

PLEDGE OF EXCELLENCE

The Delaware Division of Historical and Cultural Affairs pledges that, in fulfillment of our educational mission, we will strive to operate according to national standards and best practices to the best of our abilities and in accordance with our resources.

COVER ART

Delaware State Seal graphic and watermark adapted from a ca. 1950s/60s paint-on-cotton textile attributed to Mary Briggs. Original work is a part of Delaware's historical and cultural collections under the care of the Division of Historical and Cultural Affairs.

Word cloud graphics created with the aid of Tagxedo word cloud generator.

CONTACT INFORMATION

Delaware Division of Historical and Cultural Affairs
21 The Green, Dover, DE 19901
Phone: (302) 736-7400
Fax: (302) 739-5660
www.history.delaware.gov



PLAN ADOPTION DATE

January 1, 2014
Rev. December 16, 2013

ACKNOWLEDGMENT OF SUPPORT

The Delaware Division of Historical and Cultural Affairs Strategic Plan FY15/FY19 has been financed in part with federal funds from the National Park Service, Department of the Interior. However, the contents and opinions do not necessarily reflect the views and policies of the Department of the Interior.

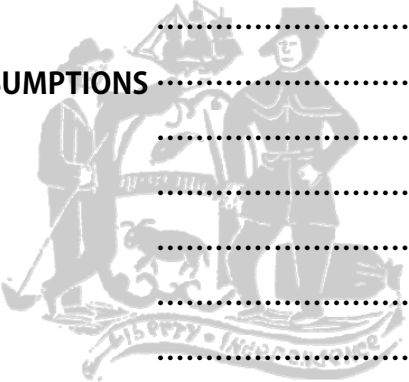
NONDISCRIMINATION STATEMENT

This program receives federal financial assistance for identification and protection of historic properties. Under Title VI of the Civil Rights Act of 1964, Section 504 of the Rehabilitation Act of 1973, and the Age Discrimination Act of 1975, as amended, the U.S. Department of the Interior prohibits discrimination on the basis of race, color, national origin, disability, or age in its federally assisted programs. If you believe you have been discriminated against in any program, activity, or facility as described above, or if you desire further information, please write to: Office of Equal Opportunity, National Park Service, 1849 C Street, N.W., Washington, DC 20240.

DCN: 2006131202

CONTENTS

FOREWORD	iii
STRATEGIC FOUNDATION	1
MISSION	1
VISION	1
VALUES	2
GOALS	3
INTRODUCTION and PROCESS	4
INSTITUTIONAL HISTORY	5
RECENT SUCCESSES	8
AUDIENCES	17
TRENDS and PLANNING ASSUMPTIONS	18
GOALS	26
PLAN LEGEND	27
IMPROVING ACCESS	28
INNOVATIVE LEARNING	30
ENGAGING AUDIENCES	32
ENHANCING PRESERVATION	34
ACHIEVING EXCELLENCE	37
PLAN ALIGNMENT	39
IMPLEMENTATION	39
ACKNOWLEDGEMENTS	40
APPENDICES	41
A. PLAN LOGIC	42
B. PLAN BUDGET	43
C. PLAN METRICS	44
D. PLAN TIMELINE	46
E. ORGANIZATIONAL CHART	47
F. BIBLIOGRAPHY	48



FOREWORD

Institutional planning represents an opportunity for an organization to recount where it's been, what it's done, and who it has met and worked with along the way. It's a challenge to push the limits of current resources and previous accomplishments with a calculated course of growth and innovation. It defines and secures the future for a group's mission, audience, and assets.

Delaware's Division of Historical and Cultural Affairs lost no momentum with the culmination of its 2010-2012 strategic plan. By spring of 2013, staff and stakeholders were working together to define relationships and identify resources that would contribute to a dynamic vision for the division's future. After eight months of meetings, surveys, drafts, and revisions, we are pleased to present the *Delaware Division of Historical and Cultural Affairs Strategic Plan FY15/FY19*.

This plan represents a consensus of passion and insight that will make the next five years some of the most expansive and engaging in the agency's forty-four-year history. It prepares staff with the resources and vision to mark fifty years of excellence in 2020 with new standards in service and stewardship that promise to "Save Delaware History" for future generations.

We thank everyone who contributed to the process behind this plan and we thank, in advance, all who will join in its successful implementation. We hope that you will find as much pride and satisfaction in its outcome as we have shared in its creation.



Timothy A. Slavin
Division Director



Jeffrey W. Bullock
Secretary of State

Date of Adoption: January 1, 2014

CORE VALUES

COMMUNICATION

We are committed to an open, proactive, and thoughtful exchange of information and ideas that promotes trust and understanding in our internal and external relationships.

DISCOURSE/DIALOGUE

We are committed to open debate and discourse on subjects relevant to the past, present, and future of Delaware.

PROFESSIONALISM

We are committed to conducting ourselves in a professional manner to co-workers, partners, and the public in order to be recognized as a reputable and reliable resource.

COMMUNITY INVOLVEMENT

We are committed to actively listening to, and communicating, collaborating, and partnering with, the community in the development of our programs and services.

CREATIVITY

We are committed to supporting innovative thinking and nurturing a creative environment. Our passion for history inspires us to risk taking new approaches.

STEWARDSHIP

We are committed to the responsible management of the division's assets, seeking to exceed best practices.

KNOWLEDGE

We are committed to the growth and professional development of staff and volunteers in order to ensure that all of our activities are strongly grounded in scholarly research, current and reliable best practices, and relevant laws, rules, and regulations.

COOPERATION

We are committed to developing and maintaining trust and respect amongst co-workers, partners, and our audiences to provide a positive and collaborative atmosphere to achieve common goals.



IMPROVING ACCESS

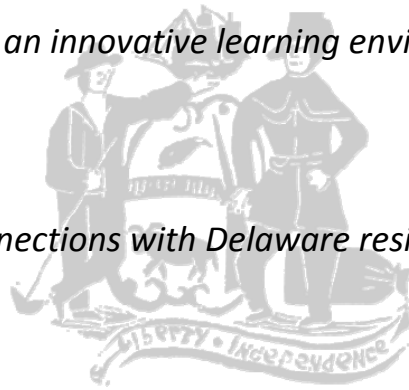
We will improve access to our collections, research, and historic places.

INNOVATIVE LEARNING

We will create and support an innovative learning environment.

ENGAGING AUDIENCES

We will strengthen our connections with Delaware residents, organizations, and visitors.



ENHANCING PRESERVATION

We will enhance the preservation and management of our historic properties and collections, and will share our knowledge, experience, and resources to inspire others to value and preserve their cultural assets.

ACHIEVING EXCELLENCE

We will develop a culture of collaboration and respect to optimize our management of organizational resources.

INTRODUCTION AND PROCESS

This strategic plan has been developed by, and for, the Division of Historical and Cultural Affairs (HCA), an agency of Delaware's Department of State. The document denotes a significant junction at which an institution's past is linked to its viable future. These critical moments in the life of an organization demand a planning process deeply rooted in objective research, collaboration, and self-reflection. Considerations central to this process include: institutional history, recent successes, audiences, and current trends.

accomplishments and establish priorities for the future. Engaging Places, LLC was contracted to assist in plan facilitation and review between May and December 2013.

Planning activities included two all-staff meetings, eight small group meetings with a representative cross-section of HCA staff, and twenty-four planning team sessions over the course of eight months. E-surveys were distributed to staff and partners to collect insights regarding planning-element drafts and objectives.



Through a comprehensive planning process, HCA engaged staff and partners to review our

More than 2,500 collective planning hours have resulted in the creation of five goals, sixteen objectives, and sixty-three action items to support the division's five strategic visions for FY15-FY19. This process also offered an opportunity to review, revise, and further define HCA's mission and eight core values to ensure that the work of this plan outlives the work that it prescribes.

INSTITUTIONAL HISTORY: HISTORICAL AND CULTURAL AFFAIRS

State government has a long record of valuing and preserving Delaware's cultural assets. On January 10, 1800, the Delaware legislature passed a resolution commissioning a portrait of George Washington to hang in the senate chamber. When it was delivered in 1802, it became the first object in the state of Delaware's collection. Over the years, through legislation and other means, HCA and its predecessors were charged with stewardship and interpretation of state-owned historic buildings and archaeological, art, and object collections.

The Public Archives Commission was formed in 1911. By 1951, its role had expanded to include acquiring, repairing, and restoring any historic buildings, sites, or objects of significance for the purpose of making them available to the public. The John Dickinson Mansion, Fort Christina Monument, The Old State House, the Eldridge Reeves Johnson Memorial and Buena Vista were added by 1965.

In 1934, a state law acknowledged that artifacts found on state-owned sites were worthy of permanent preservation, and in 1951 the University of Delaware and the Delaware State Museum became the two main repositories of such artifacts. The Delaware Archaeological Board was created in 1953 to sponsor, encourage, engage in, and direct fundamental research and investigation into the state's archaeology.

In 1947, the legislature acted to accept its first historic structure, the Old Presbyterian Church and adjacent chapel in Dover for use as a state museum. Within two years, they also appropriated a considerable sum of money to help fund the buildings' restoration and acquire a third structure nearby. The Delaware State Museum opened in 1950 with a mission to offer changing exhibitions in the fields of natural history, archaeology, history, industry, commerce, agriculture, and transportation.

The Public Archives Commission and Delaware Archaeological Board were dissolved in 1970 to make way for the Division of Archives and Cultural Affairs within the Department of State. By

Executive Order No. 54, signed May 25, 1971, Governor Peterson changed the name of the agency to the Division of Historical and Cultural Affairs (HCA). By this time, the division was operating the New Castle Court House Museum, Zwaanendael Museum, The Old State House, Johnson Victrola Museum, John Dickinson Plantation, Delaware State Museum and Buena Vista Conference Center. Within the newly formed division, the Bureau of Museums and Historic Sites was initiated in 1975 to better care for the growing collections of historic structures and objects and to interpret them for the public. In 1977, sections within HCA were combined to form the Office/Bureau of Archaeology and Historic Preservation (later known as the State Historic Preservation Office (SHPO)), tasked with carrying out the former responsibilities of the Delaware Archaeological Board and the historic preservation mission assigned to states under the National Historic Preservation Act of 1966.

The 1970s to 1990s saw the further development of professional staff and programming within HCA. Projects included the refurbishment of the John Dickinson Plantation and New Castle Court House,

Museum Assessment Program reviews, school-program expansion, and acquisition of a significant Delaware shipwreck collection.

In 1999, the Delaware Public Archives and HCA became separate and distinct divisions within the Department of State.

Consolidated curatorial facilities were also first developed in 1999. As of 2013, three buildings now house state collections of archaeology, art, and objects.

In State FY 2001, new legislation established a ten year program to provide tax credits for the rehabilitation of historic properties, creating an important new tool for promoting appropriate preservation and adaptive reuse of historic buildings throughout the state. The program has since grown in the amount of credits available and types of properties that can be assisted.

With a new director in 2005, the division was reorganized utilizing the team management structure and adopting the “Saving Delaware History” motto. In 2009,

HCA formalized its Affiliates and Partnership programs.

Following the development of the First State Heritage Park in 2005, the division moved the Delaware Visitor Center and Galleries into the Delaware Public Archives building establishing the First State Heritage Park Welcome Center and Galleries in 2009. The new location offered expanded opportunities for exhibitions and visitor services.

In 2010, due to economic decline, HCA closed two museums, working to consolidate their programs into other facilities' operations, and reducing operating hours at all its remaining museums. With the growth of the division's Volunteer Program, sites such as the Johnson Victrola Museum were again able to increase operational hours and programs.

As of 2013, HCA has assumed stewardship of over forty properties, including ninety-plus historic structures. Today the division operates five historic sites as museums, the Buena Vista Conference Center, and the First State Heritage Park Welcome Center and Galleries. In addition, HCA partners with community organizations and nonprofits on interpretive planning and operations at the agency's remaining historic properties.

HCA's mission and core values continue to reflect the responsibilities with which it has been entrusted over the agency's history. HCA has much of which to be proud, and staff is committed to furthering our efforts in the future.

Community and Memories of Jack Lewis;
and publication of *Doors of Fame*

- *Delaware Historical Society:* Design and fabrication of the 2013 exhibition *Forging Faith, Building Freedom: African American Faith Experiences in Delaware, 1800–1980*
- *The Underground Railroad Coalition of Delaware:* Strategic planning and development of *An Illegal Activity: The Underground Railroad in Delaware*, which opened in 2013 at the First State Heritage Park Welcome Center and Galleries

Private Partnership Programs

HCA works with non-profit organizations across the state to develop joint educational programs. Recent private partnership successes include:

- *Archaeological Society of Delaware:* Continued collaboration on annual Delaware Archaeology Month programs including the Symposium on the Early Colonial Archaeology of the Delaware Valley and the archaeology festival at Zwaanendael Museum

- *Kalmar Nyckel Foundation:* Joint maritime history programming with the Zwaanendael Museum
- *Winterthur Museum and the University of Delaware Art Conservation Department:* Opportunities for hands-on learning afforded through the conservation of objects and artifacts from the state's collections



- *New Sweden Alliance and Kalmar Nyckel Foundation:* Commemoration of the 375th anniversary of the landing of the Swedes and Finns in North America, held at Fort Christina Park, a National Historic Landmark
- *New Castle Historical Society and Rehoboth Beach Museum:* Development of *Captain John and Sarah Avery: A 17th Century Family on Delaware's Frontier*, a

traveling exhibit and related publication created in partnership with the Archaeological Society of Delaware

Tribal Programming Partnerships

- Nanticoke and Lenape Indian tribes of Delaware: Development of public programs at HCA's museums celebrating the First State's rich Native American culture
- *St. Jones Reserve*, a component of the Delaware National Estuarine Research Reserve: Improvement and expansion of programs for the annual Make a Splash Festival
- *University of Delaware Department of Anthropology* and many others: Development and presentation of *Encountering 'Others' in the Atlantic World: Perspectives from the Material World*, an innovative international archaeological conference

Public Partnership Programs

HCA works with state and local agencies to optimize resources and expand audiences. Recent successes in public partnership have included:

- *Delaware Department of Transportation (DelDOT)*: Development of the Harriet Tubman Underground Railroad Byway which includes stops at The Old State House and the New Castle Court House Museum
- *University of Delaware Department of Fashion and Apparel Studies*: Documentation of 170 quilts for the National Quilt Index through partnership with the Delaware Quilt Documentation Project
- *First State Heritage Park*: Shared staff training, historical theatre programs, program funding, promotion, and events, including the 18th Century Market Fair

Volunteer Program

In its second full year of operation (FY13), the Volunteer Program has logged 5188.25 hours in volunteer assistance with HCA, exceeding division goals by nearly 30%.

Through contributions to research, programs, tours, property improvements,

collections processing, and business services, the talent, skill, and dedication of volunteers has greatly enhanced division projects and successes. Recent accomplishments from HCA's Volunteer Program include:

- *The Johnson Victrola Museum:* Volunteer assistance has been critical in returning the museum to regular operating hours with minimal budgetary impact
- *Archaeological Society of Delaware and University of Delaware:* Activities to locate archaeological remains from Fort Casimir
- *Delaware Week of Volunteerism:* In 2012, about fifty volunteers joined the Governor and First Lady at Belmont Hall to kick off the Delaware Week of Volunteerism. Work included the installation of thirty native hardwood trees, replenishing trees lost during the storms of the last five years



INCREASED FUNDING FOR CAPITAL IMPROVEMENTS

In keeping with Governor Jack Markell's complimentary goals of preserving the state's historical legacy while providing work for Delaware businesses and their employees, the state of Delaware appropriated \$5.25 million in funding in FY12 for HCA to conduct capital-improvement projects at more than thirty state-owned historic properties from Fenwick Island to Claymont.

By June of 2012, the campaign had provided work for more than 150 people employed by thirty-five Delaware businesses on more than eighty improvement and refurbishing projects at HCA properties throughout the state including:

- *Buena Vista Conference Center*
- *Cooch-Dayett Mills*
- *Woodburn*
- *Belmont Hall*
- *The Sheriff's House and New Castle Green*
- *Zwaanendael Museum*
- *Old Sussex County Court House*
- *Milford Museum*
- *Felix Darley House*

CREATION OF A NATIONAL MONUMENT

On March 25, 2013, President Obama signed proclamations establishing five new national monuments, including the First State National Monument, the 400th unit of the National Park System and the first to be located in the state of Delaware.



The monument will explore Delaware's rich history including its Native American roots; early settlement by Dutch, Swedish, Finnish, and English colonists; its participation in America's struggle for independence; its distinction as the first state to ratify the U.S.

Constitution; and pioneering efforts in conservation and open space. The First State National Monument is comprised of three historic areas including:

- *Dover Green*
- *New Castle Court House and The New Castle Green*
- *Woodlawn*

EXPANDED RESEARCH AND ARCHAEOLOGICAL PROJECTS

Fort Christina National Historic Landmark

With assistance from the Delaware Department of Natural Resources and Environmental Control, investigations began of Fort Christina, believed to be the site of the 1638 landing of Swedish and Finnish colonists.

Surveys and analyses have been completed to assess the archaeological potential and lay groundwork for further study.

Fort Casimir

HCA staff managed archaeological investigations at the site of Fort Casimir in New Castle, an exceptionally important seventeenth-century site. Fieldwork produced encouraging evidence that intact remains of the fort may still exist.

African American History

Research was initiated on free African American families in western Kent County during the late eighteenth and nineteenth centuries that will enhance interpretation at HCA's sites and contribute to a cultural resource survey to determine what remains of the historic community and landscape.

Cooch's Bridge

HCA sponsored a comprehensive survey of Delaware's Revolutionary War battlefield in areas around Cooch's Bridge in New Castle County. Preliminary results have revealed good information of this little understood first battle of the Philadelphia Campaign.

Roosevelt Inlet Shipwreck

The archaeology lab at Cape Henlopen State Park opened in 2009. Work includes the continued management of, and research on, the Roosevelt Inlet Shipwreck collection, including outreach to regional and international scholars on material culture of the late eighteenth century. In 2012, volunteers had logged nearly 500 hours of their time with this project.

PUBLIC ACCESS

Annual Programming

Community events such as Dover Days, Market Fair, Dover July 4th, Separation Day in Old New Castle, and Chautauqua have grown through HCA's work with public and private partners.



His Majesty's Sloop of War DeBraak

After a highly successful inaugural season in 2012, HCA continues to offer a two-part public lecture/tour of the hull of His Majesty's Sloop of War *DeBraak* in conjunction with the new exhibit installation at Zwaanendael Museum, *A Seaborne Citizenry: The DeBraak and Its Atlantic World*.



Buena Vista Conference Center

HCA has increased public use of the Buena Vista Conference Center by expanding use of the entire property.

- A comprehensive tree inventory was completed in 2012, identifying over 400 trees on the property, using a GPS database with the creation of a long-term management strategy for these assets.
- Trail Development with Phase I completed

Archaeology Month

HCA hosts and/or participates in several annual events to mark Delaware Archaeology Month. In 2013, these events included the Symposium on the Early Colonial Archaeology of the Delaware Valley, the Archaeology Festival at Iron Hill Museum, the Archaeological Society of Delaware's annual meeting at the Historic Odessa Foundation, and the Zwaanendael Festival.

Johnson Victrola Museum

In 2011, the museum resumed a full operating schedule after running on a

shortened schedule since 2009 due to reductions in the state budget. The resumption of normal operating hours was made possible by the efforts of a dedicated group of volunteers who interpret the museum exhibits, aid in program delivery, and welcome guests.

STEWARDSHIP

DeBraak

In 2012, substantial improvements were made in the curation of the *DeBraak* under the guidance of the Hull Conservation Team.

Improvements include:

- Completed upgrade of structural support
- Installation of new equipment and systems to eliminate adverse biological activity and other threats of destabilization

Buena Vista Landscape Management

Major landscape renovations have occurred throughout the grounds including:

- Addition of 560 perennials, shrubs, trees
- Transplanting of underperforming plants
- New landscape beds at the tenant house
- Installation of a two-acre native grass and wildflower meadow along the route of the new trail

Historic Preservation Tax Credit Program

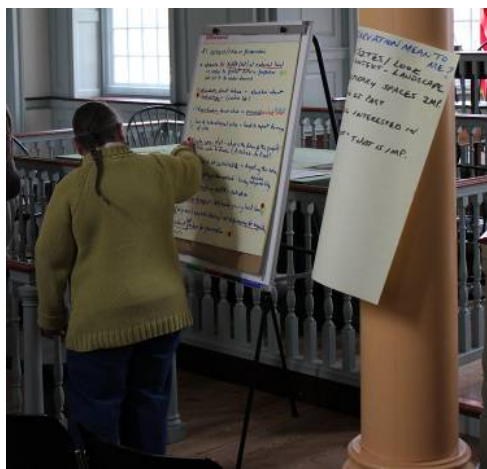
In 2010, with support from Preservation Delaware Inc., the legislature reauthorized the state historic preservation tax credit program for another ten years, acknowledging the great success of the program



Through State FYs 2012 and 2013, approximately \$9.7 million in tax credits was awarded for improvements to forty-one historic properties, which included owner-occupied, non-profit owners, and income-producing properties. Preservation Delaware, Inc., also assisted in promoting the program through presentations and workshops to community organizations. A newly developed public-oriented Power-Point presentation facilitates public outreach.

Preservation Plan 2013-2017

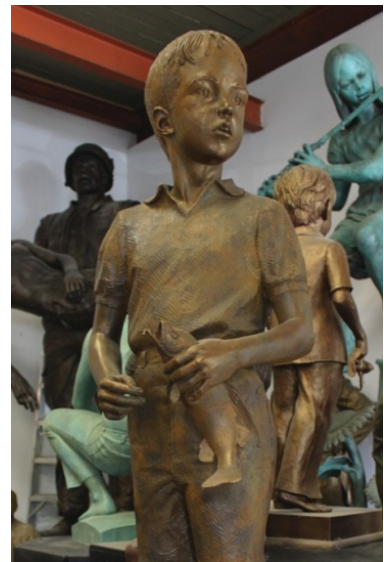
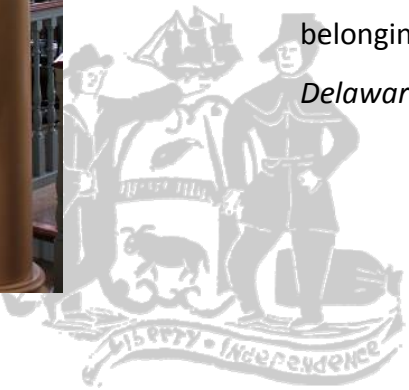
On April 16, 2013, HCA released, *Preserving Our Past for a Better Future: Delaware's Historic Preservation Plan, 2013-2017*, which defines goals and strategies to guide and promote historic preservation efforts in Delaware over the next five years.



New Acquisitions

HCA has accessioned many items of historical and cultural value into the state collections. In FY11 and FY12, these included:

- More than 300 sculptures and studio contents from the Charles Parks Studio
- The Norma Varisco de García Collection of more than seventy-five works by Hispanic artists
- Clothing, papers, and memorabilia belonging to a sailor aboard the *USS Delaware*



DELAWARE'S HISTORIC PRESERVATION PLAN, 2013-2017



THE DELAWARE DEPARTMENT OF STATE AND THE DIVISION OF HISTORICAL AND CULTURAL AFFAIRS



through 2010 with 46% of residents born in another state and 8% born in another country.

Planning Assumption: As Delaware becomes home to a more globally-rooted population, HCA will encounter opportunities to relate to a growing number of audiences with less knowledge or personal connection with the First State’s cultural heritage.

An Aging Population

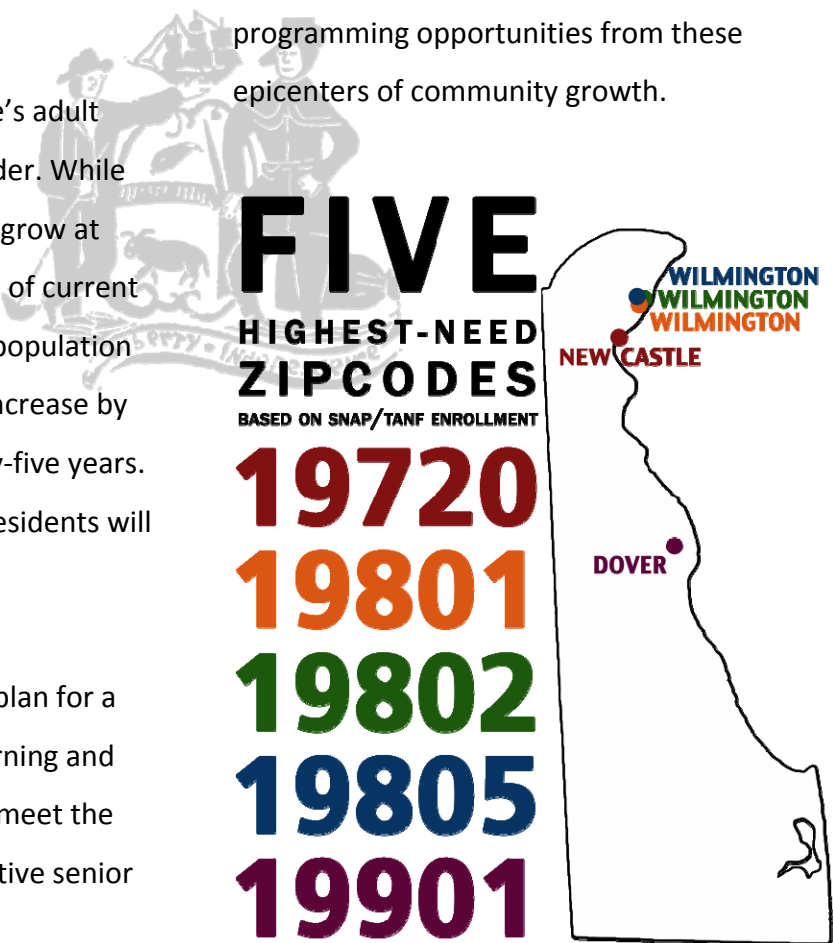
Trend: In 2012, 20% of Delaware’s adult population was sixty-five and older. While most age brackets are expected grow at stable rates to remain within 3% of current distributions, the state’s senior population (sixty-five-plus) is projected to increase by nearly 50% over the next twenty-five years. By 2040, one in four Delaware residents will be in their golden years.

Planning Assumption: HCA can plan for a growing demand to develop learning and engagement opportunities that meet the needs and expectations of an active senior population.

Rising Communities

Trend: Residential development applications and permits indicate patterns of increasing population density in areas including Elkton, Bear, Middletown, Smyrna, Milford, Milton, Millsboro, Georgetown, and Rehoboth Beach.

Planning Assumption: As development returns to pre-recession levels, HCA can anticipate additional opportunities to develop resources, engagement, and programming opportunities from these epicenters of community growth.



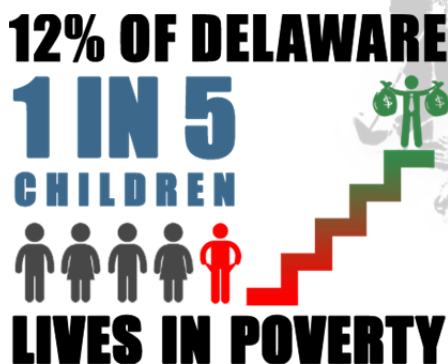
ECONOMICS

Ongoing Economic Recovery

Trend: Statewide revenue is expected to plateau in 2013 and begin a steady climb in 2015. National forecasts indicate a more aggressive increase of 54% in GDP and 63% in wages and salaries through 2020.

Planning Assumption: State agencies can anticipate budgets being held at zero growth for the foreseeable future, but supplemental funding opportunities could become available earlier on the national level.

CROWDFUNDING BY THE NUMBERS



Planning Assumption: As HCA maintains a zero growth operational budget, crowdfunding could manifest viable opportunities to engage donors, support, and community advocates to promote division projects and resources.

Crowdfunding

Trend: The global crowdfunding market grew by 81% in 2012, generating \$1.6 billion in funds in North America alone. Donation and reward-based models drove the most volume and social causes accounted for nearly 30% of market activity.

EDUCATION

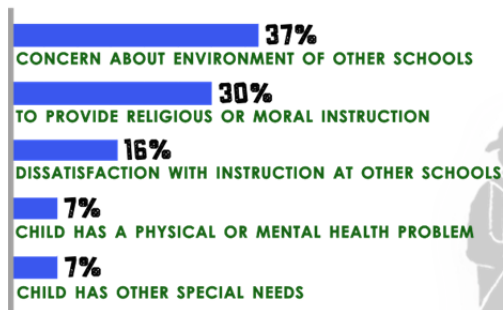
Public School Enrollment

Trend: Delaware's public school population is expected to increase by 2% to 4% through 2020, gaining momentum through 2030.

Selective Enrollment

Trend: Between 2003 and 2013, Delaware charter school enrollment increased by 66.8%. Nonpublic school enrollment records indicate 2,484 students were enrolled at 999 homeschools throughout Delaware during the 2006/2007 school year.

REASONS CITED BY PARENTS FOR CHOOSING **HOMESCHOOLING**

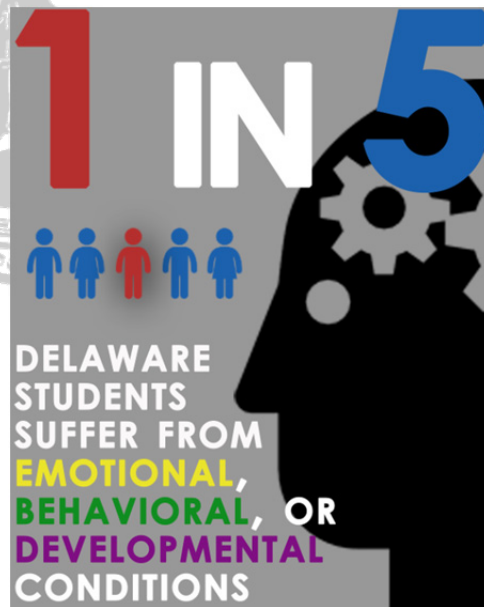


Planning Assumption: As Delaware parents consider a growing number of options for educating their children, HCA can prepare for the challenge of providing resources and programming that take into consideration a range of educational values and objectives.

Ways of Knowing

Trend: The state Department of Education will complete a four-phase implementation of the Common Core State Standards (CCSS) for Education and Learning in 2013/2014.

Massive Open Online Courses (MOOCs) have demonstrated a recent surge throughout the education sector. Private institutions lead the way in determining the feasibility and impact of these free remote learning opportunities, but they have opened doors for institutional outreach on a cost-effective global scale. Science, Technology, Engineering, and Mathematics (STEM) learning initiatives helped to give rise to the Maker Culture Movement, which uses hands-on building and design projects to foster a spirit for creativity and invention.



Planning Assumption: In order to fulfill its educational mission in coming years, HCA can anticipate opportunities and expectations to offer multidisciplinary twenty-first century learning opportunities through innovative delivery methods.

HEALTH

Physical Fitness

Trend: Diabetes and heart disease are now leading causes of death among Americans, leading obesity and physical activity to garner increased concern from healthcare providers and public administrators across the country. Obesity has increased in Delaware by over 70% over the last twenty years. In 2013, 21.9% of the state's population weighed in with an estimated BMI of thirty or higher. More than 50% of residents reported not exercising regularly.

Planning Assumption: As HCA moves forward with interpretive planning and programming initiatives, staff can anticipate specialized physical and psychological needs while incorporating recreational opportunities.

TECHNOLOGY

Connectivity

Trend: As organizations become more reliant on e-based and mobile technology, infrastructure and community development connectivity are becoming more critical. With every 10% increase in broadband

penetration, a country's GDP is boosted by 1.21% to 1.38%.

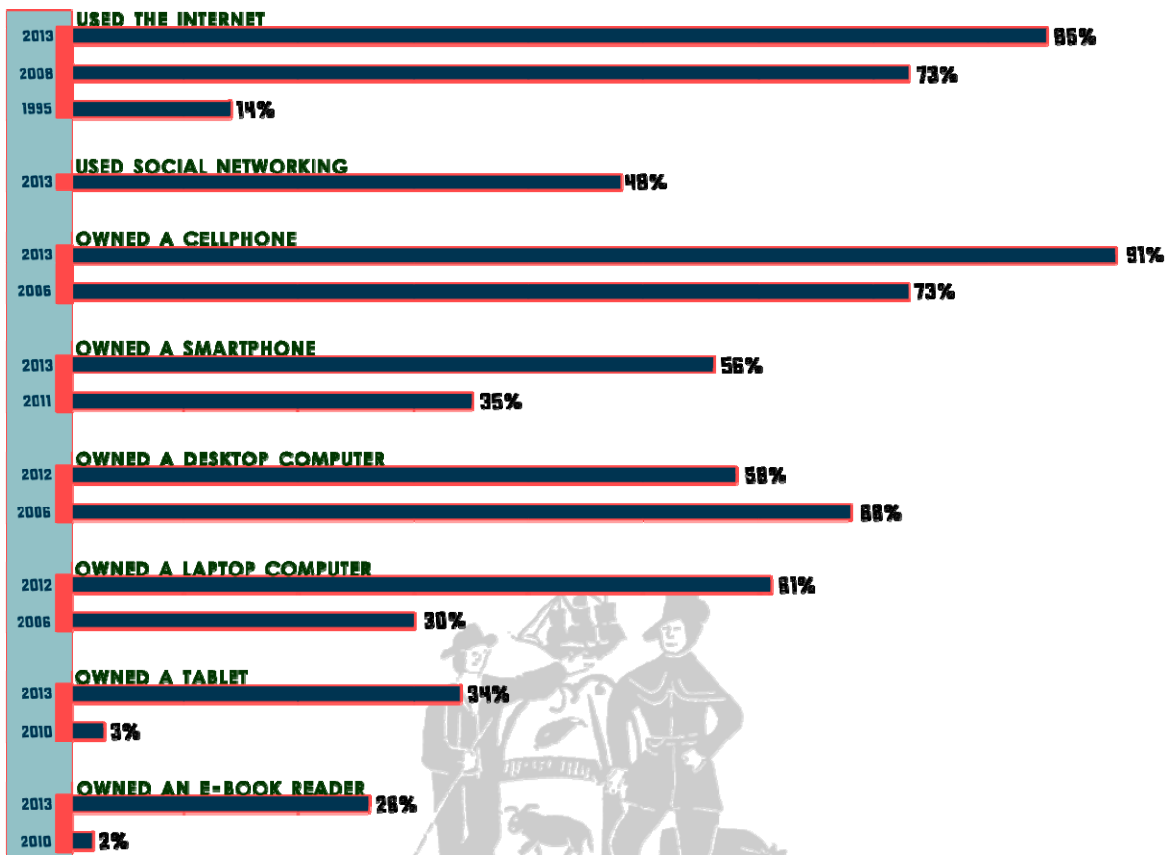
Planning Assumption: HCA can expect higher demand for web-based access to collections and resources on-site and online. The Federal Communications Commission's National Broadband Plan calls for download speeds to increase to at least 100 Mbps for businesses and households by 2020 and one Gbps for anchor institutions in local communities.

Social Media

Trend: Advancements in mobile technology have led to the unprecedented growth and global embrace of social media. Traditional community relationships are being redefined by the evolving characteristics and capabilities of users, developers, and platforms.

Planning Assumption: As social media becomes a more established means of creating and managing relationships, HCA can anticipate additional opportunities and challenges associated with participating as an organization in these communities.

GADGET USE AND OWNERSHIP AMONG ADULTS



3D Scanning/Printing

Trend: Additive manufacturing, popularly known as 3D printing, is becoming a more affordable and adoptable technology in a growing number of sectors. Sales of professional-grade systems grew by 5.4% in 2011, while personal-system sales increased by 289% (23,265 units) in the same year.

Planning Assumption: HCA can anticipate a growing number of opportunities to scan and replicate its historical cultural resources and should, in turn, plan to manage and resolve

any security or ethical conflicts in compliance with legislative and professional standards.

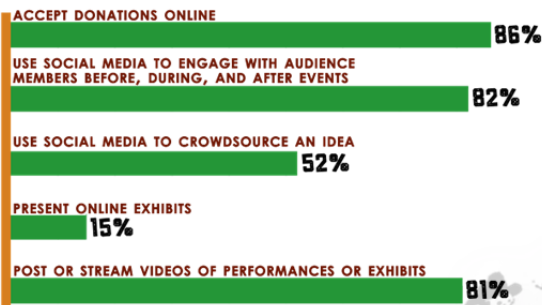
Cloud Computing

Trend: The mobile revolution has created the need and opportunity to expand the reach of cloud computing, through which data and applications are stored and accessed from remote locations across expansive networks.

Planning Assumption: As more business is conducted “in the cloud,” HCA can plan to allocate additional resources to developing

infrastructure and business cases to meet the needs of its mission with cloud capabilities while complying with all state standards in security and technology.

ARTS ORGANIZATIONS AND TECHNOLOGY



INDUSTRY DATA

Historical and Cultural Resources

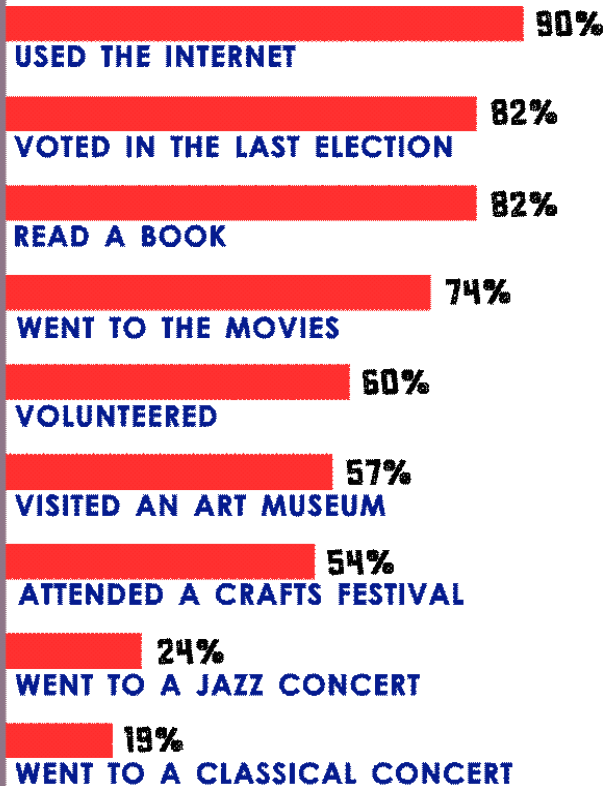
Heritage organizations throughout Delaware are breaking new ground. The Kalmar Nyckel Foundation began work in October 2013 on a \$4.5 million education center and shipyard. Fort Miles Historical Association is launching a capital campaign to raise \$5 million in funds to renovate and establish a World War II museum at the Cape Henlopen historical complex.

HCA reported three years of steady visitation growth at division museums and conference

centers. Nationally, historic park and site visitation fell by up to 13% between 2000 and 2010, but sites reported increased visitation from the fifty-five-to-seventy-five-year-old age bracket.

Planning Assumption: HCA should expect engagement and visitation rates to remain consistent with recent years while planning for shifts in audience composition and behavior that reflect evolving demographic and consumer patterns.

IN 2008, VISITORS TO HISTORIC SITES:

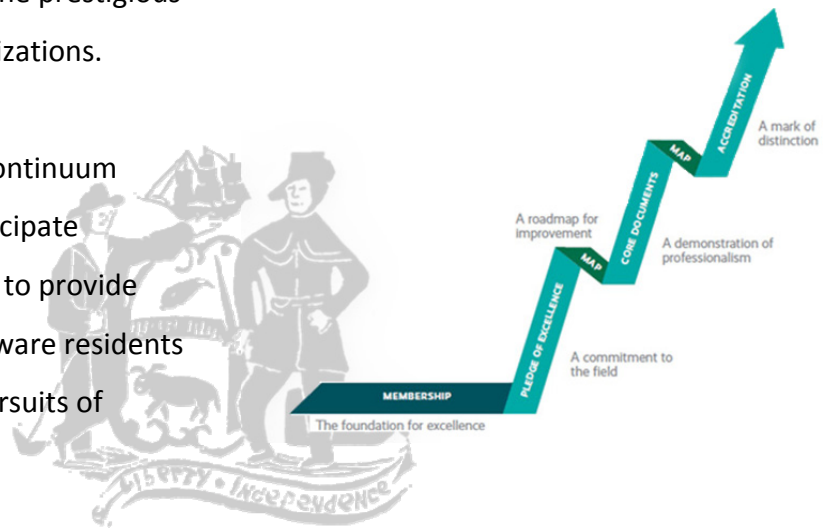


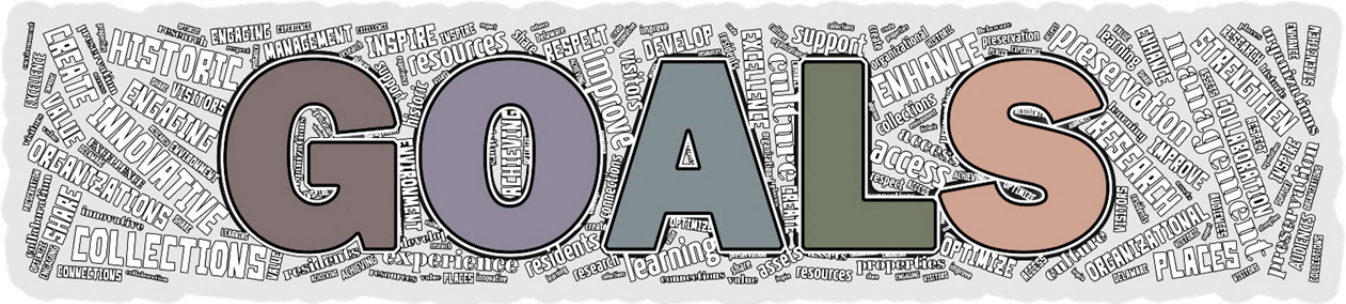
Continuum of Excellence

The American Alliance of Museums (AAM) unveiled a Continuum of Excellence in 2013, making AAM accreditation and associated characteristics of excellence more practical endeavors for museums across the country. Several Delaware museums are making strides to join Hagley, Winterthur, and the Delaware Art Museum among the prestigious ranks of AAM-accredited organizations.



Planning Assumption: As the continuum gains momentum, HCA can anticipate opportunities and expectations to provide leadership and support to Delaware residents and institutions in their own pursuits of excellence.





IMPROVING ACCESS

We will improve access to our collections, research, and historic places.

INNOVATIVE LEARNING

We will create and support an innovative learning environment.

ENGAGING AUDIENCES

We will strengthen our connections with Delaware residents, organizations, and visitors.



ENHANCING PRESERVATION

We will enhance the preservation and management of our historic properties and collections, and will share our knowledge, experience, and resources to inspire others to value and preserve their cultural assets.

ACHIEVING EXCELLENCE

We will develop a culture of collaboration and respect to optimize our management of organizational resources.

PLAN LEGEND

Planning terminology is defined in the following contexts:

- Mission** Statement of organizational focus, purpose, role, and responsibility
- Core Value** Characteristic deemed central to organizational planning and performance
- Vision** Image of successful plan implementation within five to ten years of adoption
- Goal** Focal themes guiding organizational priorities toward strategic visions
- Objective** Priorities contributing to the realization of a strategic goal
- Action Item** Benchmarks leading toward the completion of a strategic objective

Objectives and action items in this strategic plan are codified as a matter of clarity and manageability.

Planning Abbreviation Example:

As Written: **BSM; \$\$\$\$; 5%ST; FY15; 27M**

PROJECT LEAD	ESTIMATED COST	#/HOURS %/STAFFTIME	STARTING FISCAL YEAR	TIME (IN MONTHS)
BSM	\$\$\$\$	5%ST	FY15	27M

Meaning:

- Business Services Manager*
- Project will cost \$10K+*
- 5% of BSM's total Workload*
- Project Begins in FY15*
- Project will take 27 months*

OBJECTIVE LEAD DIRECTORY							
ACCS	ACCOUNT SPECIALIST	CCM	CURATOR OF COLLECTIONS MANAGEMENT	DS	DEPUTY STATE HISTORIC PRESERVATION OFFICER	PMM	PRESERVATION MAINTENANCE MANAGER
ACCT	ACCOUNTANT	CDA	CURATOR OF DIGITAL ASSETS	HM	HORTICULTURE MANAGER	RRO	RECORDS RETENTION OFFICER
BSM	BUSINESS SERVICES MANAGER	CONF	CONFERENCE CENTER MANAGER	PIO	PUBLIC INFORMATION OFFICER	VSC	VOLUNTEER SERVICES COORDINATOR
CARE	CARE MANAGER	DD	DEPUTY DIRECTOR	PL	PLANNER	WEB	WEBMASTER

COST ESTIMATE KEY			
\$	\$0 to \$999	\$\$\$	\$5K to \$9,999
\$\$	\$1K to \$4,999	\$\$\$\$	\$10K+
HR	FINITE HOURLY ALLOTTMENT (IN HOURS)		
ST	% OF (LEAD) TIME COMMITTED TO ACTION OR OBJECTIVE		

- Complete Cultural and Historic Resource Information System (CHRIS) upgrade in consultation with and support from the Department of Technology and Information and the Department of State. Integrate system within the HCA digital engagement framework and develop content and resources to be accessed across multiple platforms. Continue quality control process for historic property data *(DS; \$\$; FY15; 9M)*
- Hire, contract, or assign webmaster responsibilities for the design and management of HCA's website(s) (among other responsibilities) *(DD; \$\$\$\$; FY17; 12M)*

OBJECTIVE A2: LINGUISTIC ACCESS ◆ CDA; \$\$\$\$; 5%ST; FY17; 21M

- Develop a linguistic access plan that outlines policies, procedures, goals, and expectations for publishing and presenting HCA resources and materials in multiple languages and formats *(CDA; \$\$; FY17; 6M)*
- Incorporate needs of HCA's communications plan with online resources. Publish relevant on-site bilingual resources online *(WEB; \$\$\$; FY18; 6M)*
- Design/create signage and on-site material that reflects the needs and standards established by HCA's communications plan *(CARE; \$\$\$\$; FY17; 9M)*

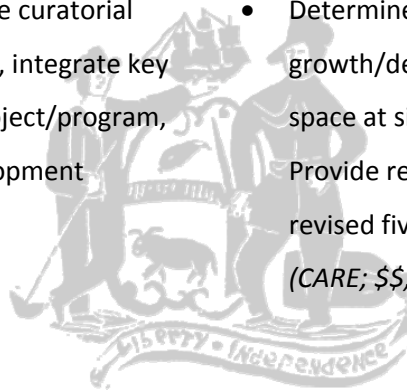
OBJECTIVE A3: MUSEUM HOURS ◆ DD; \$; 10%ST; FY16; 3M

- Adjust site hours and program schedule to suit needs of visitors

- Host and participate in academic seminars and conferences to exchange information on, and promote best practices in, preservation
(DD; \$\$\$\$; FY16; 18M)

OBJECTIVE B3: INTERPRETIVE PLANNING ◆ DD; \$\$\$\$; 5%ST; FY15; 18M

- Develop an interpretive plan incorporating Common Core state standards for education and learning, programmatic themes, partners, and staffing needs
(DD; \$\$\$\$; 25%ST; FY15/FY16; 18M)
- Reconnect and reinvigorate the curatorial staff into programming efforts, integrate key staff into initial phase(s) of project/program, and content review and development
(CCM; FY15; 18M)
- Develop an audience assessment, gathering data through formal evaluations, surveys, and comment cards to inform future planning and audience interests for programs and exhibits
(PIO; \$\$; FY15; 6M)
- Determine a plan of exhibition growth/development and identify gallery space at sites for larger long-term exhibits. Provide recommendations and options in a revised five-year exhibit schedule
(CARE; \$\$; 25%ST; FY15; 12M)





We will strengthen our connections with Delaware residents, organizations, and visitors.

STRATEGIC FUNCTION

Community is the ultimate governing body of a state agency and the lifeblood of any organization. As Delaware communities grow and evolve, it is critical that HCA maximizes

its opportunities to develop and maintain meaningful and lasting relationships with its **audiences** through effective and deliberate partnership and communication.

OBJECTIVE C1: COMMUNITY PARTNERSHIPS ◆ DD; \$\$; 5%ST; FY15; 6M

- Review and develop formal plan for affiliates, partners, and tenants/leaseholders *(DD; \$; 10%ST; FY15; 6M)*
- Create new partners to enhance programs offered for Buena Vista guests *(CONF; \$; FY15; 6M)*
- Identify and establish appropriate working relationships with local communities and groups to provide support for needs and priorities of both partners - HCA and collaborator *(DD; \$; 10%ST FY15; 6M)*

OBJECTIVE C2: COMMUNICATIONS PLANNING ◆ PIO; \$\$\$\$; 5%ST; FY15; 26M

- Create a communications plan that establishes advertising, promotes the division’s sites as classrooms and event facilities, targets existing audiences and those with which we do not have a relationship, and develops a new branding for HCA *(PIO; \$\$\$\$; 20%ST; FY15; 12M)*

- Create an advocacy plan that identifies opportunities for meaningful alliances to help promote Delaware’s rich heritage, engage people in intellectual and exciting experiences, influence people to embrace Delaware’s cultural heritage, and effect positive public policy in support of museums, history, and preservation
(PL; \$; 5%ST; FY16; 18M)
- Conduct an economic impact study and use results to develop presentation for business leaders and similar audiences to demonstrate how historic preservation and HCA museums stimulate local economies
(DS; \$\$\$\$; 5%ST; FY15; 18M)

OBJECTIVE C3: EDUCATION/PROGRAM MANAGER ◆ DD; \$\$\$\$; 5%ST; FY17; 18M

- Hire, contract or assign an individual with primary responsibilities for the management of HCA's educational programs



- Take advantage of mobile technology in the daily use of Mpulse software by using Mobile Works with smart phones to increase efficiency *(PMM; \$\$\$\$; FY16; 6M)*
- Review the Cultural Asset Management Program (CAMP) process for recommended improvements; identify LEEDS project *(PL; \$\$\$; FY15; 12)*

OBJECTIVE D2: COLLECTIONS MANAGEMENT ◆ CCM; \$\$; 5%ST; FY15; 48M

- Develop a collections management plan which includes policies, procedures, and expectations that will further HCA's mission through the scope of the state's collections *(CCM; FY15; 18M)*
- Create and implement borrower informational packets and educational sessions *(CCM; 10%ST; FY16; 9M)*
- Identify objects in "acceptable use" categories as defined in collections-management policy and store them together *(CCM; 5%ST; FY15; 6M)*
- Remove objects and resources from environments that do not align with their determined collections categorization and offer replacements from "acceptable use" catalogue *(CCM; FY15; 12M)*
- Implement deaccessioning program in accordance with collections management plan *(CCM; 10%ST; FY16; 12M)*
- Implement barcoding/digitization of collections/resources integrated with the digital asset management plan, etc. *(CCM; 5%ST; FY17; 24M)*
- Implement staff-wide object-handling training *(CCM; \$\$; 10%ST; FY17; 12M)*

OBJECTIVE D3: DISASTER/EMERGENCY PLANNING ◆ CDA; \$\$\$\$; 5%ST; FY15; 30M

- Re-develop, publish, and implement the division's emergency/disaster preparedness/response plan *(CDA; 15%ST; FY15; 24M)*
- Deploy Continuity of Operations Planning (COOP) in collaboration with Department of Technology and Information *(CDA; \$\$; 10%; FY15; 8M)*
- Create and distribute disaster/emergency preparedness kits to HCA facilities and establish a supply cache. Implement a regular inventory process with a standard operating procedure (SOP) and train division staff on where/how to use equipment when necessary *(PMM; \$\$\$\$; 5%ST; FY15; 6M)*

- Develop and implement a schedule and SOP for emergency/disaster drills and exercises ranging from seminars to full-scale exercises that prepare all division staff for the event of plan implementation *(PMM; \$\$; FY15; 12M)*
- Publish the division's disaster/emergency preparedness plan on dPlan and create a SOP for its maintenance *(PMM; \$; FY16; 6M)*
- Create, distribute, and train staff on use of pocket response plans (PRePs) tailored for each public/museum site/facility *(CDA; \$; 5%; FY16; 6M)*
- Develop and act on an SOP for conducting regular comprehensive risk assessments on HCA properties, and document findings in an annual hazard mitigation report *(CDA; \$; 5%ST; FY16; 8M)*
- Create, distribute, and train tenants and leaseholders on use of PRePs tailored for each division property *(CDA; \$; 5%; FY16; 6M)*
- Create, distribute, and train affiliates and borrowing institutions on use of PRePs tailored for affiliates and borrowing institutions *(CDA; \$; 5%; FY17; 6M)*

OBJECTIVE D4: PRESERVATION FUNDING ◆ DD; \$; 5%ST; FY15; 12M

- Produce a report supporting the establishment of a funding stream for ongoing collections management *(DD; \$; FY15; 12M)*
- Coordinate organizational recommendations for legislative priorities for protection, curation, and stewardship of collections and cultural resources for the benefit of the public trust *(DD; 5%ST; FY15; 12M)*
- In consultation with preservation partners, produce report supporting the establishment of a funding stream for identifying threatened archaeological sites and/or historic buildings *(DS; \$\$\$; 5%; FY15; 18M)*
- Develop strategies for establishing bricks-and-mortar grants for historic non-HCA properties *(PL; 5%; FY16)*



We will develop a culture of collaboration and respect to optimize our management of organizational resources.

STRATEGIC FUNCTION

HCA must be prepared to routinely encounter and manage the demands, challenges, and opportunities that affect the state’s historical and cultural assets. Taking steps to establish a working culture of

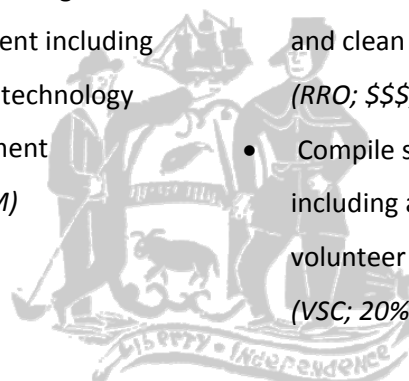
collaboration and respect will help the division develop strong organizational assets to fulfill its mission and achieve **excellence** in all areas of operation.

OBJECTIVE E1: STAFF DEVELOPMENT ◆ DD; \$\$\$\$; 10%; FY15; 12M

- Develop a training program for identified appropriate staff regarding best practices of collection management, care, handing, use, and housekeeping of the state's collections (CARE) Business Services; CARE; Sites; Conference Center; SHPO; Special Projects as needed. Includes all staff categories (DD;\$\$\$;5%;FY15;6M)
- Develop a training program for all HCA staff regarding operation, responsibilities, and purpose of all HCA teams and staff (DD; \$\$\$\$; 10%; FY15; 6M)
- Develop best practices training program appropriate for each HCA team working with team manager: Maintenance; Horticulture; Develop and maintain HCA staff directory with staff name, contact information, and areas of knowledge and expertise (BSM; \$; 50H; 3M)
- Develop recognition program and fun get-togethers for all staff, volunteers, and interns. As possible, work to consolidate staff activities (BSM)

OBJECTIVE E2: ADMINISTRATIVE PROCEDURES ◆ BSM; \$\$\$\$; 5%ST; FY15; 24M

- Create cost-savings maintenance checklist; Establish procedures including checklist for staff to prepare for seasons, and general maintenance cost in order to save money *(ACCS; \$; 10%ST; FY15; 3M)*
- Develop process to streamline completion of annual inventory/surplus process with a goal of efficient item-tracking and smooth/quick process *(ACCT; \$\$\$\$; 10%ST; FY15; 12M)*
- Develop a 5-year budget plan for replacing equipment/inventory; work on budget schedule for replacing equipment including tools, computers, information technology equipment, and power equipment *(BSM; \$\$\$\$; 10%ST; FY15; 12M)*
- Develop a plan and procedure for projects that require a projective spending budget; Work with teams to review projected budgets on fiscal projects for following fiscal year *(BSM; \$; 10%ST; FY15; 12M)*
- Develop a year-end business services fiscal report that provides additional transparency. Educate staff on where to locate this information currently for the entire state of Delaware *(BSM; \$; 10%ST; FY15; 12M)*
- Review current records retention schedule and clean up X drive *(RRO; \$\$\$; 10%ST; FY15; 24M)*
- Compile stand-alone projects for volunteers including a volunteer corps. Create ongoing volunteer opportunities *(VSC; 20%ST; FY15; 24M)*



OBJECTIVE E3: STAFF ANALYSIS ◆ DD; \$; 15%ST; FY16; 3M

- Undertake a staff analysis for future division needs.

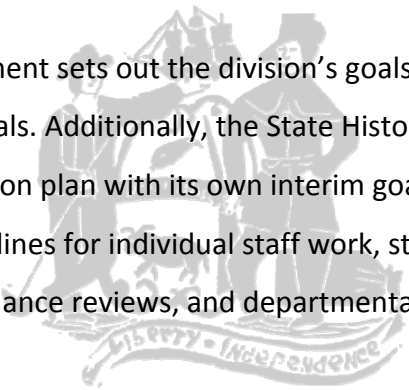
PLAN ALIGNMENT

This strategic plan has been developed to work in alignment with several statewide plans and priorities, which include but are not limited to:

- *Delaware Office of State Planning and Coordination 2012 Report of State Planning Issue*
- *Delaware Department of Education Vision: 2015*
- *HCA Museum Accreditation Steering Team Accreditation Plan*
- *Preserving Our Past for a Better Future: Delaware's Historic Preservation Plan, 2013-2017*

IMPLEMENTATION

This operational planning document sets out the division's goals for the next five years and its strategies for attaining those goals. Additionally, the State Historic Preservation Office has developed a five-year preservation plan with its own interim goals and benchmarks. Together, these documents serve as guidelines for individual staff work, staff team work, weekly management meetings, performance reviews, and departmental and legislative support.



The goals, objectives and actions of the strategic plan will be shared with partners and affiliates who are integral components of HCA's future success. They will be involved stakeholders and participate in meetings, program and projects as needed. They will also aid in the annual updating of the strategic plan as changes and updates are made for the coming five years.

HCA's strategic plan will be reviewed with division managers monthly at established meeting and at HCA 'all-staff' meetings. Progress and updates on the plan are reported to the Secretary of State on a quarterly basis. Given the ever-changing conditions, opportunities and circumstances that HCA will encounter over the coming five years, the report will be annually updated by the division under the direction of the director working with staff, partners and affiliates.

ACKNOWLEDGEMENTS

Governor

The Honorable Jack Markell

Lieutenant Governor

The Honorable Matthew P. Denn

Secretary of State

The Honorable Jeffrey W. Bullock

Deputy Secretaries of State

Richard J. Geisenberger *Chief*

James Collins

Director

Timothy A. Slavin

Deputy Director

Suzanne Savery

Historical and Cultural Affairs

Strategic Planning Team

Travis Kirspel *Chair*

Suzanne Savery *Chair*

Elaine Brenchley

Manny Carrar

Ken Darsney

Gwen Davis

Cherie Dodge-Biron

Gloria Henry

Edward McWilliams

Keith Minsinger

Lynn Riley

Timothy A. Slavin

Pam Swain

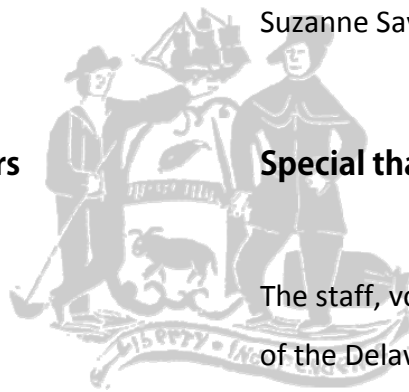
Jim Yurasek

Special thanks to:

The staff, volunteers, partners, and affiliates of the Delaware Division of Historical and Cultural Affairs for contributing to the development and realization of this plan.

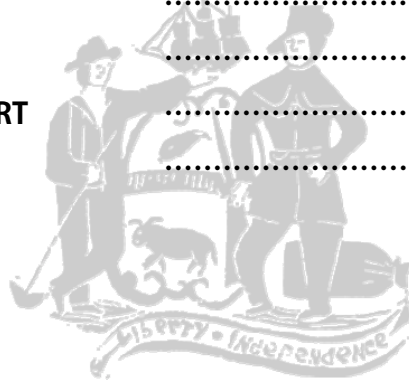
Max A. van Balgooy, president and founder of Engaging Places, LLC, for consulting and planning facilitation services.

St. Jones Reserve, First State Heritage Park, and Delaware Agricultural Museum and Village for generously providing facilities for planning meetings and sessions.

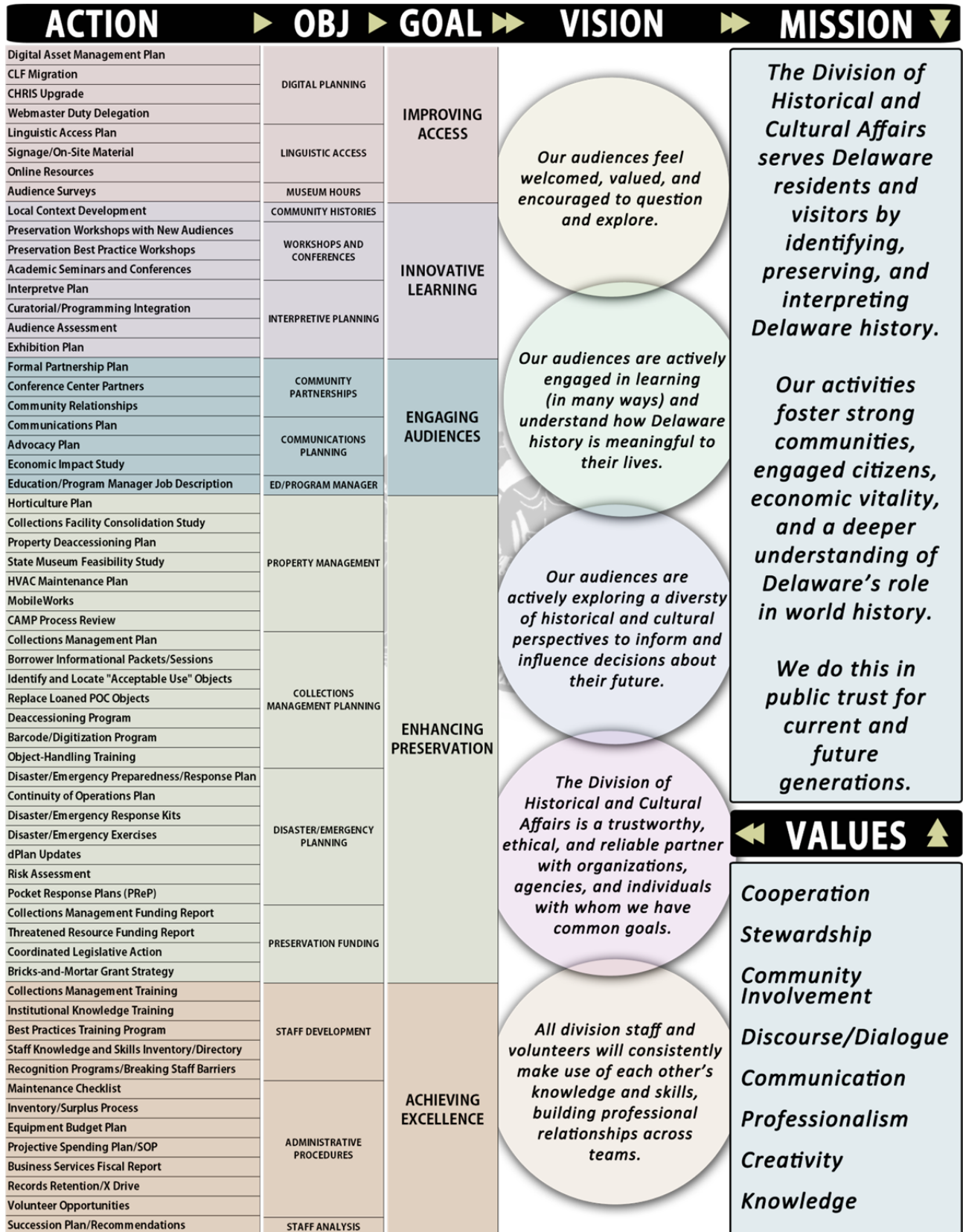


APPENDICES

A. PLAN LOGIC	42
B. PLAN BUDGET	43
C. PLAN METRICS	44
D. PLAN TIMELINE	46
E. ORGANIZATIONAL CHART	47
F. BIBLIOGRAPHY	48



A. PLAN LOGIC



B. PLAN BUDGET

BUDGET CLASSIFICATION	FY14	FY15	FY16	FY17	FY18	GRAND TOTALS
SALARY	\$0	\$39,450	\$37,950	\$171,950	\$33,950	\$283,300
CONTRACTUAL	\$0	\$202,600	\$145,413	\$365,200	\$142,750	\$855,963
SUPPLIES	\$0	\$44,900	\$14,600	\$33,350	\$4,650	\$97,500
TRAVEL	\$0	\$0	\$6,000	\$15,000	\$3,500	\$24,500
CAPITAL ITEMS	\$0	\$21,000	\$24,080	\$22,000	\$20,000	\$87,080
CAPITAL BUILDING	\$25,000	\$0	\$0	\$0	\$0	\$25,000
EST. TOTAL	\$25,000	\$307,950	\$228,043	\$607,500	\$204,850	\$1,373,343

The budget plan for the strategic plan includes both cash and soft costs. The \$1.374M outlined in this budget is not necessarily new appropriations, but the reallocation of existing resources. Given ever-changing conditions, the state budget process, federal funding, and challenges that HCA will encounter over the coming five years, the budget, as related to the plan, will be updated annually.

State funds will continue to be a foundation for the plan, but additional funds from state, federal funding, and grants from private and public sources will be needed to achieve HCA's strategic plan goals. It is anticipated that federal funding will continue from the National Park Service for the State Historic Preservation Office, and additional funding will be explored through grants from the Institute of Museum and Library Services, National Endowment for the Humanities and the National Science Foundation for plan action items. State resources for capital and special projects within the plan will be explored as necessary and approved within the state budgetary process. HCA will also work in collaboration with partners and affiliates with joint applications for funding for capital and special projects that serve the goals of the strategic plan.

C. PLAN METRICS

It is critical to evaluate successes and outcomes to ensure that HCA achieves its mission and vision.

Initial performance measures addressing efficiency, quality, projects, and outcome are listed below with the understanding that metrics will develop and evolve as the plan is implemented and revised.

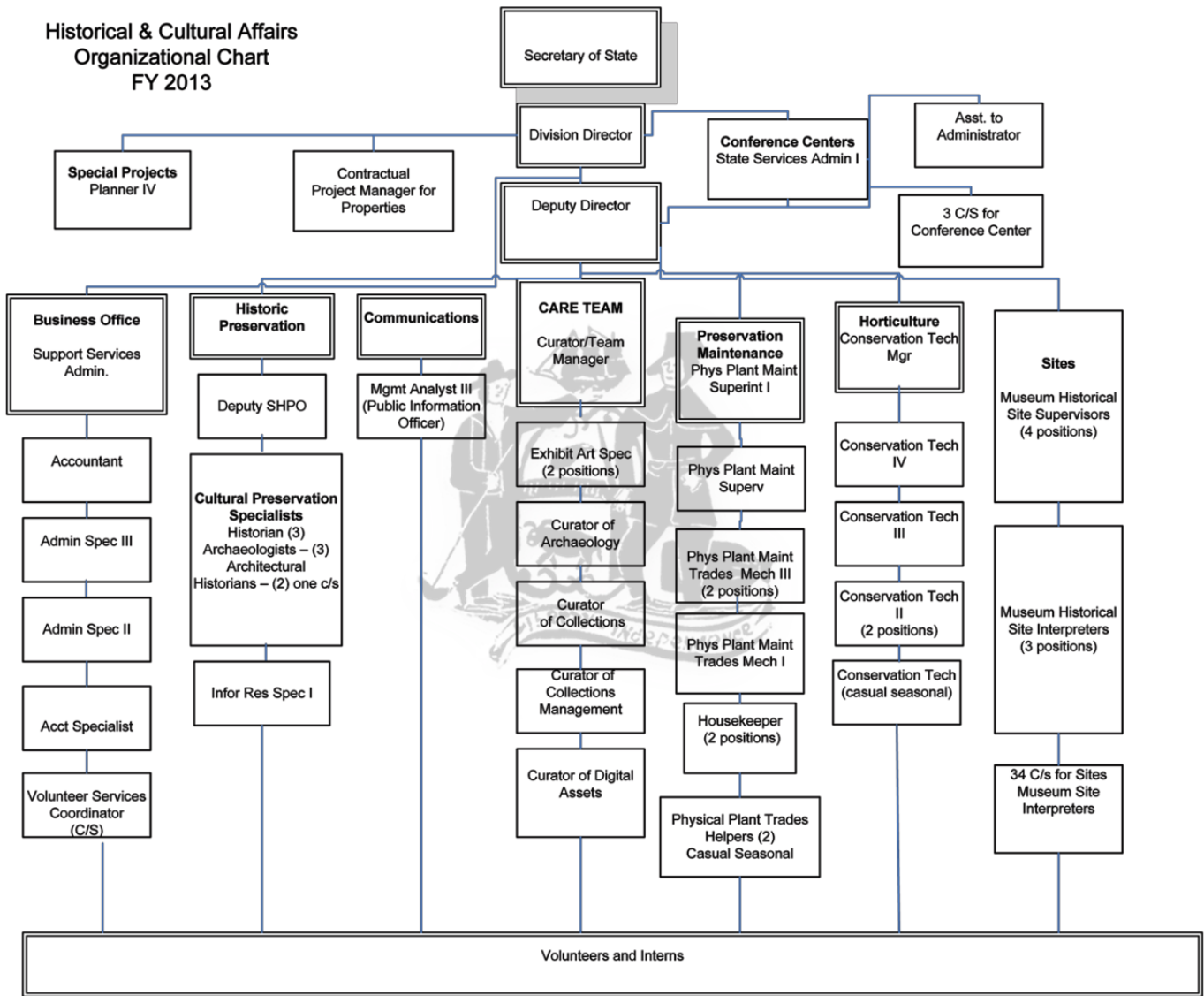
OBJ #	ACTION	PRIMARY MEASURE	SECONDARY MEASURE 1	SECONDARY MEASURE 2
A1.1	DIGITAL ASSET MANAGEMENT PLAN	Number of resources digitized	Number of platforms supported	Number of Impressions across platforms
A1.2	CLF MIGRATION	Number of pages migrated or archived	Number of e-visitor impressions	e-Visitor experience survey
A1.3	CHRIS UPGRADE	Amount of material generated	Number of visitor impressions	User survey
A1.4	WEBMASTER DUTY DELEGATION	e-efficacy	Hours saved/returned to other staff responsibilities	Website use/visitation
A2.1	LINGUISTIC ACCESS PLAN	Survey staff preparedness for communications barriers (pre/post implementation)		
A2.2	SIGNAGE/ON-SITE MATERIAL	Survey multi-lingual/special-needs visitors pre/post implementation for effectiveness	Site/visitor impressions by multi-lingual visitors	Engagement level of multi-lingual visitors/volunteers
A2.3	ONLINE RESOURCES	Number of resources/web-pages translated/CC'd/recorded	Number of multi-lingual resource uses	Change in diversity of onsite visitor impressions
A3	AUDIENCE SURVEYS RE:MUSEUM HOURS	Attendance	Number in attendance at each program	
B1	LOCAL CONTEXT DEVELOPMENT	Written context with appropriate illustrations	Distribution, posting online	
B2.1	PRESERVATION WORKSHOPS WITH NEW AUDIENCES	# of workshops carried out	Attendance	Range of locations/types/satisfaction of audiences served thru survey
B2.2	PRESERVATION BEST PRACTICE WORKSHOPS	# of workshops carried out	Attendance	Range of locations/types/satisfaction of audiences served thru survey
B2.3	ACADEMIC SEMINARS AND CONFERENCES	Number of seminars/conferences attended or sponsored	Impact - depending on event objective	Pre/post-survey
B3.1	INTERPRETIVE PLAN	Plan with RFP for consultant	Increase in evaluation score/participation	% increase in repeat visitation; number of partnerships
B3.2	CURATORIAL/PROGRAMMING INTEGRATION	Increase in number of new programs	Increase in number of collaborative staff projects	
B3.3	AUDIENCE ASSESSMENT	Distribution/response rate	Completion of assessment tools	Contribution to development/revision of Interpretive plan
B3.4	EXHIBITION PLAN	Square footage used to display objects	Number of objects displayed	
C1.1	FORMAL PARTNERSHIP PLAN	Functional framework	Positive/manageable relationships	Raised awareness of division in professional community and general population
C1.2	CONFERENCE CENTER PARTNERS	Increase in visitation	Number of new programs/partners	
C1.3	COMMUNITY RELATIONSHIPS	List development; groups contacted		Community awareness of HCA; support for HCA mission
C2.1	COMMUNICATIONS PLAN	Plan	Increased attendance	Brand awareness
C2.2	ADVOCACY PLAN	Visits by legislators	Increased awareness of HCA priorities	Increased funding
C2.3	ECONOMIC IMPACT STUDY	Economic impact study	Increased awareness of HCA priorities	
C3	EDUCATION/PROGRAM MANAGER JOB DESCRIPTION	Staff assignment/performance planning	Program development/team operations	Performance plan
D1.1	HORTICULTURE PLAN	% of total properties inventoried	Number of plants inventoried	
D1.2	COLLECTIONS FACILITY CONSOLIDATION STUDY	Study of consolidation of collection facilities into one facility		
D1.3	PROPERTY DEACCESSIONING PLAN	Approval from department		
D1.4	STATE MUSEUM FEASIBILITY STUDY	Produce report on feasibility of state museum		
D1.5	HVAC MAINTENANCE PLAN	Cost efficiency; lower energy use	Plan for upgrades and replacements	
D1.6	MOBILEWORKS	The purchase of smart phones/tablets	Response time to maintenance requests	Improve record keeping
D1.7	CAMP PROCESS REVIEW	Plan forward		
D2.1	COLLECTIONS MANAGEMENT PLAN	Collections risk factor	Review and update policies annually	

OBJ #	ACTION	PRIMARY MEASURE	SECONDARY MEASURE 1	SECONDARY MEASURE 2
D2.2	BORROWER INFORMATIONAL PACKETS/SECTIONS	Number of people reached	Number of sessions held	
D2.3	IDENTIFY AND LOCATE "ACCEPTABLE USE" OBJECTS	Number of objects	% of identified objects moved/stored accordingly	
D2.4	REPLACE LOANED POC OBJECTS	Object/Loan Ratio		
D2.5	DEACCESSIONING PROGRAM	Number of objects beyond scope of mission/collections	Number of "super-long-term loans"	
D2.6	BARCODE/DIGITIZATION PROGRAM	Number of objects/resources digitized		
D2.7	OBJECT-HANDLING TRAINING	% of staff trained in object handling	% of new hires trained along with regular training	
D3.1	DISASTER/EMERGENCY PREPAREDNESS/RESPONSE PLAN	Implementation of drills, training	Staff survey of preparedness for disaster/emergency (pre/post-implementation)	
D3.2	CONTINUITY OF OPERATIONS PLAN	Compliance with established COOP standards and contract expectations	Successful execution of table-top drill/exercise	
D3.3	DISASTER/EMERGENCY RESPONSE KITS	Execution and effectiveness of site kit inventories	Staff survey of preparedness and knowledge regarding location, contents, and use of kits	
D3.4	DISASTER/EMERGENCY EXERCISES	Number of workshops/drills per year	Staff survey of preparedness for disaster/emergency (pre/post-training)	
D3.5	DPLAN UPDATES	Accuracy of dPlan data and information vs. new plan	Execution of regular maintenance and updates	
D3.6	RISK ASSESSMENT	Number of properties assessed and documented per year	Number of risks/hazards identified/mitigated per year	
D3.7	DIVISION SITE/PReP	Survey for disaster/emergency preparedness (pre/post-implementation)	Attendance/number of training sessions	Number of PRePs created/distributed
D3.8	TENANT PReP	Survey for disaster/emergency preparedness (pre/post-implementation)	Attendance/number of training sessions	Number of PRePs created/distributed
D3.9	PARTNER PReP	Survey for disaster/emergency preparedness (pre/post-implementation)	Attendance/number of training sessions	Number of PRePs created/distributed
D4.1	COLLECTIONS MANAGEMENT FUNDING REPORT	Develop report with priorities	Implement report	
D4.2	THREATENED RESOURCE FUNDING REPORT	Develop report	Funding established	Program established; # of surveys done; # of sites/buildings identified and documented
D4.3	COORDINATED LEGISLATIVE ACTION	Develop legislative priorities	Measure % priorities met	
D4.4	BRICKS-AND-MORTAR GRANT STRATEGY	List of strategies and recommendations on how to implement	Grant program (re)-established	Number of properties assisted through program(s)
E1.1	COLLECTIONS MANAGEMENT TRAINING	Establish training schedule	% and number of staff trained	
E1.2	INSTITUTIONAL KNOWLEDGE TRAINING	Establish training schedule; all-staff quarterly, etc.	% and number of staff attending sessions	Staff survey on their knowledge all teams responsibilities
E1.3	BEST PRACTICES TRAINING PROGRAM	Establishment of team training needs	Number of training sessions	Staff survey regarding training opportunities
E1.4	STAFF KNOWLEDGE AND SKILLS INVENTORY/DIRECTORY	Directory	How many hours were used for HCA projects utilizing special skills of staff	Annual reporting
E1.5	RECOGNITION PROGRAM/BREAKING STAFF BARRIERS	% improvement in staff morale	Number of meetings	
E3.1	MAINTENANCE CHECKLIST	Annual report tracking cost of repairs		
E2.2	INVENTORY/SURPLUS PROCESS	Report on compliance, lost inventory	New SOP	Decrease in staff time for inventory control
E2.3	EQUIPMENT BUDGET PLAN	Plan	Requests via team and by year	
E2.4	PROJECTIVE SPENDING PLAN/SOP	Annual fiscal report	SOP	Cost projections from teams
E2.5	BUSINESS SERVICES FISCAL REPORT	Annual report detailing budget spending		
E2.6	RECORDS RETENTION/X DRIVE	Report detailing records retention schedule	Index and location of record	Records purge/day
E2.7	VOLUNTEER OPPORTUNITIES	Number of volunteers/volunteer hours	Projects completed	
E3	SUCCESSION PLAN/RECOMMENDATIONS	Report with priorities based on strategic plan and future division needs		

D. PLAN TIMELINE

FY15				FY16				FY17				FY18				FY19			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
DIGITAL ASSET MANAGEMENT PLAN				CLF MIGRATION				WEBMASTER DUTY DELEGATION				LINGUISTIC ACCESS PLAN				SIGNAGE ON-SITE MATERIAL			
AUDIENCE ASSESSMENT				CHRIS UPGRADE				LINGUISTIC ACCESS PLAN				PRESERVATION WORKSHOPS WITH NEW AUDIENCES				ONLINE RESOURCES			
EXHIBITION PLAN				MUSEUM HOURS				PRESERVATION WORKSHOPS WITH NEW AUDIENCES				PRESERVATION BEST PRACTICE WORKSHOPS							
CURATORIAL/PROGRAMMING INTEGRATION				ACADEMIC SEMINARS AND CONFERENCES				LINGUISTIC ACCESS PLAN				PRESERVATION BEST PRACTICE WORKSHOPS							
FORMAL PARTNERSHIP PLAN				INTERPRETIVE PLAN				LINGUISTIC ACCESS PLAN				LOCAL CONTEXT DEVELOPMENT							
CONFERENCE CENTER PARTNERS				ADVOCACY PLAN				LINGUISTIC ACCESS PLAN				EDUCATION/PROGRAM MANAGER							
COMMUNICATIONS PLAN																			
COMMUNITY RELATIONSHIPS																			
ECONOMIC IMPACT STUDY																			
HORTICULTURE PLAN																			
COLLECTIONS FACILITY CONSOLIDATION STUDY				MOBILEWORKS				PARTNER PRP											
HVAC MAINTENANCE PLAN				DPLAN UPDATES				STATE MUSEUM FEASIBILITY STUDY											
CONTINUITY OF OPERATIONS PLAN				RISK ASSESSMENT				OBJECT-HANDLING TRAINING											
CAMP PROCESS REVIEW				DIVISION SITE PRP				BARCODE/DIGITIZATION PROGRAM											
COLLECTIONS MANAGEMENT PLAN				BRICKS-AND-MORTAR GRANT STRATEGY															
IDENTIFY AND LOCATE "ACCEPTABLE USE" OBJECTS				TENANT PRP				PROPERTY DEACCESSIONING PLAN											
DISASTER/EMERGENCY PREPAREDNESS/RESPONSE PLAN				DEACCESSIONING PROGRAM															
DISASTER/EMERGENCY EXERCISES																			
COLLECTIONS MANAGEMENT FUNDING REPORT				BORROWER INFORMATIONAL PACKETS/SESSIONS															
THREATENED RESOURCE FUNDING REPORT																			
COORDINATED LEGISLATIVE ACTION																			
BEST PRACTICES TRAINING				DISASTER/EMERGENCY RESPONSE KITS															
MAINTENANCE STAFF SKILLS CHECKLIST				PROJECTIVE SPENDING PLAN/SOP															
INVENTORY/SURPLUS PROCESS				BUSINESS SERVICES FISCAL REPORT															
EQUIPMENT BUDGET PLAN				SUCCESSION PLAN															
INSTITUTIONAL KNOWLEDGE TRAINING				RECORDS RETENTION/X DRIVE															
VOLUNTEER OPPORTUNITIES																			
																COLLECTIONS MANAGEMENT TRAINING			
																RECOGNITION PROGRAMS/BREAKING STAFF BARRIERS			

E. ORGANIZATIONAL CHART



F. BIBLIOGRAPHY

PLANNING REFERENCE

Collins, James C. and Jerry I. Porris. "Organizational Vision and Visionary Organizations." *Leading Organizations: Perspectives for a new era*. Ed. Gill R. Hickman. Thousand Oaks, Calif: Sage Publications, 1998. 234-249.

Developing an Institutional Plan. American Alliance of Museums, 2012.

Hubbard, Douglas W. *How to Measure Anything*. Wiley & Sons, Inc., 2007.

Institutional Plan 2005-2015. The College of Eastern Utah Prehistoric Museum, 2007.

Linn, Angela J. *Institutional Plan 2007-2017 (FY08-FY17)*. University of Alaska Museum of the North, February 2006.

Mirvis, Philip, Bradley Googins, and Sylvia Kinnicutt. *Vision, Mission, Values: Guideposts to Sustainability*. Boston College, 2010.

Nanus, Burt. "Why Does Vision Matter?" *Leading Organizations: Perspectives for a new era*. Ed. Gill R. Hickman. Thousand Oaks, Calif: Sage Publications, 1998. 231-233. Print.

Nevada State Museum Strategic Plan 2006-2010. Nevada Department of Cultural Affairs: Division of Museums and History, February 2006.

Robert Hull Fleming Museum Strategic Plan 2008-2012. University of Vermont Robert Hull Fleming Museum, February 2008.

Roswell Museum and Art Center: 2007-2010 Strategic Plan. Roswell Museum and Art Center, 2007.

Strategic Plan for the 21st Century: Years 2001-2005, A. University Museum, Southern Illinois University Carbondale, February 2001.

Taking Roberson into the 21st Century: Roberson Museum and Science Center Strategic Plan. Roberson Museum and Science Center, 2004.

TRENDS

DEMOGRAPHICS

Data Book. Delaware Economic Development Office, Dover, DE, March 2013.

Delaware 2020: Occupation and Industry Projections. Delaware Department of Labor, Dover, DE, July 2012.

Delaware Population Consortium Annual Population Projections. Delaware Population Consortium, Dover, DE, October 2012.

Kids Count. *KIDS COUNT Data Center*. Annie E. Casey Foundation.

Taylor, Paul, Rich Morin, Kim Parker, D'Vera Cohn, and Wendy Wang. *Growing Old in America: Expectations vs. Reality*. Pew Research Center, Washington, D.C., September 2009.

Taylor, Paul, Mark H. Lopez, Jessica H. Martinez, and Gabriel Velasco. *When Labels Don't Fit: Hispanics and their views of identity*. Pew Research Center, Washington, D.C., 2012.

ECONOMICS

Boyce, Dave. *What is Crowdfunding and What does it Mean for Me?* Fundly.com, 2011.

Delaware Tourism. *The Value of Tourism: 2011*. Delaware Economic Development Office, Dover, DE, 2011.

MacLellan, Kylie. "Global Crowdfunding Volumes Rise 81 Percent in 2012." Reuters. Thomson Reuters, 08 Apr. 2013. Web. 07 Nov. 2013.

Moebius, Jennifer. *Crowdfunding Market Grows 81% in 2012: Crowdfunding Platforms Raise \$2.7 Billion and Fund More Than One Million Campaigns, Finds Research Firm Massolution*. PRNewswire, Los Angeles, CA, April 2013.

Hemer, Joachim. *A Snapshot of Crowdfunding*. Fraunhofer ISI, Karlsruhe, Germany, 2010.

EDUCATION

Delaware Public School Enrollment Trends. Delaware Department of Education, Dover, DE, January 2013.

IES NCES Issue Brief: 1.5 Million Homeschooled Students in the United States in 2007. US Department of Education: National Center for Education Statistics, Washington, D.C., December 2008.

HEALTH

"Key Health Data About Delaware." Delaware Public Health Data.

TECHNOLOGY

Fusion Research + Analytics. 2011 Mobile Technology Survey. American Alliance of Museums Washington, D.C..

Wohlers, Terry T.. *Wohlers Report 2013: Additive Manufacturing and 3D Printing State of the Industry Annual Worldwide Progress Report*. Wohlers Associates, 2013.

Deloitte Insights. "3D Printing: Data, Data Everywhere." *The Wall Street Journal: CIO Journal*, June 2013.

Thomson, Kristin, Kristen Purcell, and Lee Rainie. *Arts Organizations and Digital Technologies*. Pew Internet & American Life Project, Washington, D.C., January 2013.

Trend Data. Pew Internet & American Life Project, Washington, D.C., 2013.

West, Darrell M. *Mobile Learning: Transforming Education, Engaging Students, and Improving Outcomes*. Brookings Institute, Washington, D.C., September 2013.

INDUSTRY DATA

Center for the Future of Museums. *Museums & Society 2034: Trends and Potential Futures*. American Alliance of Museums, Washington, D.C., 2008.

Center for the Future of Museums. *TrendsWatch 2012: Museums and the Pulse of the Future*. American Alliance of Museums, Washington, D.C., 2012.

Center for the Future of Museums. *TrendsWatch 2013: Back to the Future*. American Alliance of Museums, Washington, D.C., 2013.

Cronshaw, Simon and Peter Tullin. *Intelligent Naivety: Commercial opportunities for museums and cultural institutions*. CultureLabel, London, UK, 2012.

Cultural Museum 2.0: Engaging Diverse Audiences in America. Japanese American National Museum, August 2009.

Farrell, Betty and Maria Medvedeva. *Demographic Transformation and the Future of Museums*. American Alliance of Museums, Washington, D.C., 2010.

Fort Miles Historical Complex Conceptual Plan. Fort Miles Historical Association, Lewes, DE.

Malde, Sejul. *Moving Targets: Engaging cultural tourists with collections and listings content online*. Culture24, Brighton, UK.

McCown, Rebecca Stanfield. *Evaluation Research to Support National Park Service 21st Century Relevancy Initiatives*. National Park Service, Harpers Ferry, VA, 2008.

Merritt, Elizabeth and Gary Golden. *Tomorrow in the Golden State: Museums and the Future of California*. American Alliance of Museums, Washington, D.C., 2010.

Museum Workforce in the United States (2009), The. American Alliance of Museums, Washington, D.C., 2011.

Vaughan, James. "America's Historic Sites at a Crossroads." *Forum Journal* 22.3 (2009).

Williams, Kevin and David Keen. *2008 Survey of Public Participation in the Arts: Research Report #49*. National Endowment for the Arts, Washington, D.C., November 2009.

ORGANIZATIONAL REPORTS

Bernardon, Haber, Holloway Architects PC. *Division of Historical and Cultural Affairs Curatorial Storage Facility Opportunities*. State of Delaware Department of Administrative Services, Division of Facilities Management, Dover, DE, September 2009.

Buchheit, Jeff and Kendra Dillard. *Organizational Museum Assessment Program Assessment Report*. American Alliance of Museums, Washington, D.C., September 2012.

Historical and Cultural Affairs 2008 Transition Document (revised). State of Delaware Division of Historical and Cultural Affairs, 2008.

Verrill, John H. and Jeanne Niccolls. *Collections Management Assessment*. Practical Matters for Small Museums, Alexandria, VA, 2012.

STATEWIDE PRIORITIES

Cabinet Committee on State Planning Issues. *2012 Report on State Planning Issues: Prepared for the Governor and the 146th General Assembly*. Delaware Office of State Planning Coordination, Dover, DE, October 2012.

Common Look and Feel Version 3.0. Delaware Government Information Center, Dover, DE. <http://gic.delaware.gov/clf.shtml>

The Delaware Public Archives Strategic 2012 – 2014 [8/29/11 Draft]. Delaware Public Archives, Dover, DE.

Delaware State Historic Preservation Office. *Preserving Our Past for a Better Future: Delaware's Historic Preservation Plan, 2013-2017*.

Delaware Division of Historical and Cultural Affairs, Dover, DE, April 2013.
<http://history.delaware.gov/pdfs/Preservation%20Plan%202013-2017.pdf>.

Delaware Strategies for State Policies and Spending: 2010. Delaware Office of State Planning Coordination, Dover, DE, 2010.

Vision 2015. *Realizing the Vision: 2013*. Delaware Department of Education, Dover, DE, 2013.

ASSOCIATED PLANNING DOCUMENTS

HCA FY15/FY19 Strategic Planning Team. *HCA all-staff strategic planning meeting dot-ballot revision survey results*. State of Delaware Division of Historical and Cultural Affairs, 2013.

HCA FY15/FY19 Strategic Planning Team. *HCA Draft Mission and Visions 2013 – Survey Summary*. State of Delaware Division of Historical and Cultural Affairs, 2013.

HCA FY15/FY19 Strategic Planning Team. *Strategic Planning Budget FY15-FY19*. State of Delaware Division of Historical and Cultural Affairs, 2013.

HCA FY15/FY19 Strategic Planning Team. *Notes taken at the all-staff meeting of the state of Delaware Division of Historical and Cultural Affairs for strategic planning input*. Delaware Agricultural Museum and Village, Dover, DE, May 28, 2013.

HCA FY15/FY19 Strategic Planning Team. *Notes taken at the all-staff meeting of the state of Delaware Division of Historical and Cultural Affairs for strategic planning feedback*. St. Jones Reserve, Dover, DE, July 22, 2013.

van Balgooy, Max A.. *Notes taken at the small group meetings of the state of Delaware's Division of Historical and Cultural Affairs for strategic planning input*. Rose Cottage, Dover, DE, May 2013.

van Balgooy, Max A.. *Notes taken at the small group meetings of the state of Delaware's Division of Historical and Cultural Affairs for strategic planning feedback*. Rose Cottage, Dover, DE, July 2013.