

HLOM Strategic Plan Introduction

Welcome to the Holland Purchase Historical Society/Holland Land Office Museum Strategic Plan. This document is the guide for the next three to five years as we proceed to meet our goals. It is the product of the strategic planning committee and the board of director's dedication and hard work over the past seven months facilitated by Terry Abrams, Administrative Coordinator of the Western New York Association of Historical Agencies.

With Terry's assistance, the committee developed our mission, vision, value statements and goals to reflect our current and future plans for the Holland Land Office Museum. This plan focuses on how to proceed and measure our achievements and will provide us and future boards, committees and staff with a roadmap to adjust to new ideas and circumstances.

I wish to thank the committee, board of directors, Director Ryan Duffy and Terry Abrams for all the assistance they have rendered to make this strategic plan become reality.

Sincerely,
Don Burkel, Board President

Strategic Planning Committee

Don Burkel
Ryan Duffy
Jim Dusen
Gina Schelemanow
Tom Tiefel
Patrick Weissend

Board of Directors

Don Burkel, President
Patrick Weissend, Vice President
Don Read, Secretary
Pat Forsyth, Treasurer
Jim Dusen, Marketing Chair
Jeff Gillard
David Metzler
Jim Owen
Anne Marie Starowitz,
Summer Program Chair
Gina Schelemanow
Tom Tiefel, Nominating Chair

June 2018

Mission Statement:

The Holland Purchase Historical Society was established in 1894 to preserve the past and pioneer the future of the living history of Genesee County.

Vision Statement:

The Holland Land Office Museum will be the center of learning, creativity, and collaboration, to inspire and educate present and future generations.

Value Statements:

Community:

We commit to serving the community by providing knowledge in the exchange of ideas.

Credibility:

We commit to understanding the past and upholding the highest standards of conduct.

Education:

We commit to increasing the knowledge, awareness and understanding of Genesee County's history and cultural heritage by educating the present to pass on to the future.

Stewardship:

We commit to the long-term preservation, conservation, interpretation and accessibility of our history.

History of the Holland Purchase Historical Society

The Holland Purchase Historical Society was founded in 1894 by Mary Richmond and other community members. Its primary purpose was to raise funds to purchase and to restore the Holland Land Office building, as its condition had deteriorated significantly and was facing the prospect of demolition. The Holland Land Office was built in 1815 to be the business office for the sale of the Western New York lands by the Holland Land Company. The building was purchased in 1894 by the Society, dedicated as a museum on October 13, 1894, and operated as such until 1941, when it shut down due to financial constraints. This is when the Holland Land Office was gifted by the Society to the Batavia Board of Education. The Board of Education accepted the building and it was thereafter leased to the Genesee Chapter of the American Red Cross during World War II.

In 1948, the Building was gifted by the Batavia Board of Education to the County of Genesee and in 1950 the Holland Land Office Museum was reopened and operated as a joint venture by the County and the Holland Purchase Historical Society. That partnership exists to the present date, with the County owning and maintaining the structure, and the Society owning and maintaining the collection. From 1950 to 1991 the Holland Land Office Museum was completely funded by Genesee County, including hiring and paying employees and managing the operations. In 1991, the operation of the museum was passed to the Holland Purchase Society, and all staff became employees of the Society in 1999.

In 1961, the Holland Land Office became a Registered National Historic Landmark for its role in developing Western New York, and for “possessing exceptional value in commemorating and illustrating the history of the United States.” The two entities also collaborated on the purchase of additional real estate to the east and west of the building. The west wing was added in 1970. In 1977, the east wing was built to house the County Department of History, which was located there until 1998.

Today, the Holland Purchase Historical Society, a 501 (c) (3) organization, owns and maintains a significant collection of artifacts that are centuries old, commemorating the history and importance from all areas of Genesee County. The collection includes: prehistoric bones, Native American items, locally connected military equipment, textiles, household goods and industrial objects. The Society’s collection is on display in the Holland Land Office Museum, which has periodic exhibit changes to highlight its vast collection

Strategic Goals 2018-2023

1) Financial Stability-

Goal:

Achieve a greater financial portfolio which is key to the growth of the Holland Purchase Historical Society and the Holland Land Office Museum.

Objective:

Improve the development of our financial resources necessary to support current and future needs of our organization and the surrounding community. This ongoing measure will ensure long-term sustainability.

Strategies:

- Create and increase an endowment process through the guidance of the board by means of an effective investment strategy that is appealing to potential donors.
- Increase the volume and diversity of membership through strategic targeting and positive experiences offered by both board and staff.
- Increase the number and scope of fundraising events and opportunities that will further support the museum
- Provide excellence in stewardship for all museum donors and sponsors with continuous updates on how donor funds/sponsorships would be used to ensure that all donors understand the impact of their support.
- Create sponsorship opportunities and materials for local businesses and individuals to support various aspects of the museum, which will continue to foster stronger relationships with those in the community.
- Research, write, and manage possible grants that can support the ongoing needs of the museum seeking professional services when applicable.

2) Public Relations and Marketing-

Goal:

Strengthen the Society's and Museum's brand, communications and marketing.

Objectives:

- An ongoing plan to target public and community institutions through relationship strengthening, outreach, and promotions. This plan is the responsibility of both the Director and Marketing Committee.
- Continue an open and productive relationship with Genesee County governing entities.

- Promote the educational significance of the museum and develop outreach programming for school-aged children, as well as adult groups that will increase interest in the museum.
- Advance a positive relationship between the museum and the public with a wide variety of communication to better promote the organization, programming, and events.
- Use public input and feedback to develop programs and exhibitions. This would keep current members informed and interested while inviting potential new members.

3) Internal Support-

Goal:

Develop a competitive and attractive organizational capacity that will be appealing and inviting to a quality staff, volunteer base, and potential offsite contacts.

Objectives:

- An ongoing plan to be carried out by the board and director to recruit community involvement and develop an inviting atmosphere by focusing on the improvement of a positively driven organization.
- Increase the personal and collective knowledge of the board and staff through professional development opportunities.
- Grow the volunteer corps to provide expertise and support to museum activities.
- Outsource specific tasks that are beyond the capabilities of the museum organization, using outside contractors.

4) Maintenance-

Goal:

Provide stewardship and management of the artifacts, archives, and building in accordance with the museum's established policies.

Objectives:

- Develop long-term planning by both the director and designated committees to preserve, maintain and enhance the museum structure, collections, and exhibits.
- Identify the needs and issues of the museum's physical structure and address accordingly.
- Identify the needs and issues of the collections, focusing attention on acquisitions and the deaccessioning process.
- Develop a long-term exhibit plan and schedule, to enhance the museum collection and expand community interest of said collection.
- Work with outside designers to identify and develop possible capital projects and campaigns in which to support those efforts.

Evaluation

Financial Stability:

- a) **Membership:** The Society and Museum will seek to increase the number of members, as well as diversify the membership of the Holland Purchase Historical Society. This process will be carried out by the Museum Director, Marketing Committee, Membership Committee, and members of the Board of Directors. The planning for this process will begin by September 1st of each year, and the membership drive will begin by December 1st for membership for the following year. The strategy will be reviewed annually and will seek to gain 50 new members each year.
- b) **Fundraising Events:** The Society and Museum will create and implement events whose purpose is to raise funds to assist in supplementing the income of the museum. Examples of these include: Wonderland of Trees in November and the Antique Show in March/April. The Museum Director and Staff, event committees, and Marketing Committee will be responsible for the planning and implementing of the various events. The goal is to have at least two fundraising events each year that will raise between \$10,000 and \$15,000 net profit combined.
- c) **Donors & Sponsors:** The Society and Museum will seek out members of the community to become donors and sponsors of the Holland Land Office Museum, its events, exhibits, etc. The contributions from these individuals and/or groups will assist in offsetting the costs associated with the many aspects of the museum. The process of soliciting and securing donors and sponsors will be the responsibility of the Museum Director, Board of Directors, Marketing Committee, and Membership Committee. The process will begin by September 1st and run through December 1st of each year. The process will be reviewed annually, with the goal of gaining 25 donors/sponsors equaling upwards of \$5,000.
- d) **Grants:** The Society and the Museum will seek to increase both the amount of grants that are applied for and received to assist the museum in areas such as conservation, restoration, preservation, programming, exhibits, etc. It will be the responsibility of the Museum Director to research and write the grant proposals with assistance and approval from the Board of Directors. The grant process will be evaluated every six months, with the goal of writing one to two grant applications a year, and if awarded reach a total sum of \$5,000 to \$10,000.
- e) **Endowment Process:** The Holland Purchase Historical Society will discuss the possibility of creating an endowment for the society, and if deemed to be a worthwhile avenue to pursue, will develop the tools necessary to create said endowment. This task will be the responsibility of the Financial Committee. The discussion to pursue the creation of an endowment will be updated every three months and will be completed by the end of 2018. At that time there will be an evaluation of the process and whether success could be expected.

Outreach & Marketing:

- a) **Promote Museum Programs, Presentations, & Exhibits:** The Museum will work to continue to plan and promote its various programs, upcoming exhibits, and presentations to the community through various forms of media, both print and electronic. The Museum Director and Marketing Committee will be responsible for planning and promoting the events, which will include two to three events monthly and one to two exhibits annually with one as a major exhibit. The goal will be to raise at least \$5,000 from the proceeds of the events, and to reach between 400 and 600 attendees.
- b) **School Outreach:** The Museum will work with the local schools to make available different forms of educational outreach, both on and off site, for any and all age groups. The museum will design an informational packet that can be distributed to teachers and school administrators outlining what types of programming are available. The design of the packet and the implementation of the outreach will be the responsibility of the Museum Director and any necessary volunteers. The goal is to conduct ten student outreach programs annually.
- c) **County Government Outreach:** The Society and Museum will work to keep Genesee County officials informed of the important events going on at the museum. This will be the responsibility of the Museum Director and the Marketing Committee. This will be done through the distribution of the quarterly newsletter, *The Speculator*, as well as through electronic communications, and interactions with the County Legislature Liaison.
- d) **Tourism:** The Museum will seek to increase the number of visitors from outside of Genesee County to the museum, and to provide a quality experience to those visitors. This includes both individual and group tours. Large bus group tours will be specifically targeted. It will be the responsibility of the Museum Director and Marketing Committee to bring in group tours, and volunteers will assist with conducting tours. The goal will be to bring in an average of one to two group tours a month.
- e) **Distribution of Hard Copy Materials:** The Society and the Museum will create, distribute, and monitor the response from, hard copy materials for the museum and its events. This will be the responsibility of the Museum Staff, Marketing Committee, and any needed outside sources. The materials will be used on a continuous basis as needs arise.
- f) **Online & Traditional Media:** The Society and the Museum will continue to expand the presence of the organization on both online and traditional forms of media. These methods include: radio, television, print, Facebook, museum website, Twitter, etc. It will be the responsibility of the museum staff, Marketing Committee, and possible outside sources to pursue, maintain, and update these sources to inform the community of what the Holland Land Office Museum has to offer. These sources will be used on a continuous basis with specific focus on upcoming events. The success of the use of the

sources will be measured through the feedback gained through both online statistics and visitor feedback.

Internal Support:

- a) **Professional Development:** The Society and Museum will pursue professional development opportunities for museum staff, board members, and volunteers. These activities can include an annual retreat, volunteer trainings, as well as possible workshops and conferences. Their effectiveness will be measured by the performance of those involved following the professional development, and the impact on the daily activities of those associated with the museum.
- b) **Interns & Volunteers:** The Society and Museum will attempt to increase the number of volunteers and interns that assist at the museum to support the staff with the purpose of adding to the overall performance of the organization. Recruitment, training, and retaining of interns and volunteers will be the responsibility of the Museum Staff and various committee chairs. The success will be evaluated through reports by the museum and volunteers on the positive or negative experiences gained. Furthermore, the performance of interns and volunteers will be analyzed based on the projects completed and value added to the organization.
- c) **Contractors:** The Society and Museum will hire outside contractors to perform specific tasks based on need that cannot be accomplished by the staff or volunteers. It will be the responsibility of the Director and staff to identify the needs that could be fulfilled by a contractor. They will bring it before the Board of Directors, who will give the final approval if deemed necessary and will also assist in the overseeing of the work. The evaluation of a contractor will be based on the satisfaction of the Society and Museum with the product or service.

Maintenance:

- a) **Collections:** The Society and Museum will continue to maintain the museum collection. Through processes that include the acquisition of new artifacts for the collection; accessioning of artifacts not already in the collection; deaccessioning of those no longer deemed necessary to the collection, and the preservation and/or conservation of at-risk artifacts in the collection. This will be the responsibility of the museum staff, Collections Committee, and any volunteers. The oversight of the museum collection will be a continual process, which will include monthly reviews and updates on the collection's status. There will also be annual review of the collection to analyze the needed insurance and artifacts to be sought.
- b) **Exhibits:** The Society and the Museum will continue to develop entertaining and educational exhibits that highlight the wonderful pieces of the collection that are

representative of the breadth of the history of Genesee County. The design of the exhibits will be the responsibility of the museum staff with the assistance of volunteers and the Collections Committee. It will be the responsibility of the Museum Director and the Marketing Committee to advertise for the exhibits in order to have as high an attendance as possible. Exhibit plans will be examined on a monthly basis, and a yearly schedule will be created in the previous December. Exhibits will be reviewed at their conclusion to analyze the use of the space, displays, layout, and feedback from visitors. The review and feedback will be used to assess any possible needs for future exhibits.

- c) Structural Assessment: The Society and Museum will continue to maintain the structural integrity of the Holland Land Office building. The Museum Director will be responsible for noting structural needs of the building with the help of the Building Committee. They will then determine the proper response. If it is a County responsibility, they will be notified of the need and will be responsible for the completion of the project. If the Society is responsible, the Building Committee and Director may reach out to outside contractors to complete work with Board approval. The building's structural assessment will be reviewed monthly, and an annual schedule of prioritized improvements will also be created in December of the previous year. The evaluation will be based upon the completion of projects on an individual basis.
- d) Capital Projects: The Society and the Museum will work to develop possible capital projects needed to improve various aspects of the museum. It will be the responsibility of the Museum Director and Board of Directors to list possible capital projects and to strategize how best to achieve their completion. In the instance that a capital campaign is required, the development of that strategy would be outsourced to a professional organization. The viability of capital projects will be assessed on an annual basis, which will be evaluated by creating a set of goals for the project and if the project met those goals by its completion.