



PROPOSED STRATEGIC PLAN 2022-2026



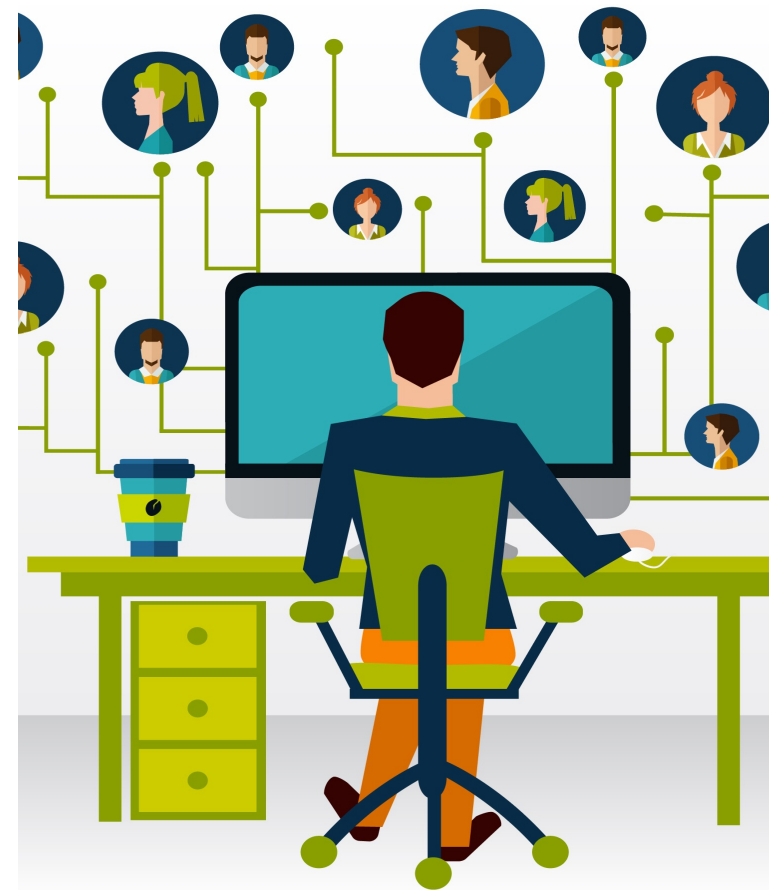
Comments: HCAstrategicPlan@gmail.com

Strategic Planning



HCA Planning Process

- Strategic Planning Committee
- 30 Interviews
 - 8 Staff
 - 22 Non-staff
- 10 Focus Groups
 - Staff
 - Team leaders
 - Sites, Horticulture, Maintenance
 - Long-time employees, mix of teams
 - Newer employees, mix of teams
 - Non-staff
 - Small, volunteer organizations
 - Professionally staffed organizations
 - Partners, government agencies
 - Educators
 - Conservationists, Historians, Preservationists, Archaeologists
 - Culturally, racially, age diverse patrons & educators



HCA Planning Process

- 1 Public Town Hall
- Three Electronic Surveys
 - 61 Staff
 - 82 History Professionals & Partner Organizations
 - 79 Members of the Public



TOTAL REACH OF THE RESEARCH
More than 225 individuals

VISION

- We actively engage individuals to share how Delaware History is meaningful in their lives. We provide opportunities for communities to explore a diversity of historical and cultural perspectives that inform and inspire decisions about the future.
- We create an environment where all people feel welcome, valued, and encouraged to question, explore, and share.
- We collect and preserve, for future generations, the tangible and intangible cultural heritage of all Delawareans, and the material culture of Delaware history.
- 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. All division staff and volunteers will consistently make use of each other's knowledge and skills, building professional relationships across teams.

MISSION

The Division of Historical and Cultural Affairs serves the public by identifying, collecting, preserving, and interpreting inclusive Delaware history and engaging diverse cultures. Our activities foster strong communities, engaged citizens, economic vitality, and a deeper understanding of Delaware's role in world history. We do this for current and future generations.

VALUES

Communication
Professionalism

Creativity

Knowledge

Discourse/Dialog

Community

Involvement

Stewardship

Cooperation

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

VALUES

Communication
Professionalism
Creativity
Knowledge
Discourse/Dialog
Community
Involvement
Stewardship
Cooperation

- **Discourse/Dialog:** We are committed to open debate and discourse on subjects relevant to the past, present, and future of Delaware.
- **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.
- **Stewardship:** We are committed to the responsible management of the division's assets, seeking to exceed best practices.
- **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.

GOALS

- **Engagement and Outreach [Engagement]**

Cultivate an inclusive environment that supports educational and collaborative opportunities for the public and professionals alike to broaden understanding of Delaware's history and cultural resources.

- **Visibility and Awareness [Visibility]**

Promote HCA's resources and programs to the public, scholars, and potential partnering entities.

- **Diversity, Equity, Accessibility, Inclusion [DEAI]**

Ensure all feel welcome and heard and can see themselves and their culture's history represented in our work.

- **Stewardship [Stewardship]**

Foster a more complete understanding of humanity through the lens of all of Delaware history and the collection and preservation of our shared cultural assets.

- **Strengthening Staff [Staff]**

Enhance our professional capacity to meet the increasing demand on HCA's resources.

Engagement and Outreach

[Engagement]

- **Tell more diverse stories in diverse ways**

Also supports Goals: Visibility, DEAI, Stewardship

- **See more engagement with educators across all grade levels**

Also supports Goals: Visibility, DEAI, Stewardship

- **Increase participation and engagement with younger demographics**

Also supports Goals: Visibility, DEAI

- **Capitalize on new and existing partnerships to increase outreach and direct public interaction**

Also supports Goals: Visibility, DEAI, Stewardship, Staff

Visibility and Awareness

[Visibility]



- **Comprehensive Communications Plan for HCA that includes plans for individual teams, sites and programs**

Also supports Goals: Engagement, DEAI, Stewardship, Staff

- **Create cross-team public programs to promote multiple functions of HCA**

Also supports Goals: Engagement, DEAI, Stewardship, Staff

Diversity, Equity, Accessibility, Inclusion

[DEAI]



- **HCA assets will be welcoming both physically and digitally**

Also supports Goals: Engagement, Visibility, Stewardship

- **HCA is culturally welcoming across all potential diversities**
(e.g., LGBTQIA+, disabilities, gender, neurodiversity, religion, socioeconomic status, race, etc.)

Also supports Goals: Engagement, Visibility, Stewardship, Staff

- **Increase cultural competency of HCA staff and volunteers**

- Also supports Goals: Engagement, Visibility, Stewardship, Staff

- **HCA content is inclusive of different cultures**

Also supports Goals: Engagement, Visibility, Stewardship, Staff

Stewardship

[Stewardship]

- **Develop an acquisition, collection and preservation strategy that recognizes the breadth of Delaware history, including sites, artifacts, stories, and other tangible and intangible assets, and provides one or more mechanisms for community members to share knowledge and/or provide input on the interpretation and use of HCA's holdings and potential acquisitions**
Also supports Goals: Engagement, Visibility, DEAI
- **Develop a communications strategy that encourages contribution of historical knowledge, stories & identify potential sites for future preservation**
Also supports Goals: Engagement, Visibility, DEAI
- **Develop or update HCA plans and programs to address climate change impact and adaptation in keeping with the [Governor's Climate Action Plan Nov 2021](#)**
Also supports Goals: Engagement, Visibility, DEAI

Strengthening Staff

[Staff]

- **Review and Update Staff Recognition and Compensation Policies**

Also supports Goals: Engagement, Visibility, DEAI, Stewardship

- **Encourage Professional Development**

Also supports Goals: Engagement, Visibility, DEAI, Stewardship

- **Create a Collaborative Culture**

Also supports Goals: Engagement, Visibility, DEAI, Stewardship

- **All HCA staff are aware of all HCA does, including current work and interests of teams and staff across the division**

Also supports Goals: Engagement, DEAI, Stewardship

Strengthening Staff (continued)

[Staff]

- **There is a way to capture and make internally available historical institutional knowledge**

Also supports Goals: Engagement, DEAI, Stewardship

- **Increase HCA capacity for grant writing to secure additional funds**

Also supports Goals: Engagement, Visibility, DEAI, Stewardship

- **Assess and adjust staffing levels for strategic plan years (2022-2027) aligned existing and anticipated positions needed; Submit as part of annual operating budget request.**

Also supports Goals: Engagement, Visibility, DEAI, Stewardship

QUESTIONS?

- Please use the chat to submit questions and comments.
- Comments may also be submitted at **HCAStrategicPlan@gmail.com**



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2022-2026**

THANK YOU!

