

Collecting
Engaging
Sharing
Stories

Cumberland County
**HISTORICAL
SOCIETY**



Strategic Plan
2015-2020

2019 Update

A MESSAGE

*from Executive Director Jason Illari
on behalf of CCHS Staff and Board of Trustees*

"I'm keenly aware of the Principle of Priority, which states (a) you must know the difference between what is urgent and what is important, and (b) you must do what is important first. What's important is the work."

- Steven Pressfield,
The War of Art

This quote accurately reflects the theme of CCHS' 2015-2020 Strategic Plan. Our plan strategically addresses important goals, objectives and tasks over the next few years which are critical to the Society's long term success. Another theme of the Strategic Plan is transparency. Our membership, history and arts communities, elected officials, sponsors and citizens of Cumberland County should know what we do well but also how we can improve. This document is intentionally designed to be studied, changed and even expanded upon over the coming months and years.

Embedded in the Plan, readers will note significant initiatives and benchmarks worthy of expanding upon here:

Vale-Himes Pocket Park

This included the demolition of the Society's 5 North Pitt Street property and saw the installation of a community-oriented pocket-park on the site's footprint in 2018. We set a \$250,000 goal to complete



Executive Director Jason Illari

this project and surpassed the goal. A bigger campaign, to launch around 2020, will focus on storage expansion and how best to utilize CCHS' building on High Street.

Public opening and development of our new High Street History Workshop.

Thanks to the generous support of the George B. Stuart Foundation, in tandem with grant funds from the Cumberland County Housing and Redevelopment Authorities, the Society opened its new educational space adjacent to History on



Vale-Himes Park opening

High the Shop. Designed for children of all ages, the History Workshop will provide hands-on history experiences throughout the year.

Development of CCHS research and publications in the digital age.

CCHS cares for nationally significant collections, archival and photographic materials, and bound-published historical content. Yet, altogether, these resources remain relatively untapped in the digital age. While we continue to strengthen the Society's journal and other means for advancing traditional scholarship, the new CCHS website, the Gardner Digital Library website and a renewed focus on social media will enable us to reach out in ways we never thought possible. Patrons will note increased access to collections online in the coming months and years. One example is the Carlisle Indian School focused subdomain: <https://carlisleindian.historicalsociety.com>, launched in 2018.

Financial viability and sustainability.

Endowment growth, an important element of the Access to History Plan, continues to be a pressing issue, as does the establishment of a CCHS Historic Properties Maintenance Fund. The completion of our Sponsorship Opportunities brochure is an important focus moving forward. Also,

creating better ways to acknowledge giving will play a vital role in strengthening the Society's financial outlook.

For-purpose, mission-driven activities.

In everything we do, mission is key. As we look to develop the interpretation of sites, collections and stories we will be true to our mission "to collect, preserve, interpret and promote research and education about the history of Cumberland County, Pennsylvania." This means that a concerted push to expand outreach county-wide is a hallmark of the new Strategic Plan. Our county-themed bus tours, preservation activities, Carlisle Journeys conference, publications, lectures and exhibits all contribute to connecting patrons to CCHS' mission.

Continued emphasis on people and their stories.

The mission of the Cumberland County Historical Society is strengthened by our remembrance of people through history. Every day, dedicated staff, volunteers, members, and patrons diligently work to carry on the stories and memories of those who went before us. Our new call to action of "collecting, engaging, sharing stories" is a constant reminder that history does strengthen communities and bring people together for diverse avenues of service

to others. Every object, piece of paper, photograph, building and landscape has a unique story to tell, but only when their makers' story is shared in a meaningful way.



Preservation Learning Lab in New Kingston

Our **mission**
articulates what we do.

Our **vision** helps us understand
the “why” behind our mission and
where we are going.



Overlooking the Conodoguinet Creek from Cave Hill, near Carlisle.
Photo by A. A. Line, 1910s.

Collections Storage.

Over the past several years, CCHS alleviated some of its most pressing storage challenges by reevaluating collections space at the Society. Yet, more climate-controlled space will become a necessity in the future. There may come a time when multiple institutions come together to collectively partner to care for our county’s vast material culture. Creativity and collaboration will allow us to explore unique strategies for collections storage in a sustainable, expandable way.

Accreditation.

According to recent statistics provided by the Institute of Museum and Library Services there are approximately 35,000 museums in the United States. Included in this number are historical societies like CCHS. Just over 1000 (of the 35K) are accredited through the American Alliance of Museums. Accreditation, in a nutshell, is a rigorous process by which institutions are compelled to meet standards and best practices in the field across all departments. The process results in a mark of distinction among peers in the history and arts sector. Over the next several years CCHS will strive to position the Cumberland County Historical Society to secure Accreditation and make an application by at least 2020.

Vision Statement.

Our mission articulates what we do. Our vision helps us understand the “why” behind our mission and where we are going. The Cumberland County Historical Society’s vision “is to become a national model for demonstrating how history, story-telling, material culture and preservation promotes social well-being, service and citizen engagement with local resources.”

CCHS is strong thanks to stalwart supporters over the years and a tremendous staff, board and volunteer-core. We are poised to become a “national model” for similar organizations to look to as our newly developed vision statement attests. Unified action, and a thorough understanding of how each strategy and task pushes us forward, will help us realize this vision.

We appreciate every effort you give to help preserve and promote Cumberland County’s unique history. Your ongoing support will ensure the success of this and future plans.

Mission

The mission of the CCHS is to collect, preserve, interpret and promote research and education about the history of Cumberland County, Pennsylvania.

Vision

Our vision is to become a national model for demonstrating how history, story-telling, material culture and preservation promotes social well-being, service and citizen engagement with local resources.

Goal 1

Serve as a county-wide and regional leader in history, education and preservation

Objective 1A  80%

Establish formal partnerships with county history & arts agencies

Objective 1B  60%

Create robust program with re-granting & resource-sharing capacity

Objective 1C  70%

Define CCHS' historic preservation presence in the county

Objective 1D  80%

Promote the Society's brand in traditional and social media outlets

Strategies/Tasks (1)

- ✓ Begin formal meetings with history and arts organizations in county
- ✓ Establish income stream or budget line item for (re)grants- create granting policy & procedures
- ✓ Creation of new CCHS website & blog
- ✓ Continue event- based partnerships with county entities
 - Join Mechanicsburg, Shippensburg & West Shore Chambers of Commerce
- ✓ Expand register of historic places program and fully implement SMP preservation grant initiative
- ✓ Develop themed county-wide bus tours and 1 preservation oriented CCHS fundraising tour
 - Development of Board approved Community Outreach Plan
- Create social media policy & procedures in Community Outreach Plan appendix
- ✓ Complete historical topics speaker list on website and promote use as an outreach resource
- ✓ Formalize History POPS! outreach with local history groups
- ✓ Formalize Preservation Roundtable activities
- ✓ Initiate Annual Dinner rotation schedule
- Create visitor/participant surveys & feedback mechanisms to encourage engagement, foster constructive public dialogue & strengthen outreach
- Revamp e-newsletter format & content
- Complete Phase 4 of PHC Heart & Soul Initiative

Mission




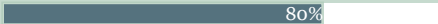

The mission of the CCHS is to collect, preserve, interpret and promote research and education about the history of Cumberland County, Pennsylvania.

Vision

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Goal 2

Actively encourage the community and world to engage with our collections, research and programming

- Objective 2A**  75%
Market the power of story to increase visitorship and membership
- Objective 2B**  95%
Establish new education space on High Street
- Objective 2C**  80%
Promote county-wide history and heritage tourism
- Objective 2D**  80%
Increase access to library and photograph resources & strengthen publications & research methods
- Objective 2E**  60%
Fully align HOH operations to promote mission and vision

Strategies/Tasks (2)

- Finish Interpretive Plan for TMH, Museum, and History on High - The Shop
- Formalize History Workshop programming
- ✓ Launch Gardner Digital Library project
- ✓ Set new benchmarks and budgets for McLain Festival, Carlisle Journeys and Golf Tournament
- ✓ Create Gardner Digital Library spotlight exhibit
- ✓ Host 1 Cumberland Pathways family history forum/conference by 2020
- Develop Acquisitions plan and grow acquisitions fund
- Increase HOH merchandise diversity and encourage themes harmonious with mission
- ✓ Create draft of CCHS records management policy with Board of Trustees approval
- Develop more efficient HOH volunteer schedule
- Create Amazon store account for publication sales
- Develop online Society collections access plan
- Join Museum Store Association
- ✓ Increase self-publishing and in-house printing including in-house journal publication
- ✓ Increase, track, & promote community storytelling (outreach and Heart & Soul Initiative)
- Make preparations in anticipation of CCHS's 150th anniversary in 2024, including possible publication related to society history
- Create online resource of significant CC collections amongst local organizations
- ✓ Create traveling exhibit of CC collections
- ✓ Open History Workshop

Mission


The mission of the CCHS is to collect, preserve, interpret and promote research and education about the history of Cumberland County, Pennsylvania.

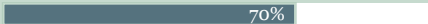
Vision

Our vision is to become a national model for demonstrating how history, story-telling, material culture and preservation promotes social well-being, service and citizen engagement with local resources.

Goal 3

Establish a vibrant workplace and expand personnel capacity

Objective 3A  80%
Improve and optimize personnel duties and assignments

Objective 3B  70%
Enhance Volunteer, Intern, Work Study, Staff communication and efficiency

Objective 3C  80%
Optimize transparency & increase orientation towards mission and vision

Objective 3D  90%
Streamline committee functions and roles

Objective 3E  60%
Balance compensation packages and maximize various benefit opportunities for eligible staff

Strategies/Tasks (3)

- ✓ Implement Executive Committee approved Personnel and Department Structure Plan
- Design new ed/museum “docent” combo program
- Host at least 2 mandatory workshops for staff per year focused on historic interpretation, skills, development, vision, or engagement
- ✓ Install new CCHS phone system
 - Finish visitor services procedures manual
- ✓ Establish rotating schedule and program for Todd Hall cases
- ✓ Begin quarterly staff planning meetings
- ✓ Streamline staff reporting & evaluations
- ✓ Establish IT contract for routine maintenance
- ✓ Executive committee to realign or consolidate current committees and responsibilities
 - Create staff and board professional development schedule- i.e. conf. attendance
 - Establish volunteer orientation & cross-training procedures
- ✓ Review and revamp salaried positions’ flex time policy
 - Set up viable retirement options for full-time staff
- ✓ Establish Community Outreach department
 - Hire part-time marketing and development assistant in Community Outreach department

Mission





The mission of the CCHS is to collect, preserve, interpret and promote research and education about the history of Cumberland County, Pennsylvania.

Vision

Our vision is to become a national model for demonstrating how history, story-telling, material culture and preservation promotes social well-being, service and citizen engagement with local resources.

Goal 4

Prepare for a sustainable and dynamic future

- Objective 4A**  50%
Increase endowment and establish growth benchmarks
- Objective 4B**  90%
Maintain high standards in accounting and bookkeeping
- Objective 4C**  80%
Increase staff participation in development, fundraising and budgeting
- Objective 4D**  20%
Secure Accreditation from the American Alliance of Museums

Strategies/Tasks (4)

- ✓ Complete design and marketing materials for planned giving & endowment
- ✓ Finish organizing appeal contacts into POS system
- ✓ Create Sponsorship Opportunities brochure
- ✓ Implement merit & COLA pay increase tracking forms
- ✓ AAM Pledge
 - Core Documents Verification
- ✓ Review/Update Library and Museum CMPs
 - Complete comprehensive emergency plan
- Assign staff and volunteer roles and responsibilities for Accreditation
- ✓ Create CCHS Historic Properties Maintenance Fund
 - Streamline membership outreach, renewal timing, and member program/benefits
- ✓ Set new endowment fund goal of \$5.5 million
- ✓ Define and streamline CCHS's special project and legacy fund accounts

Mission

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Vision

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Goal 5

Improve physical spaces to enhance visitors' experience

Objective 5A  100%


Complete 5 Pitt demo and park installment

Objective 5B  70%

Optimize use of Two Mile House for programming and education

Objective 5C  60%

Strengthen visitor flow and interrelationship between all CCHS buildings

Objective 5D  30%

Implement enhanced green practices in all facilities

Strategies/Tasks (5)

- ✓ Start Master Planning process
- ✓ Complete 5 N. Pitt demolition and build pocket park
- ✓ Redesign Pitt Street gardens
 - Conservation Assessment Report or Historic Structures Report completed for High Street Odd-fellows lodge & Two Mile House
- ✓ Re-line entire CCHS parking lot to maximize parking capacity
 - Create directional signage on Pitt Street and Dickinson Avenue to direct visitors to parking and building access
 - Develop Two Mile House exhibit concept
 - Two Mile House property maintenance brought to NPS and National Trust standards and best practices
- Draft green-practices policy and procedures document
- ✓ Finish marketing wrap for Society bus
 - Institute member, staff, volunteer buildings swipe card system for tracking and security
- ✓ New awning installed & redesigned portico at 21 N. Pitt Entrance
 - Todd Hall flooring engineering study
- ✓ Complete "History Lounge" project (for staff, volunteers, and patrons)
 - History on High Shop remodel feasibility study
 - Create rental policy for pocket park use and maintenance procedures

2019
Development
Committee:

Ann Hoffer (Chair)
Charles Allen
Tom Coolidge
Tita Eberly
Robert Grochalski
Jason Illari
John Lyter
Kate Theimer

A Sustainable & Dynamic Future

Goal 4 of the Cumberland County Historical Society's Strategic Plan calls for CCHS to "prepare for a sustainable and dynamic future."

In 2018, the Society's Development Committee and Board of Trustees agreed to examine the feasibility of raising the Society endowment fund from 3 million to 5.5 million, the specific amount needed for interest distributions to cover CCHS' operating budget and position the Society for long-term financial sustainability.

The Development Committee also worked tirelessly to streamline and enhance CCHS' special project & legacy fund accounts to communicate to donors and supporters our current needs and priorities. Planned giving is critical to the Society's success and is a straightforward way for our supporters to choose their own giving interests. Funds designated for endowment are automatically deposited into the endowment account. Furthermore, donations given for specific funds are also deposited into their respective designated special account(s). Appreciated stock gifts are welcome too and CCHS can facilitate the sale and deposit for Society designated accounts. In 2019 the Board of Trustees and Development Committee secured professional master planning services to formulate plans for the CCHS campus.



Howard Palmer at Pine Grove Park, 1898.

I have an interest in the following legacy funds:

- Growing the Society's Endowment Fund** is a critical goal. The proceeds generated from the Society's Endowment Fund support mission-based educational activities, programs, events, and operations.
- A gift to the **Museum Collections Care Fund** or **Archives and Library Collections Care Fund** ensures that conservation and proper storage of our objects and archival materials is maintained to the highest standards.
- A planned gift to the **Properties Maintenance Fund** assists with the upkeep and preservation of the Society's buildings and grounds including the Two-Mile House, History on High Building, Archives and Museum Building and Pocket Park.
- Special Publications Fund** growth supports the Society's longstanding tradition of high-quality journals, publications and periodicals which tell the story of Cumberland County history.
- A gift to the **Collections Acquisitions Fund** allows the Society to maintain a reserve of funds for rare collections purchases. This fund ensures Cumberland County collections stay in Cumberland County.
- The **Carlisle Journeys Fund** supports CCHS' free biennial Indian School Conference to share the story of the Carlisle Indian Industrial School and its lasting impact on our community and nation.
- Seed money for the **Society's Scholarships and Awards Fund** (History Pops!) allows the Society to contribute directly to local history students and worthy organizations in need of small project funding support.
- Annual Appeal** contributions support year-end activities and enable the Society to transition from one year to the next on solid financial footing.
- Our **Education and Outreach Fund** supports significant initiatives such as annual conferences, festivals, lectures, tour programs and special exhibits in the G.B. Stuart History Workshop.

For more information about planning a gift return the attached form to:

CCHS 21 N. Pitt Street Carlisle, PA 17013
Inquires and questions can be directed to Executive Director
Jason Illari at jillari@historicalsociety.com
Gifts to the above mentioned funds can also be made securely
online at <https://www.historicalsociety.com/support/>

Please contact me at the following:

Name: _____

Address: _____

City: _____ State: _____ Zip: _____

Telephone: _____

Goals 2015–2018

- ✓ 1. Demolish the 5 N. Pitt Street apartment building.
- ✓ 2. Install pocket-park, with HARB-approved decorative railing, on 5 N. Pitt Street footprint.
- ✓ 3. Complete lining and seal coating for entire CCHS lot.
- ✓ 4. Increase endowment through pocket park naming opportunity.

- 5. Install directional signage on entire campus including signage along Pitt Street and Dickinson Avenue to help direct visitors to CCHS parking and building access.
- ✓ 6. Establish CCHS Historic Properties Maintenance Fund.



Vale-Himes Park Opening

Master Plan 2020 & Beyond

- 1. Collections storage expansion analysis.
- 2. High Street building accessibility upgrades and interpretation.
- 3. Increase campus visibility
- 4. Upgrade technology
- 5. Finalize staffing plan
- 6. Enhance campus connectivity
- 7. Analyze strategic growth
- 8. Make programmatic and marketing preparations for CCHS' 150th anniversary in 2024.
- 9. Grow the endowment fund.



Postcard of W. High St., Carlisle, PA

And finally, once again ...
Our thanks.



*The Walnut Bottom Sesqui-Centennial in 1969.
In front are Mark Goodhart and Casey Jones.*

We cannot say it enough. We are in awe of what our group of members and supporters has done in just the past few years: the pocket park, the museum renovation, digital initiatives (and all the behind the scenes tech & tech support to make it happen), and fantastic new collections. These are just some of the highlights that you have made possible. The Cumberland County Historical Society is outstanding among its peers and it's the thriving, welcoming, engaged membership and volunteer base that makes that happen. Let's keep moving forward together.

— **CCHS Committees** —

- Executive Committee – Chair, Ginny Mowery
- Finance Committee – Chair, Tom Coolidge
- Archives & Library Committee – Chair, Kate Theimer
- Museum Committee – Chair, Pat Ferris
- Community Outreach Committee – Chair, Linda Humes
- Historic Properties Committee – Chair, David Smith
- Publications Committee – Chair, David Smith
- Education Committee – Chair, E. K. Weitzel
- Nominating Committee – Chair, Tita Eberly
- Development Committee – Chair, Ann Hoffer
- Carlisle Journeys Conference Committee – Chair, Barb Landis
- Awards & Scholarship Committee – Chair, Bob Grochalski
- McLain Festival Committee – Chair, Lindsay Varner
- Whiskey Rebellion Festival Committee – Chair, Lindsay Varner
- Preservation Roundtable Steering Committee – Chair, Lindsay Varner
- Golf Tournament Committee – Chair, Paul Hoch
- Two Mile House – Trustee, Ann Hoffer



Pat Ferris

Jim Lisk E. K. Weitzel Sharon Filipovich Kevin Hess

Robert Grochalski Harriet Carn Charles Allen Tita Eberly

Ginny Mowery **Cara Curtis** Lucy Wolf **Linda Humes** Beverly Bone

Barbara Landis **John Lyter** **Lindsay Varner** Peggy Huffman

Tom Coolidge Lynda Mann Kate Theimer **Jason Illari**

Debbie Miller **Tim Bard** Ann Hoffer Richard Tritt

David Smith **Robert Schwartz**

Mary March Kim Laidler

André Weltman **Matthew March**

Blair Williams

**CCHS Board
& Staff 2019**

Front Cover:
Possibly the DeSanno family.