

SHELBY COUNTY HISTORICAL SOCIETY

2017-2020 STRATEGIC PLAN



PREPARED BY THE
KENTUCKY LEAGUE OF CITIES



Shelby County Historical Society

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Shelby County Historical Society

Standing Committees

Accessions/Collections

Charles Long, Debby Magan and
Levi Anderson

Membership

Roger Green, David Mathis and
Kerry Magan

Museum

Sharon Hackworth, Julie Mulcahy,
James Mulcahy, Roger Green and
Debby Magan

Education

John Graham, Sharon Hackworth,
Julie Mulcahy, James Mulcahy,
Doug Butler, Roger Green and
Debby Magan

Communications/Publications

Sherry Jelsma, James Mulcahy,
Sanda Jones, Jack Brammer,
Bonnie Burks Gray and Sarahbeth
Farabee

To now include Education-History
Camp, Tapestry, and Youth
Services.

Historic Sites/Preservation

Inactive
Encourage Charles Long, Levi
Anderson, and John David Myles
to participate.

Finance

Sherry Jelsma, Darwin Foley, Neil
Hackworth, Sanda Jones and
Charles Long
The Investment Committee is a
subcommittee of Finance.



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INTRODUCTION

The Board of Directors of the Shelby County Historical Society (SCHS) initiated a strategic planning process in the summer months of 2016. Through this process, the organization desired to:

- ♦ assess strengths, weaknesses, opportunities, and threats;
- ♦ discuss current operations;
- ♦ identify potential new opportunities;
- ♦ set goals and prioritize their work;
- ♦ look forward a few years regarding what may be on the horizon for the Historical Society; and
- ♦ develop a long-range plan for the Shelby County Historical Society based upon the results of the input obtained from these sessions.

The Board contracted with the Kentucky League of Cities Community Consulting Services (KLC CCS) to facilitate community conversations and develop recommendations and strategies based upon the input of members.

The KLC CCS facilitators provided a preliminary worksheet for Board members in order to obtain information in advance of the meeting. On September 22, 2016, the facilitators led the Board

through a series of meetings; listening to their ideas about what they see for the future of the Society.

On October 20, 2016, the KLC CCS staff joined the regular quarterly Board meeting to review the results of the September meeting and create an agenda for the full membership listening session in November.

On November 10, 2016, the SCHS membership was invited to a listening session. During this evening meeting the members provided feedback on strengths, weaknesses, opportunities and threats as well as described what motivates their participation. Members also voiced ideas on the manner they prefer to be communicated with and ways in which they are willing to get more involved.

On January 7, 2017, the Board of Directors met to review and discuss the initial draft of the Strategic Plan.

The results of these member and Board conversations are reflected in this Strategic Plan. The following goals and recommendations are intended to guide the Society's Board and volunteer members as they endeavor to grow and improve the Shelby County Historical Society.





OVERVIEW OF THE SHELBY COUNTY HISTORICAL SOCIETY

In its earliest form, the Society was named the Shelby County Historical and Genealogical Society. In 1929, the organization wrote and published *The History of Shelby County, Kentucky*. At some point that organization ceased to exist but was resurrected in 1963 by the Executive Secretary of the Chamber of Commerce.ⁱ

Throughout the history of the organization several initiatives have been accomplished through the dedication and commitment of volunteer members. In 1979, *Cemeteries in Shelby County, Kentucky* was published by the Society. Historical highway markers have been obtained for specific aspects of local history.

In 1984, the historic home of Kentucky Governor Augustus O. Stanley was purchased, renovated, and furnished by the Society. The space was used as a museum and meeting space for the Society.

Nominations of city and county homes to the National Register have been awarded plaques to landmark-property owners in conjunction with Kentucky's Bicentennial in 1992.

A five-year project culminated in 2002 with the completion of *The New History of Shelby County, Kentucky*, documenting the noteworthy people, places and performances in Shelby County from its earliest settlement to that year.

In 2005, the City of Shelbyville obtained several grants that assisted in restoring an 1872 Italianate Presbyterian Manse Building on Main Street. This facility was renovated and now serves as a welcome center while housing the Shelbyville Historic District Office as well as providing space for a Shelby County Museum and office space for the Shelby County Historical Society.^{iv}

The Society determined in 2007 that it was in their best interest to sell the Stanley-Casey House and establish an endowment for the organization with the proceeds. A portion of those funds are to be allocated each year for the Society to use on its

programs and services.

In 2008, the Society began a summer history camp to provide students with entertaining and factual aspects of local, regional and state history during the summer. These ongoing efforts were rewarded in 2014 when the History Camp received the Education Award from the Kentucky Historical Society.ⁱⁱ

In 2011, with assistance of grant funds from several sources, the Shelby County Historical Society erected a memorial along U.S. 60 in Simpsonville to honor 22 Civil War soldiers who fought for the Union. These soldiers were members of the Fifth U.S. Colored Cavalry, formed after President Abraham Lincoln issued an order in 1864 allowing enlistment of slaves in border states.ⁱⁱⁱ

In 2012, a new program was introduced by the Society called the Community Tapestry, which was a timeline of local history consisting of historical and local exhibits focused on African-American heritage. This initiative began by featuring the historic black hamlets and movement from Freedmen's Bureau schools through segregation into integrated schools and the contributions of African-American teachers in that 125 years. The second year topic was a timeline of local black history and the third year featured the importance of African-American churches in establishing community, purpose, and uplift for its members. The Fourth year topic was athletics and the aftermath of school integration as major factors in school integration and recognition by the community in sports-mad Kentucky. The fifth year was focused on members of the armed services.^v

In addition to all these notable contributions, volunteer members of the Society have invited numerous persons to provide educational programming within the community. Special events have included tours of the Shelbyville Cemetery and historic homes in the community, hosting member meetings, producing a quarterly newsletter, a website, and providing historical displays and artifacts of Shelbyville and Shelby County history.



MISSION STATEMENT AND BOARD MEMBER VALUES

In advance of the Board retreat, members were asked what they most value about the organization. In general, their responses were as follows:

- ♦ The enjoyment of working with others who share this common interest.
- ♦ The quality of website, programs, exhibits and quarterly newsletter.
- ♦ The dedication, enthusiasm, loyalty and energy of the members in preserving our history.

Mission Statement:

When asked what the Society does, Board members were unanimous in stating they preserve artifacts and educate the public about Shelby County History. Given this acknowledgement, each Board member also provided sample mission statements they felt best suited the organization.

KLC CCS staff coalesced these statements and provided five samples for members to vote on. The consensus from this electronic poll was then nuanced during the Board retreat held in September. The following statement is the mission statement Board members recommend for adoption:

The Shelby County Historical Society preserves and promotes knowledge and appreciation of Shelby County and Kentucky history.





EXECUTIVE SUMMARY

The Shelby County Historical Society is a highly respected and active organization. Throughout its 53-year history, it has consistently produced well-documented publications, purchased and renovated historic properties, developed quality programming and worked to incorporate diversity in collections, programming and membership, as a reflection of the history and population of the community.

The Board determined the following issues to be its priorities for the next few years:

- ◆ To be more inclusive in order to gain new and younger members (Goals 3, 4, 5 and 6)
- ◆ Get a staff person onboard (Goal 1)
- ◆ Keep the museum open longer hours and/or expand the museum (Goals 1 and 3)

The membership felt the following concerns should be priority areas for the Board to work on:

- ◆ Increase membership (Goals 2, 3, 4, 5 and 6)
- ◆ Do a fundraiser with other groups (Goals 3, 4, 5, and 6)
- ◆ Advertising, getting the message out – communicate (Goal 4)
- ◆ Staff (Goal 1)
- ◆ Financial – leveraging/managing (Goal 7)
- ◆ Make history entertaining and short (Goals 2, 3, 4, 5, and 6)
- ◆ Partner with other groups to make an impact (Goals 2, 3, 4, 5, and 6)

With input from the Board and the membership on how best to accomplish the mission statement a framework was formulated. With these considerations in mind, the following Strategic Plan is recommended. In general, there are five areas of consensus – operations, membership, communications, programs/services and finances.

Goals

Goal 1. Lead the effort to organize the Society in order to successfully launch the 2017-2020 Strategic Plan. Implement staffing and volunteer options for consistent ongoing operations.

Goal 2. Fully understand the scope of accessions/collections, reference materials and what is being preserved.

Goal 3. Expand the reach of the museum.

Goal 4. Deploy modern communication tools in order to reach a younger and more diverse demographic.

Goal 5. Make history fun and entertaining. Identify what aspects of history will entice a younger and more diverse population to actively participate with the SCHS.

Goal 6. Increase membership by targeting a younger demographic and working with partnering organizations.

Goal 7. Leverage fundraising by including other organizations as partners and ultimately reaching a broader audience, raising the profile of the county's history statewide and nationally.

Objectives

Identify what duties must be accomplished by a staff person and analyze in order to ascertain what type of staffing needs are necessary going forward. This goal may be managed by the Board or an appointed ad hoc committee.

Inventory what exactly the Society has in its holdings, particularly related to reference materials.

Making history fun and entertaining is a tall order, yet the SCHS has a sound record of doing just that, particularly with the History Camp and Tapestry programming. By partnering with like-minded organizations, reviewing ideas from the membership and setting time aside to work specifically on



programming and services, the organization will be propelled into a new dimension.

The Board is interested in discovering what a younger demographic may value from the organization, how best to communicate with them and better serve their interests and get their participation. This will require a focused effort on behalf of the Board and several of its committees.

To move the Society into a more professionally run organization will require reflection upon the current balance sheets and anticipating areas of potential growth. These efforts will take time and visionary leadership.

Tactical Areas

- ◆ Board
- ◆ Accessions/Collections
- ◆ Museum
- ◆ Communications/Publications
- ◆ Historic Sites/Preservation
- ◆ Membership
- ◆ Education – Programs and Youth
- ◆ Finance – Investment

Measures of Success

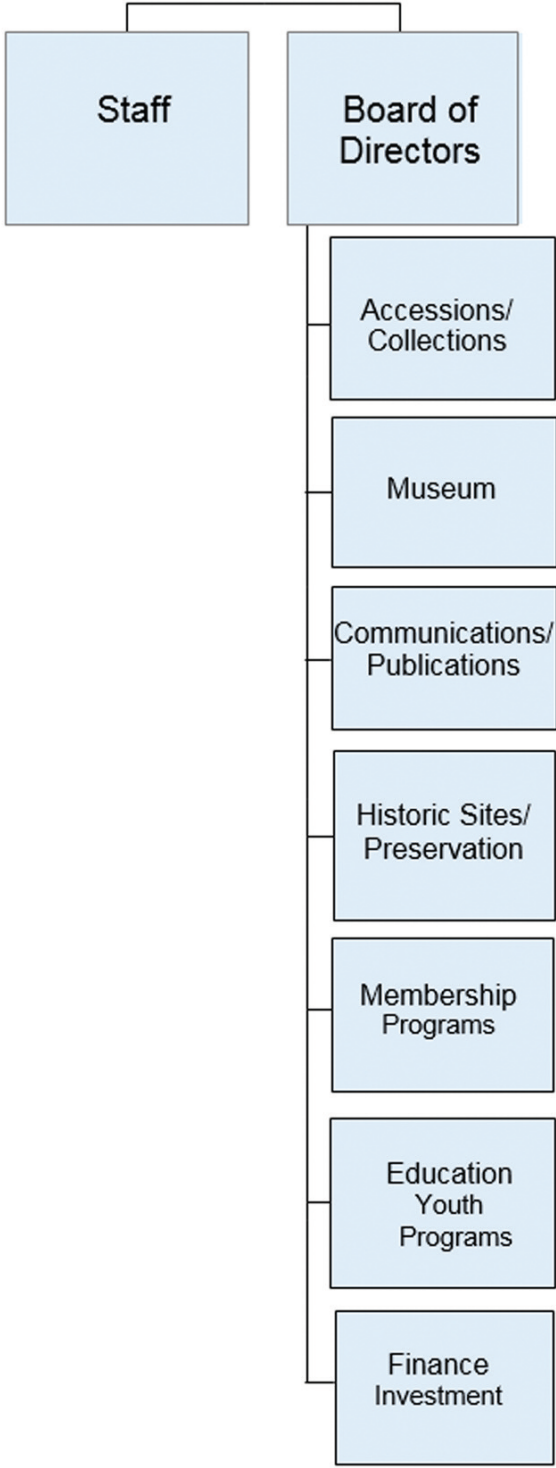
To realize success in this planning process, the Board must continue to develop details of the following recommendations. Assigning tasks to individuals, connecting goals to the budget, establishing timelines and reviewing the plans quarterly or biannually, will be critically important.

- ◆ Membership will increase with a younger demographic joining and participating.
- ◆ Current communication tools will be in regular use.
- ◆ Museum and events attendance will increase
- ◆ The museum and events will be well-staffed with paid and volunteer assistance.
- ◆ Broader attendance will be seen through partnering with other organizations.

With diligent follow-through, the Shelby County Historical Society is poised to be the top-notch organization its mission statement describes: To preserve and promote knowledge and appreciation of Shelby County and Kentucky history.



SCHS ORGANIZATIONAL CHART





BOARD AND COMMITTEE ROLES AND RESPONSIBILITIES

Board of Directors

The Shelby County Historical Society Bylaws establish the manner in which the Board operates. The Board will work on specific organizational development goals to implement this plan.

Accessions/Collections Committee

These committee members are responsible for collecting, cataloging, safekeeping, arranging and repairing of books, manuscripts, newspapers and all historical source material of the Society. The committee shall also be responsible for cataloging, cleaning, repair and storage of historical objects. To implement this plan, these members will also need to inventory current assets and resources of the Society.

Museum Committee

The Museum Committee shall be responsible for museum exhibits and the correct historic interpretation of the care of these exhibits and shall be responsible for the upkeep of museum space. The Museum Committee shall be responsible for the scheduling and training of volunteers who agree to be present when the museum is open to the public.

Communications/Publications Committee

This committee shall be responsible for publications including research studies or books sponsored by the Society. It is charged with creating and delivering messages and materials to internal and external audiences.

Further, with a desire to reach the younger demographic, the SCHS must deploy more current modes of communications to reach a younger demographic as well as creating and delivering messages and materials to internal and external audiences. While the newsletter, Facebook page and website are well-produced and maintained, millennials have alternative ways to communicate

and those methods must be used to get their attention.

Historic Sites/Preservation Committee (currently inactive)

The Bylaws state that this committee shall be responsible for establishing the historic validity of sites proposed for marking; for marking historical sites; and for arranging historical tours. This committee will need to be activated in order to organize and implement one or more of the tactics noted within this report.

Membership Committee

The Membership Committee shall be responsible for maintaining the membership lists, to promote and increase membership, and determine membership benefits. The Board and members are aware of their aging demographic and have a desire to be inclusive. This committee is charged to identify and inventory other like-minded persons, as well as current and former community leaders. These names will provide a starting point from which to begin recruitment efforts.

Education Committee

This committee is to focus on all educational programming (History Camp, Tapestry, Annual Dinner) to engage audiences in the activities of the Shelby County Historical Society. The Education Committee shall focus on increasing diversity and attracting a younger demographic by offering programming that may be of interest to these targeted audiences.

Finance Committee

This committee shall be responsible for the investment of funds held by the Society.



GOALS AND OBJECTIVES

ORGANIZATIONAL DEVELOPMENT – BOARD OF DIRECTORS

This work falls to the Board of Directors with assistance of the administrative staff as needed.

Goal 1: Lead the effort to organize the Society in order to successfully launch the 2017-2020 Strategic Plan.

Objectives: Further develop the organizational structure of the Society; seek input from existing committees to implement these tasks; provide detailed instructions and reactivate committee as needed to implement this strategic plan.

| Task | Assignment | Budget | Status |
|--|---------------|---------|------------|
| Complete the strategic planning process to set strategic goals for SCHS for the next three years. | Board Members | \$1,500 | Underway |
| Develop committee descriptions to detail responsibilities for ongoing and ad hoc committees. (Samples included herein.) | Board Members | \$0 | Incomplete |
| Use January or February Board Meeting to roll out the plan, retool or establish committee structure. Mail/email a copy of the completed plan to all active members. Personally invite members to sign up for a specific committee. | Board Members | | Incomplete |
| Confirm current or identify new leadership to chair each committee structure and create specific instructions on outcome expectations, funding, reporting, and deadlines. (Samples included herein.) | Board Members | | Incomplete |
| Meet with the Accessions/Collections Committee to address recommendations within this plan and retool as needed for successful implementation. | Board Members | | Incomplete |
| Meet with the Museum Committee to address recommendations within this plan and retool as needed for successful implementation. | Board Members | | Incomplete |
| Meet with the Communications/Publications Committee to address recommendations within this plan and retool as needed for successful implementation. | Board Members | | Incomplete |



| Task | Assignment | Budget | Status |
|--|----------------------------|---------------|---------------|
| Meet with the Education Committee to address recommendations within this plan and retool as needed for successful implementation. | Board Members | | Incomplete |
| Meet with the Membership Committee to address recommendations within this plan and retool as needed for successful implementation. | Board Members | | Incomplete |
| Invite the chairpersons from the Membership, Communications/Publications and Education Committees to meet jointly to address recommendations within this plan and delineate who is responsible for each task. | Board and Committee Chairs | | Incomplete |
| Work with current staff to assess the necessary duties and time of staff. Determine what level of staff is needed for the tasks. Build job descriptions to cover the duties and assess anticipated pay levels. | Board Members and Staff | | Incomplete |
| Foster ongoing relationships with supporters, partners, and potential sponsors. | Board Members | | Ongoing |
| Identify projects that may benefit the Society and seek grant opportunities for possible funding. | Board Members | | Incomplete |
| Provide a quarterly committee report to the Board of Directors in advance of their meetings. | Board Members | | Incomplete |
| Establish timelines and milestones for implementation by the Board and delegate responsibilities among the Board members to insure a fair and shared areas of supervision. | Board Members | | Incomplete |



ACCESSIONS/COLLECTIONS COMMITTEE

Historical collections provide tangible links to the past and document all aspects of life in the Shelby County area.

Goal 2: To plan and build a useful and balanced collection of artifacts and reference materials over a period of years.

Objectives: Fully understand the scope of accessions/collections, reference materials and what is being preserved. Work with community partners (Public Library, Painted Stone and others) to continue with a complete inventory of all collections, including reference materials.

| Task | Assignment | Budget | Status |
|--|-----------------------------|--------|------------|
| As needed, develop a work plan for this committee. Identify desired outcomes such as selection criteria, preservation techniques, space for display and storage, future needs and timelines for completion of each step. | Committee Members | | Incomplete |
| Continue to assess inventory and create, update or adjust collection management policies as needed. | Committee Members and Staff | | Ongoing |
| Review inventory, identify what gaps exist and develop a plan for future actions. | Committee Members and Staff | | Ongoing |
| Evaluate how collections may be shared throughout the community, perhaps via partnering organizations. Create ways in which the accessions/collections may be accessed more readily by the public. | Committee Members and Staff | | Incomplete |
| Determine ways in which the collections, programs and services may be improved for underrepresented and underserved communities, including people who are blind or have a physical disability. | Committee Members and Staff | | Incomplete |
| Regularly provide pictures and short descriptions of unique items for the Communications/Publications Committee to use in marketing materials. | Committee Members and Staff | | Incomplete |
| Regularly provide preservation tools and technique tips for the Communications/Publications Committee to use in the newsletter. | Committee Members and Staff | | Incomplete |



SAMPLE ACCESSIONS/COLLECTIONS COMMITTEE DUTIES AND RESPONSIBILITIES

This committee is responsible for collecting, cataloguing, safekeeping, arranging and repairing of books, manuscripts, newspapers and all historical source material of the Society. The committee shall also be responsible for cataloging, cleaning, repairing and storage of historical objects.

Responsibilities:

- ◆ Accessioning, deaccessioning collections.
- ◆ Policy matters.
- ◆ Assist Museum Committee in creating records and maintaining security for materials loaned to the Society for exhibit.
- ◆ Oversee collections care and security.
- ◆ Make recommendations to the Board regarding future needs such as missing history and storage.
- ◆ Provide expertise for community residents on artifacts and/or reference materials.

Work plan for 2017:

1. Accession of materials in our collection
2. Review collection policy
3. Prepare budget for the year
4. Plan projects for year

Long term:

- ◆ 2018 – additional workspace
- ◆ 2019 – additional storage



MUSEUM COMMITTEE

Providing a space and knowledgeable interpreters for local and regional history is one of the primary services of the SCHS. Providing a balanced collection of artifacts and reference materials that reflect the local and regional history of Shelby County.

Goal 3: Expand the reach of the museum.

Objectives: To oversee the day-to-day operations of the museum, provide the Board with needed information for ongoing decision making, and work with other standing committees to provide services as defined by the Board.

| Task | Assignment | Budget | Status |
|--|-----------------------------|--------|------------|
| Develop a work plan for this committee. Identify desired outcomes such as selection criteria, preservation techniques, space for display and storage, future needs and timelines for completion of each step. | Committee Members and Staff | | Incomplete |
| Prioritize work plan activities and implement the plan. | Committee Members | | Incomplete |
| Work with the Accessions/Collections Committee to assess current inventory and create, update or adjust collection management policies as needed. | Committee Members and Staff | | Incomplete |
| Stay abreast of current display and technologically advanced mechanisms by which to reach broader audiences who may not be able to visit the museum in person. | Committee Members and Staff | | Incomplete |
| Determine ways in which the collections, programs and services may be improved for underrepresented and underserved communities, including people who are blind or have a physical disability. | Committee Members and Staff | | Incomplete |
| Regularly provide pictures and short descriptions featuring people/groups who have visited the museum to the Communications/Publications Committee. Use excerpts from attendance logs, letters of support and quotes made by visitors to develop key message points. | Committee Members and Staff | | Incomplete |
| Seek partnership opportunities with other like-organizations, develop a calendar of activities for the museum to reach a broader audience. Investigate "road show" opportunities, walking tours, bus tours, school visits, author events, and connect to the tourism office for broader audiences. | Committee Members and Staff | | Incomplete |
| Provide a quarterly report of activities to the Board of Directors. | Committee Chairman | | Incomplete |



SAMPLE MUSEUM COMMITTEE DUTIES AND RESPONSIBILITIES

This committee is responsible for the day-to-day operations of the museum as well as organizing, displaying and storing of all artifacts of the Society.

Responsibilities:

- ◆ Maintain daily operations with consistent hours and knowledgeable staff.
- ◆ Provide interpretive exhibits and educational programs.
- ◆ Assist with raising funds for specific needs.
- ◆ Oversee the building and exhibits.
- ◆ Work with other committees and the Board to further the goals of the Society.
- ◆ Provide a space for community activity, particularly as it relates to local history.
- ◆ Maintain records of materials loaned to the society for exhibits.



COMMUNICATIONS/PUBLICATIONS COMMITTEE

This committee creates and distributes publications sponsored by the Society, as well as creating messages and materials to internal and external audiences.

Goal 4: Deploy modern communication tools in order to reach a younger and more diverse demographic.

Objectives: Create and deliver publications, materials and messages to internal and external audiences with a focus on expanding target audiences to capture more diverse populations and a younger demographic.

| Task | Assignment | Budget | Status |
|--|-------------------|--------|------------|
| Review other historical society's publications and determine what will work best for SCHS needs. | Committee Members | | Incomplete |
| Determine how often and how best to get a newsletter created and delivered to all members and associate members. Consider electronic versions and link to more photos and further information. | Committee Members | | Incomplete |
| Assess how best to keep the database up-to-date. | Committee Members | | Incomplete |
| Keep website and Facebook sites up-to-date. Create and manage an active social media presence, seeking input and assistance from younger members. | Committee Members | | Incomplete |
| Work with the Finance Committee to create a marketing piece to encourage partnerships, accessions, sponsorships and investments. | Committee Members | | Incomplete |
| Work with the Membership and Finance Committees to identify ways in which donors and potential sponsors might be recognized in marketing endeavors. | Committee Members | | Incomplete |
| Work with the other committees to maintain an up-to-date list of all key contacts. Keep track of members and stay in active communication with them. | Committee Members | | Incomplete |



| Task | Assignment | Budget | Status |
|--|-------------------|---------------|---------------|
| Working with all committees, develop an Annual Report reflecting successes. Use it for thanking donors and members, as well as for reaching out to new members, potential partners and sponsors. | Committee Members | | Incomplete |
| Assess the effectiveness of each communication activity and determine the return on the investment of time and financial resources | Committee Members | | Incomplete |
| Provide a quarterly committee report to the Board of Directors in advance of their meetings. | Committee Members | | |
| Create a timeline and deadline for each activity and assign responsibility for implementation | Committee Members | | Incomplete |



SAMPLE COMMUNICATIONS/PUBLICATIONS COMMITTEE JOB DESCRIPTION

Create and deliver messages and materials to internal and external audiences. This committee has the responsibility of developing materials for publication, as well as messaging for SCHS members and affiliates.

Responsibilities:

- ◆ Work with Board, staff and other committees in developing key messages and content for all audiences and mediums. Focus on messaging that will attract a more diverse audience and younger demographic than currently engaged with the SCHS.
- ◆ Build on current successes (History Camp, Tapestry, Museum, Blue Gables Open House) to develop creative messages that will promote the SCHS and:
 - Express value to current members;
 - Encourage nonmembers to join SCHS; and
 - Indicate to the local community that the SCHS is a voice of importance.
- ◆ Work with staff to deliver messages through various communications channels and web presences including, electronic/social media (e.g. Facebook, Twitter, LinkedIn, etc), newsletter, personal contact, website and printed materials.
- ◆ Maintain and build relationships with key partners and members of the media in conjunction with Board and staff efforts.
- ◆ Work with standing committees as needed to draft messages for engaging potential members, partners or sponsors to support the SCHS.
- ◆ Identify key speaking engagements for staff and Board leadership to help market and brand the SCHS.



EDUCATION COMMITTEE

Goal 5: Make history fun and entertaining. Identify what aspects of history will entice a younger and more diverse population to actively participate with the SCHS.

Objectives: This committee is to develop program ideas for meetings as well as organize and execute the Annual Dinner. This committee is to collaborate with the Board, Membership and Communications/Publications Committees to develop a plan for the SCHS to entice a younger and more diverse membership.

| Task | Assignment | Budget | Status |
|--|-------------------|--------|------------|
| Work with other committees to develop, conduct and analyze a survey to determine what the younger generation values from a historical society and how best to communicate with them. | Committee Members | | Incomplete |
| Work with the Board and other committee chairs (and perhaps partnering organizations) to determine an annual calendar of programming. | Committee Members | | Incomplete |
| Evaluate programs after each event to determine what is working and what is not; retool as needed for the next event. Track growth or decline in youth and diversity quarterly. | Committee Members | | Incomplete |
| Determine if any of the SCHS programs may be money generators and set goals accordingly. | Committee Members | | Incomplete |
| Investigate other historical society operations to gather ideas on programs, venues, partnerships, possible sponsorships and whether any of their programs are money generators, including funding a scholarship program for students. | Committee Members | | Incomplete |
| Investigate establishing a scholarship program, research and/or writing awards or other venues to encourage young people to get involved with local history | Committee Members | | Incomplete |
| Work with the Board to determine if a sponsorship program should be developed. If so, develop a sponsorship package, allowing businesses, organizations, and others to support programs/events, and get exposure to members through SCHS events. | Committee Members | | Incomplete |



| Task | Assignment | Budget | Status |
|--|-------------------------------------|--------|-------------------|
| <p>Use the Annual Dinner to report on how SCHS has provided value back to the members, the community, tourism, local businesses, and/or the region. This event may also be used to introduce new members as well as donors and potential sponsors. Remember to explain how member dues and sponsorship dollars are used to do accomplish these goals. Always do an "ask" at the end, for people to donate artifacts, volunteer time and make a financial contribution.</p> | <p>Executive Committee Chairman</p> | | <p>Incomplete</p> |
| <p>Work with potential sponsors, the Kentucky Historical Society and other history-related organizations to locate potential speakers, instructors and presenters. Co-brand as needed.</p> | <p>Committee Members</p> | | <p>Incomplete</p> |
| <p>Provide a written summary of each special event and the Annual Dinner, along with photos, to the Communications/Publications Committee, on a quarterly basis.</p> | | | <p>Incomplete</p> |
| <p>Provide a quarterly committee report to the Board of Directors in advance of their meetings.</p> | <p>Committee Members</p> | | <p>Incomplete</p> |
| <p>Keep track of volunteer hours for grant purposes as well as to recognize volunteers for their efforts.</p> | <p>Committee Members</p> | | <p>Incomplete</p> |



SAMPLE EDUCATION COMMITTEE JOB DESCRIPTION

The Education Committee is to develop a plan for the SCHS to entice a younger and more diverse membership.

Responsibilities:

- ◆ Develop guidelines for a sustainable education program.
- ◆ Review the current SCHS calendar and devise annual calendars with a specific focus of how to encourage a more diverse and younger demographic.
- ◆ Committee members will contribute ideas and suggestions for the Annual Dinner, training programs and educational workshops, including topics and potential speakers.
- ◆ Assist with on-site registration as possible and serve as a moderator for programs and workshops.
- ◆ Generate ways to add value to the programs and the Annual Dinner in order to have a good attendance and generate funds through gained exhibitors and sponsorships.
- ◆ Generate new ideas for generating revenue for programs.
- ◆ Identify similar organizations and investigate what types of programming and services they are providing.
- ◆ Identify potential vendors and partners to seek out, then prioritize.
- ◆ Work with the Board to determine who will make “the ask.”



MEMBERSHIP COMMITTEE

Goal 6: Increase membership by targeting a younger demographic and working with partnering organizations.

Objectives: This committee is to focus on retaining existing members and working with Standing Committees to attract the younger generation and build relationships with partnering organizations for other potential members.

| Task | Assignment | Budget | Status |
|---|------------|--------|------------|
| Work with the Board and Education Committee to develop a membership survey to better understand what members value and how best to communicate with them. Use the results of the survey to create messaging to attract new members. | | | Incomplete |
| Establish a goal of what SCHS would like to achieve over the next three years. For example: "We will increase our membership by adding 10 persons under the age of 25." Conduct an annual member drive and create goals over several successive years to increase membership. | | | Underway |
| Identify a target list of potential new members. Determine best ways to reach them and devise a plan of action on who should make the contact. | | | Incomplete |
| Recommend a way to involve SCHS members into the ongoing work of the organization. | | | Incomplete |
| Work with the Communications/Publications Committee to create a value statement that describes ways in which SCHS provides benefits or values to the SCHS member and the community. | | | Incomplete |
| Continually collect and provide stories of how members have received value by being a member in SCHS. Provide these regularly to the Communications/Publications Committee to use on the website and in marketing materials to assist with retention efforts. | | | Incomplete |



| Task | Assignment | Budget | Status |
|--|------------|--------|------------|
| Provide updated membership information to the Communications/Publications Committee so they receive all correspondence touting the value of being a member of SCHS. | | | Incomplete |
| Develop a personal contact approach, a type of "buddy program" to integrate new members into meetings and events. Be more inclusive by "showing and doing" together. | | | Incomplete |
| Maintain an active membership with current organizations such as Painted Stone, Shelby County Public Library, and others, using these to garner attention and network on issues pertinent to SCHS. Gather as well as dispense information from SCHS to gain support for your issues. | | | Ongoing |
| Provide a quarterly report to the Board of Directors in advance of their meetings. | | | Ongoing |
| Consider offering discounted or reciprocal memberships with partnering organizations. | | | Incomplete |



SAMPLE MEMBERSHIP COMMITTEE JOB DESCRIPTION

Responsibilities:

- ◆ Work with the Board and staff to create a contact list.
- ◆ Work with the Communications/Publications Committee to develop messaging that explains the value of being a member of SCHS.
- ◆ Contact prospective members in person, by phone or email to invite them to join SCHS.
- ◆ Respond to disgruntled members' calls and solicit feedback for improvement.
- ◆ Contact delinquent members prior to cancellation and encourage them to renew.
- ◆ Greet and introduce new members and prospective members at member meetings. Sit with them during the meeting if possible and help them network afterwards.
- ◆ Host membership open house/meeting for prospective members.
- ◆ Revisit contacts list annually.



FINANCE COMMITTEE

Goal 7: Leverage fundraising by including other organizations as partners and ultimately reaching a broader audience, raising the profile of the county’s history statewide and nationally.

Objectives: This committee is to develop a plan for growing the Society as directed by the membership. The plan should address current budgetary needs and plan allocations that will be needed to accomplish goals outlined within the plan.

| Task | Assignment | Budget | Status |
|---|-------------------|--------|------------|
| Work with the Board to establish specific goals for fundraising endeavors. For example: “Do you need to have an executive director and administrative staff?” Determine if an awards program or a scholarship fund will be established and if so, how much would be enticing enough to draw interest, and how much will need to be raised annually. | Committee Members | | Incomplete |
| Develop financial goals – consider adding new sponsorships or vendors to events, awards and the like. May need to phase implementation over the next three years. | Committee Members | | Underway |
| Develop an annual operating budget with alternate options and present to the Board of Directors for adoption. | Committee Members | | Incomplete |
| Establish long-range funding goals and strategies to achieve them. Provide a multi-year budget to integrate new initiatives. | Committee Members | | Incomplete |
| Regularly include pertinent investment information in communications with members. | Committee Members | | Incomplete |



SAMPLE FINANCE COMMITTEE JOB DESCRIPTION

The Finance Committee works collaboratively with the Board of Directors to provide leadership in planning and implementing the vision of the SCHS.

Responsibilities:

- ◆ Ensures Board and committee members understand their fiduciary responsibilities.
- ◆ Assists the staff and treasurer in preparing the annual budget, and presenting the budget to the Board for approval.
- ◆ In collaboration with the Board and staff, chooses the auditor and then presents audit results to the Board.
- ◆ Works with the Board, treasurer and the staff to develop long-term financial strategies.
- ◆ Identifies and recruits local leadership to serve with Board members on the Finance Committee
- ◆ Tracks investments and contributions over time and determines the return on the investment (how the funds were used; what was accomplished; what goals were met).

Investment Committee

As a subcommittee of the Finance Committee, the Investment Committee will meet as needed in order to assist the organization in planning for future growth and to manage its endowment.

Investment Committee Duties

- ◆ Understanding the organization's investment goals and how these objectives support the mission.
- ◆ Adopting, periodically reviewing, and revising an Investment Policy Statement.
- ◆ Monitoring the performance of investment funds in accordance with the Investment Policy Statement.
- ◆ Retaining or replacing investment managers and/or investment funds for the Portfolio.
- ◆ Reviewing the backgrounds of Investment Committee members and staff to ensure no conflicts of interest exist.



STRATEGIC PARTNERSHIPS

For this Strategic Plan to be successful, strategic partnerships with other organizations within the community that share similar interests will be very important. Current members need to be advised and encouraged to participate as the mission, goals and strategies are put into action. Some key audiences to consider as SCHS moves into implementation may include some of these potential partners:

- ◆ History-related leadership on the local, regional, state and federal levels
- ◆ Property and business owners who own or rent historic properties in the county
- ◆ Local history-related organizations within the county
- ◆ Philanthropic organizations
- ◆ Nonprofit corporations
- ◆ Kentucky Historical Society and other historical societies in the state

Relationships are a key element to elevating the Society’s stature and importance as a strategic partner.

| Task | Assignment | Budget | Status |
|---|-------------------|--------|------------|
| Identify local and regional organizations including local government; local and regional nonprofit entities; and state entities that share and/or complement the Society’s mission. | Committee Members | | Incomplete |
| Create a prioritized list of key contacts and establish meeting dates to explore ways to collaborate and leverage resources and knowledge. | Committee Members | | Incomplete |
| Jointly sponsor activities that benefit the Society and the partnering organization. | Committee Members | | Incomplete |
| Communicate collaborations and partnerships with the membership and the community. | Committee Members | | Incomplete |



STAFF RECOMMENDATIONS

During the first Board retreat it was noted the following tasks are important for the current staff to manage:

1. Discuss all the things you expect the staff to do.

- ◆ Provide tours of museum/docent
- ◆ Coordinate and help get newsletter out
- ◆ Spokesperson for the society
- ◆ Help organize programs
- ◆ Promote website
- ◆ Organize library and keep records
- ◆ Curator – set up exhibits
- ◆ Promote newsletter
- ◆ Does not select artifacts
- ◆ Welcome and greet
- ◆ Serve in secretarial capacity, pick up mail, send letters, handle requests for assistance

In discussions with the current staff, there is clearly a desire and capacity to be more actively engaged in the operations of the SCHS, however staff is unsure what to do without more direction, instruction and in some cases, specific training.

Recommendations:

Review the Board’s list of expectations with the current staff and assess what is possible, how much additional information or instruction is needed and determine what type of training may be needed.

Ask staff to develop a job description for the staff position today, based upon what is understood to be the job. Present this draft to the SCHS Board for their review. Work together to finalize the job description to satisfy the needs of the position.

Ask the staff to develop a draft job description for all volunteer positions such as docent, curator, acquisitions, exhibits, etc. Samples can be researched online and adapted for the Board to review and determine what, if any, to adopt.

Work with the current acquisitions chair and encourage a mentoring partnership whereby staff can learn the current operations and determine how best to assist as needed. More than one person needs to understand the computer program and cataloging system that is being used.

Encourage staff (give permission/authority and provide boundaries) to work with each program or committee chair to develop “how to” or step-by-step guides to assist other volunteers in knowing how they can integrate into special programs, events, and standing committee work. The example given in the interview about the microphone and other technical needs of the SCHS is a perfect example of how staff can really be of assistance to the volunteers.

CONCLUSION

The Shelby County Historical Society has a vision that will take it into new arenas of growth, reaching a broader audience, and launching sought-after services, if this plan is implemented. With this plan's implementation, the SCHS will be laying the groundwork for increased interest from a younger and more diverse population, which, if fostered and cared for, will sustain the organization well into the last half of this century.

This exciting vision and strategic plan represent a quantum leap forward from its present status, particularly as current operations are conducted almost solely by volunteers. It may prove to be overwhelming for the Board and staff absent further deliberation and prioritization. During the membership meeting on November 10, the members established the following priority areas as a starting point for implementation of the Strategic Plan:

- ◆ Increase membership (Goals 2, 3, 4, 5 and 6)
- ◆ Do a fundraiser with other groups (Goals 3, 4, 5, and 6)
- ◆ Advertise, get the message out – communicate (Goal 4)
- ◆ Staff (Goal 1)
- ◆ Financial – leveraging/managing (Goal 7)
- ◆ Make history entertaining and short (Goals 2, 3, 4, 5 and 6)
- ◆ Partner with other groups to make an impact (Goals 2, 3, 4, 5, and 6)

To achieve the goals set forth by the Board, we recommend the following action steps:

- ◆ Draw in a younger and more diverse membership. Throughout the process of creating the Strategic Plan, the Board and members expressed the importance of attracting the younger population. Examining and identifying what these younger folks are



interested in and how to communicate with them, will provide a factual basis for the recruitment of new members. Identifying people with an interest in history, and developing relationships with them will require time and consistent efforts.

- ◆ Devise ways the SCHS would be able and willing to integrate partnership organizations. This may mean offering reduced or reciprocal memberships or joint hosting opportunities such as training or special events, for example. Identify which organizations within the community provide services similar in nature to the SCHS. Determine which ones should be the

priority and who should make the first approach. This effort must be well planned in advance of making the first ask.

- ◆ Communicate – Decide the two most effective methods of communicating – one for current audiences and one for the new demographic being sought. It may be the messages may be different as well as the manner in which it is delivered.
- ◆ Conduct an audit of the work currently being done. It may be best to create an ad hoc committee and work specifically to identify what each committee will work on. What do the committees and subcommittees do? Is the Society organized in an efficient and effective way? With that information in-hand, consider if the work is being done efficiently. For example, provide specific tasks for the current part-time administrative staff person (such as prepare for meetings, write agendas, take notes and send email notifications) so that volunteer time can be spent in implementing this plan.
- ◆ Empower the Finance and Investment Committees to begin crafting a plan for future growth. Consider how to phase the work, and budget accordingly. A growth viewpoint is needed if the Board wants to accomplish the mission and goals set forth in this plan. Ask yourselves: “What do we want to accomplish this year? How much will it cost? How do we raise the funds to do it?” A different method of budgeting should at least be considered in order to forecast growth and set the Society on a growth track.

The Board and members are clear about the mission of the organization. The goals have been set and suggestions are in place on how to implement. Now, the hard work of executing the mission and achieving the goals begins. It will take time, dedication and perseverance. It is clear that the Board has the willpower to do the necessary work to achieve success.





END NOTES

ⁱ Shelby County Historical Society, *The New History of Shelby County, Kentucky* (Louisville, KY: Harmony House Publishers, 2003), xiv.

ⁱⁱ "Shelby County Institutions Receive 2015 KHS History Awards," Nov. 12, 2015, posted on website <http://www.shelbykyhistory.org/education.html>, accessed September 26, 2016.

ⁱⁱⁱ "Kentucky Dedicates Memorial for Black Union Soldiers in Simpsonville," *Evansville Courier & Press*, posted April 11, 2011 on website <http://archive.courierpress.com/news/kentucky-dedicates-memorial-for-black-union-soldiers-in-civil-war-ep-445609974-324967201.html>, accessed September 26, 2016.

^{iv} City of Shelbyville website, <http://www.shelbyvillekentucky.com/historic-district-coordinator-welcome-center/>, accessed September 26, 2016.

^v Diane Perrin Coon, posted on Facebook at <https://www.facebook.com/search/top/?q=Shelby%20County%20Kentucky%20Historical%20Society%20community%20tapestry>, accessed September 26, 2016.



Kentucky League of Cities

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