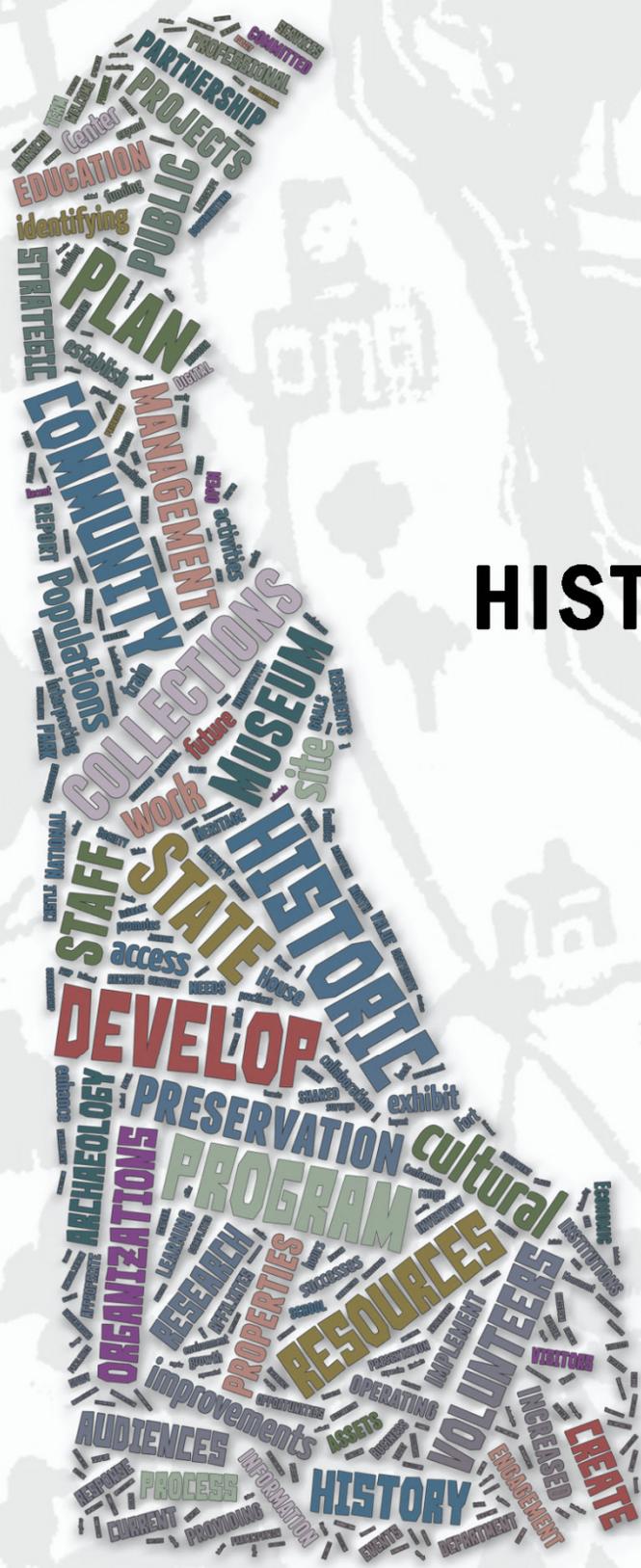




# DELAWARE DIVISION OF HISTORICAL AND CULTURAL AFFAIRS

STRATEGIC PLAN  
FY15/FY19

EXECUTIVE  
SUMMARY



# 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.*





## **PARTNERSHIP DEVELOPMENT**

- *Affiliates Program*
- *Private Partnership Programs*
- *Tribal Programming Partnerships*
- *Public Partnership Programs*
- *Volunteer Program*
- *Creation of a National Monument*

## **PUBLIC ACCESS**

- *Annual Programming*
- *His Majesty's Sloop of War DeBraak*
- *Buena Vista Conference Center*
- *Archaeology Month*
- *Johnson Victrola Museum*

## **INCREASED FUNDING FOR CAPITAL IMPROVEMENTS**

## **EXPANDED RESEARCH AND ARCHAEOLOGICAL PROJECTS**

- *Fort Christina National Historic Landmark*
- *Fort Casimir*
- *African American History*
- *Cooch's Bridge*
- *Roosevelt Inlet Shipwreck*

## **STEWARDSHIP**

- *Buena Vista Landscape Management*
- *Historic Preservation Tax Credit Program*
- *Preservation Plan 2013-2017*
- *New Acquisitions*









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

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.

## PLAN BUDGET

The plan budget 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.

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

<b>ACTION</b>	<b>OBJ</b>	<b>GOAL</b>	<b>VISION</b>	<b>MISSION</b>
Digital Asset Management Plan	DIGITAL PLANNING	IMPROVING ACCESS	Our audiences feel welcomed, valued, and encouraged to question and explore.	<p><i>The Division of Historical and Cultural Affairs serves Delaware residents and visitors by identifying, preserving, and interpreting Delaware history.</i></p> <p><i>Our activities foster strong communities, engaged citizens, economic vitality, and a deeper understanding of Delaware's role in world history.</i></p> <p><i>We do this in public trust for current and future generations.</i></p>
CLF Migration				
CHRIS Upgrade				
Webmaster Duty Delegation	LINGUISTIC ACCESS			
Linguistic Access Plan				
Signage/On-Site Material				
Online Resources	MUSEUM HOURS			
Audience Surveys	COMMUNITY HISTORIES	INNOVATIVE LEARNING	Our audiences are actively engaged in learning (in many ways) and understand how Delaware history is meaningful to their lives.	
Local Context Development				
Preservation Workshops with New Audiences				
Preservation Best Practice Workshops	WORKSHOPS AND CONFERENCES			
Academic Seminars and Conferences	INTERPRETIVE PLANNING			
Interpretive Plan				
Curatorial/Programming Integration				
Audience Assessment	COMMUNITY PARTNERSHIPS	ENGAGING AUDIENCES	Our audiences are actively exploring a diversity of historical and cultural perspectives to inform and influence decisions about their future.	
Exhibition Plan				
Formal Partnership Plan				
Conference Center Partners	COMMUNICATIONS PLANNING			
Community Relationships				
Communications Plan				
Advocacy Plan	ED/PROGRAM MANAGER			
Economic Impact Study	PROPERTY MANAGEMENT	ENHANCING PRESERVATION	The Division of Historical and Cultural Affairs is a trustworthy, ethical, and reliable partner with organizations, agencies, and individuals with whom we have common goals.	
Education/Program Manager Job Description				
Horticulture Plan				
Collections Facility Consolidation Study	COLLECTIONS MANAGEMENT PLANNING			
Property Deaccessioning Plan				
State Museum Feasibility Study				
HVAC Maintenance Plan	DISASTER/EMERGENCY PLANNING			
MobileWorks				
CAMP Process Review				
Disaster/Emergency Preparedness/Response Plan	PRESERVATION FUNDING			
Continuity of Operations Plan				
Disaster/Emergency Response Kits				
Disaster/Emergency Exercises	STAFF DEVELOPMENT	ACHIEVING EXCELLENCE	All division staff and volunteers will consistently make use of each other's knowledge and skills, building professional relationships across teams.	
dPlan Updates				
Risk Assessment				
Pocket Response Plans (PReP)	ADMINISTRATIVE PROCEDURES			
Collections Management Funding Report				
Threatened Resource Funding Report				
Coordinated Legislative Action	STAFF ANALYSIS			
Bricks-and-Mortar Grant Strategy				
Collections Management Training				
Institutional Knowledge Training				
Best Practices Training Program				
Staff Knowledge and Skills Inventory/Directory				
Recognition Programs/Breaking Staff Barriers				
Maintenance Checklist				
Inventory/Surplus Process				
Equipment Budget Plan				
Projective Spending Plan/SOP				
Business Services Fiscal Report				
Records Retention/X Drive				
Volunteer Opportunities				
Succession Plan/Recommendations				

**VALUES**

- Cooperation
- Stewardship
- Community Involvement
- Discourse/Dialogue
- Communication
- Professionalism
- Creativity
- Knowledge

**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**

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**PLAN ADOPTION DATE**

January 1, 2014  
Rev. December 14, 2013

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**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: 2006131201



Historical and Cultural Affairs