage of including information about Clarke History in *other* publications.
  - Develop additional publications such as:
    - Pamphlets on topics such as “How to Research Your House and How to Get Tax Credits, etc.
    - Anthologies of transcribed documents related to the Mill, or other topic.
  - Increase sales and distribution of past CCHA publications. Share with other historical organizations and explore online sales via Amazon, Abebooks, or other option.

## Infrastructure

### Strategic Focus Area #2.1:

#### Collections ( Artifacts, Archives, Library)

**Goal:** To preserve and maintain the collections of CCHA in accordance with the best practices for access, preservation and interpretation. To ensure that valuable historical collections throughout the county which are in need of preservation can be identified and accepted into the collections of CCHA in timely manner.

**Strategy:** Recognizing the need for appropriate storage, access, and exhibit spaces for current and future collections, careful consideration of the current spaces, careful estimates of future needs, and investigation of potential opportunities to expand and or improve facilities will be undertaken.

#### **Action Steps:**

- Assess current use of collections storage space, reference space, and exhibit space. Review suggestions in Virginia Association of Museums Assessment and develop a plan of action to make use of current space according to best practices.
  - Complete collection inventory in Archives, Artifact, and Mill Artifact collections. Clarify status of materials (i.e. on loan, CCHA collection, or unknown). Identify materials that could be weeded from collection.
  - Review Collections Development Policy and update as needed. Establish a clear definition of materials to be collected and a policy for materials entering and leaving the collection (accession and deaccession policies).
  - Create a facility needs statement outlining estimate future growth, storage, and other needs to guide future facility decisions.
  - Seek out funding to improve existing collections storage and to develop future storage solutions.
  
- Develop a comprehensive plan for a Berryville Campus.
  - Once space needs have been established , investigate options to expand in Berryville. Suggested sites include the former library building, the Old Court House, or the Berryville Primary school. Create a time-line for CCHA needs to be used in conjunction with facility needs statement to establish appropriateness of alternative sites.
  - Identify stakeholders in shaping the future of CCHA's presence in Berryville. Identify and approach potential funders, donors, and cost-sharing partners.

## **Strategic Focus Area #2.2:**

### Facilities

**Goal:** To ensure that CCHA has appropriate facilities to house its collections and exhibit space to showcase its collections for outreach to the public. To ensure that there is a well-developed and up-to-date funding and maintenance plan for the long-term upkeep of properties. To preserve its historical properties through well-developed maintenance, up-keep, and risk management plans and to use those facilities to share the history of Clarke County.

**Strategy:** Expand the use of existing facilities and also insure the long-term preservation and accessibility. Explore new opportunities to lower costs and create a greener campus.

#### **Action Steps:**

- As possible, create a long-term care policy for Mill campus identifying regular annual maintenance and costs as well as known capital expenses and major repairs and other work. Develop funding plans for these costs.
- Create a multi-use space on the Mill Campus. Explore available options including improvements to the second floor, or creation of a new space in a freestanding building.
- Expand Mill hours or days open. Seek additional volunteer / staff support.
- Create a greener campus - explore alternate energy sources on mill campus .
- Establish a living history program at the Mill. Seek funding and resources for regular mill programming and events.
- Create facilities rental policy providing comprehensive rental, liability, and use information. Explore true costs of rentals (staff time) and adjust rental costs as needed.

## Operational

### Strategic Focus Area #3.1:

#### Funding

**Goal:** Maintain sufficient financial and organizational resources to support programs and long range plans.

**Strategy:** Move to long-term goal-based fundraising. Diversify sources of unrestricted income.

#### Action Steps:

- Develop a plan to identify and seek additional funding based on specific goals of organization that are prioritized.
  - In addition to an the annual budget, create 3 and 5-year projections that take into account facilities needs, goals, and potential growth of the organization.
  - Investigate additional funding sources. Business sponsorships, Private non-profit, local, state, and federal funding sources are all relatively untapped resources.
  - Use goals to focus fundraising efforts and to produce and dossier of information for potential donors.
  - Investigate current CCHA fundraising efforts for cost-effectiveness and sustainability. Diversify sources of unrestricted funds.
- Develop a plan to make sure we have sufficient administrative resources.
  - Develop position descriptions for existing staff positions. Identify staffing needs (hours to be covered, skill sets needed). Identify needs. Establish plan to fund and support additional positions, if needed.
  - Insure that sufficient infrastructure is available to enable administration of CCHA. Create plan to establish safe, efficient and pleasant work environments for staff, volunteers, and others.

### **Strategic Focus Area #3.2:**

#### Networking

**Goal:** Provide an atmosphere for the development of mutually beneficial partnerships throughout the area.

**Strategy:** Become more outwardly focused. Seek out and take advantage of opportunities for collaboration and engagement on the local, state, and national level.

#### **Action Steps:**

- Build relationships with local organizations.
  - Continue participation in the Director’s Roundtable and report collaborations that come out of this.
  - Do at least one exhibit with another organization annually.
  - On our website, include links to all historical organizations in county and region and vice-versa.
  - Cultivate a consortium group for local archives / organizations with archives as another venue for collaboration.
- Create a policy supporting participation in relevant organizations (such as SPOOM, VAM, etc.) and provide resources and funding to make attendance at meetings and conferences possible for staff, volunteers and board members. Increase visibility in these organizations whenever possible.
- Encourage members to be ambassadors for CCHA – and provide them with easily shared information about all facets of the organization. Have a speakers list and pre-prepared talks for presentation at civic clubs and other groups about CCHA, projects, and Clarke topics.

### **Strategic Focus Area #3.3:**

#### Membership

**Goal:** Maximize membership growth, retention, and involvement.

**Strategy:** Expand membership programs – provide more pathways to being a member and offer more benefits to membership.

#### **Action Steps:**

- Redefine pathways to membership.
  - Trade volunteer hours for membership .
  - Cultivate supporters (such as art show patrons) who are not members.
  - Donors of more than \$25 (or other amount) are considered members.
  - Explore creating affinity groups within membership program. Carefully consider administrative costs and potential issues with restriction of funds.
  
- Offer more benefits to membership.
  - Proceedings – publish annually.
  - Insiders tours (i.e. Mount Vernon)
  - Free admission to workshops and lectures - offer one notable speaker per year.
  - Annual meetings in interesting places
  - Bumper stickers, other ways to support CCHA.
  
- Increase membership by 10% a year.
  - Investigate attrition rate of members. Do a voluntary membership survey to see why members have renewed / not renewed their membership.
  - Identify sources of potential new members
  - Develop additional opportunities for member engagement.

### **Strategic Focus Area #3.4:**

#### Operational Efficiency

**Goal:** Ensure effective organizational policies, resources, and skills to support CCHA programs and to meet future challenges .

**Strategy:** Create, implement, and review needed plans, and policies on an on-going basis.

#### **Action Steps:**

- Have a 5 year plan of goals to be reviewed annually.
  - Create an institutional culture of planning, follow through, and review.
  - Review progress on Strategic Plan goals at each Ops and Board meeting.
- Have benchmarks for staff. Establish and hold annual reviews with measurable goals.
- Make cost-effectiveness a key element of programming, planning and project development.
- Define needed policies and develop (i.e. disaster plans).
- Make use of existing institutional strengths and resources.
  - Draw more skills out of the board – example. Make each board member give a talk / workshop

# Appendices

**Meeting 1 Minutes**  
**SWOT Analysis**  
**Meeting 2 Minutes**  
**PEST Analysis**

## Clarke County Historical Association

### Strategic Planning - Meeting 1

#### Minutes

January 26, 2013 10 am – 2 pm

In attendance:

**Present:** Howard Means, Doug Bartley, Ralph Pierce, J.C. Moore, Jon Joyce, , Dev Morrison, Carl Maples, John Lincoln, Lucia Henderson, Joe Guenther, Will Robinson, Jim Klenkar

**Staff:** Laura Christiansen

**Absent:** Maral Kalbian (comments included), Geraldine Kiefer(comments included), Don Wallace

We began the day by clarifying our purpose for Strategic planning. Among the reasons cited were:

- Taking a look at the organization as whole from “30,000 ft”
- Focusing on the long-term in planning and moving away from the short-term.
- Creating a roadmap for CCHA in the future, including steps to aid in evaluation and measurement of goals.
- Developing a common vision: improving our clarity of purpose and communication
- Defining our Audience, attracting new and younger members.
- “Overcoming our own inertia” where necessary and changing as needed to stay relevant.
- Finding ways to Expand involvement in the community, in education, and in public service.

After reviewing the overall process we will take for strategic planning (see attached strategic planning schedule), we began to develop a vision for the next 3-5 years. We used a “visual explorer” activity to spark ideas of what participants would like to see in the future CCHA. Ideas suggested included:

- Solving the issue of having neat stuff and a small space to exhibit it in creative ways/
- Sparking an interest in history in youth, adults, and others.
- Offer opportunities and tools to get “new learners” involved in learning about history through hands-on opportunities and encourage generation to work together to learn about and preserve the past.
- Increasing visibility. Find ways to get people to listen, and to leave them wanting to know more – add a little sexiness.
- Expand and build on our strengths and existing small base. Strengths mentioned here included the Mill, exploring and sharing history through Proceedings, and preserving artifacts and archives.

Next, we envisioned CCHA in 2020, and talked about what the organization would be known for or would excel at after the goals established in our 3-5 year plan were accomplished or in action. These included:

- **Education:** Offering notable opportunities for hands-on, back-to-basics education focused on “doing”. Providing extracurricular education opportunities for both children and adults. Offering outstanding outreach and programs within CCPS including practical educational programs across the curriculum.
- **Community Outreach:** Be a full-service destination for Clarke County History, bringing the whole history of the county to life and supporting the exploration of history and heritage throughout it. Be a noteworthy participant and leader in the community, known involving the whole community, and being involved.
- **Operations:** Being the best-funded organization in the Commonwealth, acting as an umbrella organization for other history education and preservation efforts in Clarke County, being known for operating one of the best run, most unique mills in the country. Have a growing and energized active membership.

We continued by working to consolidate our many ideas into vision statement to direct our planning process. To inform the conversation we looked at our mission statement, and talked about the difference between mission and vision statements. During our conversation, some updates to the mission statement were suggested and Howard volunteered to compose an updated statement incorporating the many ideas. It is as follows:

**The mission of the Clarke County Historical Association is to preserve, promote, and make available the valuable historical resources of Clarke County through stewardship, outreach, and education.**

An excellent and interesting conversation followed about our vision for the next 3-5 years. We touched on defining our audience, appealing both to broader and local interests, establishing tools to help people interpret and explore history . We also talked about history vs heritage. Many concrete goals were suggested, and these were noted for discussion at our second strategic planning meeting. We narrowed our discussion down to a rough three-part vision:

- To be known as *the* source for Clarke County History
- To preserve and protect the history of Clarke County. To be the repository for resources and records.
- To be an outstanding source for outreach and education both internally (on-site) and externally.

With the time remaining, we began to identify the current state of CCHA and to establish strengths that will help us make this vision a reality, the weakness that we will need to over come, and the external opportunities that may help us and the threats that may hinder us on our way. These are listed in the chart on the next page. I have included all comments, including duplicates.

We concluded our meeting with two brief discussions, one about the question of establishing tiered or focused membership groups such as a “Friends of the Mill” group. Many factors pro and con were discussed, and it was agreed that membership as a whole needed to be looked at. No conclusion was reached. We also brief identified information needs to inform our future planning discussions.

Information requested included:

- A total cost / benefit analysis of Art at the Mill
- Funds used in the past, if any, for purchasing items for the archives and artifact collections.

I will compile this information before our next meeting which is set for March 2 from 10 – 2pm. If any other information should be of use, please contact me and will be happy to gather it.

**Clarke County Historical Association**

**Strategic Planning - Meeting 2**

**Minutes**

**March 2, 2013**

**Present:** Howard Means, Doug Bartley, Jon Joyce, , Dev Morrison, Carl Maples, John Lincoln, Lucia Henderson, Joe Guenther, Will Robinson, Jim Klenkar, Maral Kalbian, Don Wallace

**Moderator:** Laure Wallace

**Staff:** Laura Christiansen

We began the day by reviewing the results of our first strategic planning meeting. This was roughly, a three part vision:

- To be known as *the* source for Clarke County History
- To preserve and protect the history of Clarke County. To be the repository for resources and records.
- To be an outstanding source for outreach and education both internally (on-site) and externally.

Laure Wallace, who was not present at the first meeting walked us through an independent view of the vision and goals we developed during our conversation and how these would work as a stepping stone in the next steps in the process.

In order to complete the “current state” assessment process we began at the first meeting with our SWOT analysis we continued the process with a PEST analysis aimed at identifying external influences that might effect our 3-5 year plan. These influences will be incorporated with information gathered through the SWOT analysis and used to identify potential barriers to and factors supporting success of the vision, goals, and ultimate plan of action created. As a group, we identified each influence as either an opportunity or a threat to the vision. Many fell into both categories.

Next, Laure walked us through the process of building goals from our vision, creating and prioritizing objectives developed from each goal, and then planning how to implement them with strategies and an on-going plan of action. Key in this process was to create measurable objectives.

To focus the conversation, Laura presented three general goal areas, each with more specific areas of focus. Each goal area was presented and discussed. The emphasis at this stage was on capturing the big picture in terms of each goal, and making sure that all aspects of the rough vision created in meeting one were captured by the general goals. Reviewing each goal as a group produced a number of ideas and areas to explore, areas of emphasis or avenues to consider to reach the end result. I have added the notes developed during this conversation in **bold** following each goal. The goals presented were as follows:

### OUTREACH GOALS

- **PUBLIC OUTREACH-** To facilitate the experience the history of Clarke County through enticing exhibits, lectures and interactive programs, publications and easy access to the archives, artifacts and publications of CCHA. Become the go-to place for Clarke history.

**“Entice” rather than provide – aim to be “the” destination or go-to place for Clarke History.**

- **STUDENT OUTREACH -** Encourage students to experience the history of Clarke County through exhibits, hands-on programs, internships, publications and easy access to the archives, artifacts and publications of CCHA. Create opportunities for engaged, interdisciplinary and multi-generational education experiences.

**Work toward an interdisciplinary approach to education. Entice rather than provide. Aim to encourage interest, engagement and shared education. Turn student experiences into family experiences to expand knowledge.**

- **OUTREACH THROUGH PUBLICATIONS -** To provide a publication conduit for the history about Clarke County and its environs, written under the auspices of CCHA or through other organizations or individuals who are writing about the history of the region.

**Rather than acting as a “conduit” consider other models – be an “umbrella” that other organizations and individuals could work with . Include relevant topics beyond history – heritage. Explore issues of responsibility for the content produced.**

### INFRASTRUCTURE GOALS

- **COLLECTIONS ( ARTIFACTS, ARCHIVES, LIBRARY) -** To preserve and maintain the collections of CCHA in accordance with the best practices for access, preservation and interpretation. To ensure that valuable historical collections throughout the county which are in need of preservation can be identified and accepted into the collections of CCHA in timely manner.

**Consider needs for both housing and accessing collections.**

- **FACILITIES** – To ensure that CCHA has adequate facilities to house its collections and exhibit space to showcase its collections for outreach to the public. To ensure that there is a well-developed and up-to-date funding and maintenance plan for the long-term upkeep of properties. To preserve its historical properties through well-developed maintenance, up-keep, and risk management plans and to use those facilities to share the history of Clarke County.

**Appropriate rather than adequate facilities (more than just the minimum). Explore space needs.**

### OPERATIONAL GOALS

- **FUNDING** – Maintain sufficient financial and organizational resources to support programs and long range plans.
- **NETWORKING** – Provide an atmosphere for the development of mutually beneficial partnerships throughout the area .
- **MEMBERSHIP** – Maximize membership growth, retention, and involvement. Consider how volunteers fit into this picture.
- **OPERATIONAL EFFICIENCY:** Ensure effective organizational policies, resources, and skills to support CCHA programs and to enable CCHA to meet future challenges .

Laure then walked us through the process of building specific goals from these more general goal areas. She selected Student Outreach as an example, asking us, as we did in the first meeting to envision CCHA receiving a prestigious award five years from now for our student outreach activities and to describe what the award would be for. She specified, however, that the suggested achievements be measurable – that success in each area be definable. Many ideas were developed, including:

- Form a junior history club or hold history camp to offer further opportunities to engage students outside of class time.
- Develop a history essay contest – tied to a scholarship.
- Offer regular programming at the Mill and Museum and encourage visits that are part of the yearly curriculum – for example, every 10<sup>th</sup> American history student visits the Mill (or when appropriate as according to the SOLs)
- Create a set of tools and SOL focused programs that make it easy for educators to incorporate CCHA into their lesson planning in and out of the classroom.

Next, everyone divided into three groups, and each group was assigned one goal area to develop specific goals for. After about an hour, each group presented their specific goals to the group for discussion, additions, and honing into measurable outcomes. After discussion of each goal area, everyone was given six dots and a variety of fruit stickers. Laure asked each person to mark 6 specific goals that should be priorities – that were most important to CCHA – and then to mark goals

that were “low hanging fruit” or would be easy to achieve with fruit stickers. The results were varied, although clear priorities emerged. This prioritization will be incorporated in the forthcoming draft strategic plan.

Laure then discussed the next step – developing measurable goals into strategies and an action plan that is monitored, reviewed, and adjusted as needed. To close the day’s discussion, the group reviewed the reasons for strategic planning discussed at Meeting 1 to make sure that the goals set and progress achieved at Meeting 2 was in keeping with our reasons for planning.

Laura proposed to have a first draft of the plan ready for discussion at the March 14 board meeting.