

# CREATING OUR TAPESTRY

*WEAVING YORK COUNTY'S PAST, PRESENT, AND FUTURE TOGETHER*

Approved October 20, 2022



## ACTION PLANS 2023–2027

### Mission Statement

Understand the past to illuminate the future, through inclusive, authentic storytelling, and preservation.

### Vision Statement

We seek to be a destination where visitors become well-versed in the history of the region, enabling them to bring critical thinking, empathy and optimism to advance our community.

### Values

## Goal 1: Diversity

Reflect and enhance the diverse perspectives of the communities we serve to create shared ownership of York County's past, present, and future.

### Action Items

D1. Find, tell, listen, and record untold stories.

Major Steps to Implement	Responsibility	Resources Needed	Timeframe	Date Done
D1-1. Obtain funding to add full-time Community Historian position.	VP Advancement DEAI Committee	Time	Through Q2 2023	
D1-2. Hire a full-time Community Historian.	Library Dept. Visitor Engagement Dept. DEAI Committee Personnel Committee Finance Committee	Funding DEAI training for staff	Q3 2023	
D1-3. Define communities to prioritize collecting efforts.	Community Historian Visitor Engagement Dept. Library Dept. DEAI Committee	Time People	Q3 2023– Q4 2023	

D1-4. Build community partnerships to find untold stories.	Community Historian Visitor Engagement Dept. Library Dept. Marketing/PR staff Marketing Committee DEAI Committee Board of Directors	Marketing funds Time People	Q1 2023 to ongoing	
D1-5. Host events onsite and in community to collect stories.	Community Historian Visitor Engagement Dept. Library Dept. Marketing Dept.	Time People	Q1 2023 to ongoing	
D1-6. Expand community outreach to access more untold stories.	Community Historian Marketing Dept.	Time People	Q1 2023 to ongoing	

**D2. Layer in additional supports in core exhibition and all sites to benefit those who have linguistic or special needs.**

Major Steps to Implement	Responsibility	Resources Needed	Timeframe	Date Done
D2-1. Secure grant to hire accessibility consultant (learning disability specialist).	VP Advancement DEAI Committee	Time	Q2–Q3 2023	
D2-2. Develop accessibility assessment template.	Consultant (firm) – Learning disability specialist DEAI Committee	Forms	Q4 2023– Q1 2024	
D2-3. Collect data (York community / internal groups) once Steam Plant opens.	Consultant	Forms	Q2–Q3 2024	
D2-4. Analyze the data.	Consultant DEAI Committee	Case studies of other museums	2024	
D2-5. Secure funding to implement increased accessibility measures.	VP Advancement DEAI Committee	Grants	Q1 2025– Q2 2025	

D2-6. Increase accessibility throughout the organization	Engineering Construction	Contracts	2026	
D2-7. Improve website and online accessibility.	Library Dept. Marketing Dept. Marketing Committee	Professional development	Ongoing	

**D3. Ensure programming schedules encourage historical perspectives reflecting the diversity of the community centered around under-represented groups, following the maxim “No history about us without us.”**

Major Steps to Implement	Responsibility	Resources Needed	Timeframe	Date Done
D3-1. Engage community organizations to present programs and events.	Community Historian Visitor Engagement Dept. Collections Dept. Marketing Dept. DEAI Committee	Funding Staffing	Q2 2023–ongoing	
D3-2. Expand our artifact and archival collections with items from York County's diverse communities.	Community Historian Collections Dept. Collections Committee	Funding Staffing	Q2 2023–ongoing	

## Goal 2: Sustainability

Become fully sustainable by capitalizing on the History Center's strengths and the imperative of right-sizing to One Campus to drive growth and, within seven years, secure accreditation.

### Action Items

#### S1. Develop and retain excellent staff and volunteers.

Major Steps to Implement	Responsibility	Resources Needed	Timeframe	Date Done
S1-1. Develop professional growth plans at department and organizational levels.	Personnel Committee President/CEO	HR expertise Funding for them	Q4 2022	
S1-2. Share and provide professional development opportunities and resources regularly with staff and volunteers.	Staff Board of Directors	Increased prof. development funding	Q1 2023– 2027	
S1-3. Use compensation study to put in 2023–2024 budget.	Finance Committee / Personnel Committee brings it to Board	Increased funding and staff time	Q3 2023	
S1-4. Do campaign to endow positions (not grants).	Advancement Committee	Staff Marketing Time	2023 thru year	
S1-5. Form a Volunteer Committee to build volunteer corps for opening of Steam Plant.	Board of Directors	People to serve from different groups	Q1 2023	
S1-6. Host Volunteer Discovery Sessions.	Volunteer Committee	Funds to host and give participants gift cards	Q3–Q4 2023	

**S2. Increase net income (increase revenue/decrease expenses).**

Major Steps to Implement	Responsibility	Resources Needed	Timeframe	Date Done
S2-1. Create a net income task force.	Finance Committee Advancement Committee	People	Q4 2022	
S2-2. Conduct a study of similar organizations to identify strategies to increase net income.	Task force	People Time	Q1–Q2 2023	
S2-3. Decide which strategies are most feasible.	Task force and Social Enterprise Institute	Wisdom	Q4 2023	
S2-4. Develop a plan to increase net income.	Task force	Time Prototype testing with community (focus groups)	Q1–Q3 2024	
S2-5. Implement plan.	Board		2024– 2027	

*Note: This Action Plan was drafted at the Summit.*

### S3. Secure public funding.

Major Steps to Implement	Responsibility	Resources Needed	Timeframe	Date Done
S3-1. Research study	Cultural Alliance YCEA	Fully funded	Q1–Q2 2022	
S3-2. Public presentation	Cultural Alliance YCEA	Fully funded	Sept.– Oct. 2022	
S3-3. Develop business plan and advocacy campaign	Board of Directors	Marketing campaign Funding with other nonprofits	2023 (6–12 months)	
S3-4. Devise and recommend authorization/legislation.	Local- and state-level task force	People power	2024 (3–6 mo.)	
S3-5. Implement advocacy campaign.	Board of Directors	Marketing campaign Funding with other nonprofits	2024	

*Note: This Action Plan was drafted at the Summit.*

#### S4. Increase private funding, including expanding the endowment.

Major Steps to Implement	Responsibility	Resources Needed	Timeframe	Date Done
S4-1. Endowment campaign for positions	Advancement Committee Legacy Committee	Staff Marketing Time	2023	
S4-2. Board engagement on fundraising and recruitment	Governance Committee	Staff Committee time	Sept. 2022	
S4-3. Review individual giving and membership programs and implement strategies to increase both.	Advancement Dept.	Dani Beam	Aug. 2022– 2027	
S4-4. Refocus efforts with corporations.	Advancement Dept. Advancement Committee	Staff time	2024, prior to Steam Plant opening	
S4-5. Look for regional and state private funders.	Advancement Dept. Advancement Committee	Staff time and more of it	2023	



**S5. Increase visitation and visitor satisfaction.**

<b>Major Steps to Implement</b>	<b>Responsibility</b>	<b>Resources Needed</b>	<b>Timeframe</b>	<b>Date Done</b>
S5-1. Create visitor satisfaction survey.	Visitor Engagement Dept. Marketing/PR Dept. Marketing/PR Committee	Staff and committee time Research on peers	Q1 2024 (when Steam Plant opens)	
S5-2. Run an engaging marketing campaign for Steam Plant opening.	Marketing/PR Dept. Visitor Engagement Dept. Marketing/PR Committee	Grant from CVB Staff Marketing firm	2024	
S5-3. Develop partnership with CVB for 250th anniversary activities.	Marketing/PR Dept. Visitor Engagement Dept. Marketing/PR Committee	Dedicated marketing campaign from CVB	2025–2026	
S5-4. Bring in more schools and tour groups.	Visitor Engagement Dept. Education Dept. Schools Committee	Specific marketing campaign Incentives to return	2024–2025	

**S6. Right-size and restructure to One Campus and provide adequate support for existing buildings.**

<b>Major Steps to Implement</b>	<b>Responsibility</b>	<b>Resources Needed</b>	<b>Timeframe</b>	<b>Date Done</b>
S6-1. Establish task force to create a Master Plan for facilities and collections.	President/CEO Board of Directors	Time	Q3 2024– 2027	
S6-2. Sell unsustainable properties.	President/CEO Board of Directors	Property consultant / Rock	By 2027	
S6-3. Find sufficient climate-controlled storage for collections.	President/CEO Board of Directors	Staff Consultant	By 2027	
S6-4. Right-size and restructure staff.	Staff President/CEO Personnel Committee	Time Staff	2024	

**S7. Secure accreditation from the American Alliance of Museums within seven years.**

<b>Major Steps to Implement</b>	<b>Responsibility</b>	<b>Resources Needed</b>	<b>Timeframe</b>	<b>Date Done</b>
S7-1. Create ad hoc Accreditation Committee.	President/CEO Board of Directors		2025	
S7-2. Obtain and review accreditation documents.	Accreditation Committee	AAM Guide for Accreditation	2025	
S7-3. Create accreditation timeline with assignments for various committees setting yearly goals.	Accreditation Committee	Staff time Accreditation consultant	2025	
S7-4. Secure accreditation.	President/CEO Board of Directors	Staff time	2029	

# Goal 3: Dynamic Programming

Generate dynamic, ever-changing programming, media, and exhibits for diverse audiences while utilizing technology to create relevant, interactive experiences.

## Action Items

### DP1. Finish and open the Steam Plant.

Major Steps to Implement	Responsibility	Resources Needed	Timeframe	Date Done
DP1-1. Complete building construction.	President/CEO Board of Directors		Q4 2022– Q1 2024	
DP1-2. Install exhibitions.	Staff		Q3 2023– Q1 2024	
DP1-3. Move Library/Archives and selected collections to Steam Plant.	Library/Archives Dept. Collections Dept.		Q4 2023– Q1 2024	
DP1-4. Open Steam Plant to the public.	Staff Board of Directors		Q1 2024	
DP1-5. Successfully complete capital campaign.	President/CEO VP Advancement Board of Directors		Q4 2022– Q1 2024	

**DP2. Form Interpretation Committee at board level to guide programming.**

<b>Major Steps to Implement</b>	<b>Responsibility</b>	<b>Resources Needed</b>	<b>Timeframe</b>	<b>Date Done</b>
DP2-1. Appoint committee members.	President/CEO Board Chair		Q4 2022	
DP2-2. Create and approve committee charter.	Interpretation Committee		Q4 2022– Q1 2023	

**DP3. Establish a three-to-five-year schedule of dynamic exhibits and companion programs that change often, providing time for funding, research, and development.**

Major Steps to Implement	Responsibility	Resources Needed	Timeframe	Date Done
DP3-1. Make no changes in physical exhibits in current facilities.			Until Steam Plant opens	
DP3-2. Develop an annual theme for the Steam Plant / Anniversaries.	VP Visitor Engagement Exhibits / Collections Interpretation Committee	Time Annual budget	Q4 2022 to Opening of Steam Plant	
DP3-3. Create a special events list with potential sponsors.	Archives VP Visitor Engagement VP Advancement Exhibits / Collections	Time	Ongoing	
DP3-4. Create advisory committee for each major exhibition.	Archives VP Visitor Engagement Community Historian Exhibits / Collections Interpretation Committee	Time	Ongoing	

**DP4. Identify diverse partners to increase outreach and collaboration.**

<b>Major Steps to Implement</b>	<b>Responsibility</b>	<b>Resources Needed</b>	<b>Timeframe</b>	<b>Date Done</b>
DP4-1. Collaborate with DEAI Committee to ensure programming reflects York County's diversity.	VP Visitor Engagement Interpretation Committee		Q4 2022	
DP4-2. Create a pool of diversity resources (speakers, experts)	Interpretation Committee DEAI Committee	See Journal as example of diversity	Q4 2022	
DP4-3. Use diversity resources list as needs dictate.	Staff Board		Ongoing	
DP4-4. Continually revise and add to diversity resources list.	Staff Board		Ongoing	

**DP5. Develop metric tools for engagement and marketing to primary audiences (History buffs, families, schools, young people, and diverse communities).**

Major Steps to Implement	Responsibility	Resources Needed	Timeframe	Date Done
DP5-1. Determine scope of Plan's three proposed feedback mechanisms (DP5, S5, and CC3) to identify potential overlap, efficiencies and avoid duplication.	VP Marketing VP Visitor Engagement		Q4 2022	
DP5-2. Reference past marketing / metric reports.	VP Marketing Marketing Committee		Q4 2022	
DP5-3. Set benchmarks for each program, including diversity benchmarks.	VP Marketing Interpretation Committee		Q4 2022	
DP5-4. Set a timeline for evaluating benchmarks.	VP Marketing Interpretation Committee		Q4 2022	
DP5-5. Develop a daily dashboard for reporting metrics, including post-visit.	VP Marketing Marketing Committee	Test run now Provide monthly summary for board	Q4 2022– Ongoing	
DP5-6. Evaluate effectiveness of data collection.	VP Marketing Interpretation Committee		Ongoing	
DP5-7. Use data to inform programming.	VP Marketing Interpretation Committee		Ongoing	

*NOTE: Coordinate DP5 with Sustainability S5-1, Community Connector CC3, and Collections user surveys.*



## Goal 4: Community Connector

Make the History Center a focal point to better connect the York County community by bringing diverse people together to make our history more compelling and relevant for an evolving population.

### Action Items

**CC1. Improve and increase use of digital/social media and cast wide net to reach many audiences, especially younger and more diverse segments.**

Major Steps to Implement	Responsibility	Resources Needed	Timeframe	Date Done
CC1-1. Define social media metrics to be used as benchmarks.	VP, Marketing/PR Marketing/PR Committee		Short term 2023	
CC1-2. Research trade associations, other methods to understand audience profiles.	VP, Marketing/PR Marketing/PR Committee	Access to data	Short term 2023	
CC1-3. Develop a list of other social media groups for promo by audience group.	VP, Marketing/PR VP, Visitor Engagement Program Committee	Time	Q3 2023	
CC1-4. Partner with other organizations and cultural groups to cross-market.	VP, Marketing/PR Marketing/PR Committee Cultural Alliance	Time	2024– 2025	
CC1-5. Secure funding for social media marketing.	VP, Marketing/PR Marketing/PR Committee VP, Advancement	Time	Q3–Q4 2024	
CC1-6. Develop a paid internship specifically for data collection and analysis.	Marketing/PR Committee	Partnership with York College	2024	

**CC2. Reassess school needs and nurture deeper relationships with all York County school districts and private schools to foster more class trips, visits and to raise profile of YCHC / Steam Plant with educators/students/parents.**

<b>Major Steps to Implement</b>	<b>Responsibility</b>	<b>Resources Needed</b>	<b>Timeframe</b>	<b>Date Done</b>
CC2-1. Reassess school needs by developing understanding of schools, policies, procedures, timing.	Mgr, School Programs Schools Committee	Time	Q4 2022– Q2 2024	
CC2-2. Provide open house opportunities for teachers.	Mgr, School Programs	Time Event expenses	Q4 2022	
CC2-3. Provide opportunities for continuing education for teachers.	Schools Committee	Time for program development	2025	
CC2-4. Develop communications plan for educational programs audience.	Mgr, School Programs VP, Marketing/PR Marketing/PR Committee	Time	Q4 2022– Q2 2024	
CC2-5. Host teacher tours of Steam Plant prior to its opening.	Mgr, School Programs Schools Committee	Time	Q1–Q2 2024	

**CC3. Collect data from target audiences to design new historical content to make history more interesting.**

<b>Major Steps to Implement</b>	<b>Responsibility</b>	<b>Resources Needed</b>	<b>Timeframe</b>	<b>Date Done</b>
CC3-1. Determine scope of Plan's three proposed feedback mechanisms (DP5, S5-1, and CC3) to identify potential overlap, efficiencies and avoid duplication.	VP Marketing VP Visitor Engagement	Time	Q1 2023	
CC3-2. Integrate content questions into visitor satisfaction surveys (S5-1).	Visitor Engagement Dept. Marketing/PR Dept. Marketing/PR Committee	Time	Q3 2024– 2025	
CC3-3. Secure funding for market survey of non-visitors and non-participants.	VP Advancement Marketing/PR Committee	Time	Q1–Q2 2024	
CC3-4. Conduct market surveys of non-visitors and non-participants.	VP Marketing/PR Marketing/PR Committee	Market research firm	2025	
CC3-5. Analyze results of surveys and disseminate to Board and staff.	VP Marketing/PR Market research firm Marketing/PR Committee		2025	
CC3-5. Develop new programs based on survey results.	VP Visitor Engagement Program Committee	Time	2025– 2026	

*NOTE: Coordinate with Dynamic Programming Action Item DP5.*

**CC4. Position the Steam Plant as a gathering place for the broad community: “Meet me at the Stack.”**

<b>Major Steps to Implement</b>	<b>Responsibility</b>	<b>Resources Needed</b>	<b>Timeframe</b>	<b>Date Done</b>
CC4-1. Contribute to design of lobby to make it as welcoming as possible.	VP Visitor Engagement VP Marketing/PR	Input in analysis	2023	
CC4-2. Develop talking points for marketing the Steam Plant.	VP Marketing/PR Marketing/PR Committee	Time	Q3–Q4 2023	
CC4-3. Evaluate current rental contracts and adjust.	VP Visitor Engagement	Analysis, comparisons	2023	
CC4-4. Host FAM (familiarization) tours of Steam Plant.	Visitor Engagement Dept.	Time Event expenses	Q3–Q4 2024	

**CC5. Leverage rail trail and other city/county assets to optimize profile of the Center and encourage impulse visitor traffic using digital technology.**

Major Steps to Implement	Responsibility	Resources Needed	Timeframe	Date Done
CC5-1. Develop and implement exterior signage plan to direct visitors to Steam Plant.	Marketing/PR Dept. Marketing/PR Committee	Signage budget	Q4 2023– Q2 2024	
CC5-2. Create prioritized list of rail trail and other city/county assets to approach for partnerships.	Visitor Engagement Dept. Marketing/PR Dept. Marketing/PR Committee	Time	Q3 2024	
CC5-3. Develop and implement cross-promotional partnerships with rail trail and other city/county assets.	President/CEO VP Marketing/PR Marketing/PR Committee	Time	Q4 2024– 2026	
CC5-4. Launch use of digital technologies such as geotagging to encourage impulse visitor traffic.	VP Marketing/PR Marketing/PR Committee	Marketing budget	Q3 2024– 2025	

**CC6. Pursue meaningful partnerships with unexpected organizations to connect past events to current conditions.**

Major Steps to Implement	Responsibility	Resources Needed	Timeframe	Date Done
CC6-1. Identify unexpected potential partners to jointly offer mission-related programming.	VP Visitor Engagement Interpretation Committee		2025– 2027	
CC6-2. Present unique, mutually beneficial programs with partner.	Staff Board of Directors	Event fees	2025– 2027	

# Goal 5: Collections

Ensure collections represent all of York County’s past and present and are properly stewarded and accessible according to the best professional standards.

## Action Items

### C1. Establish proper storage conditions including visual storage and work areas.

Major Steps to Implement	Responsibility	Resources Needed	Timeframe	Date Done
C1-1. Plan locations and develop funding plans for new storage spaces.	Collections staff Buildings & Grounds President/CEO Board of Directors	Time Operational funds	Q4 2022	
C1-2. Secure funding and prepare collections and space.	VP Advancement Collections staff Buildings & Grounds Board of Directors	Funding (donors) Operational funds Time	2023	
C1-3. Plan and complete Library/Archives move to Steam Plant.	Library staff Volunteers Movers	Moving supplies Labor	Q2 2024	
C1-4. Finish and install core exhibit at Steam Plant.	All staff Movers PRD	Additional funding Supplies Labor	Q2 2024	
C1-5. Building storage	Collections staff Buildings & Grounds Construction company	Funds raised or allotted	Q4 2024	
C1-6. Move collections to new storage spaces.	Collections staff Movers	Supplies Funding	Q3 2025	

**C2. Continue to digitize useful collections and produce online exhibits.**

<b>Major Steps to Implement</b>	<b>Responsibility</b>	<b>Resources Needed</b>	<b>Timeframe</b>	<b>Date Done</b>
C2-1. Survey user needs.	Library/Archives Dept. Collections Dept. Library Committee Collections Committee	Time	Q4 2023	
C2-2. Prioritize collections for digitization with focus on diverse populations.	Library/Archives Dept. Collections Dept. Library Committee Collections Committee	Time	Q3 2024	
C2-3. Determine staff responsibilities and plan individual projects.	Library/Archives Dept. Collections Dept. Library Committee Collections Committee	Time	Q3 2024	
C2-4. Implement projects and upload to website.	Staff Volunteers Interns Part-time staff	Time IT assistance	2025– 2030	

*NOTE: Coordinate survey with Dynamic Programming Action Item DP5.*

### C3. Improve accessibility of catalog and finding aids online.

Major Steps to Implement	Responsibility	Resources Needed	Timeframe	Date Done
C3-1. Survey user needs.	Library/Archives Dept. Collections Dept. Library Committee Collections Committee	Time	Q4 2022	
C3-2. Prioritize collections for digitization with focus on diverse populations.	Library/Archives Dept. Collections Dept. Library Committee Collections Committee	Time	Q3 2023	
C3-3. Determine staff responsibilities and plan individual projects.	Library/Archives Dept. Collections Dept. Library Committee Collections Committee	Time	Q3 2023	
C3-4. Implement projects and upload to website.	Staff Volunteers Interns Part-time staff	Time IT assistance	2024– 2030	

*NOTE: Coordinate with Dynamic Programming Action Item DP5.*



**C4. Develop and conduct digital and physical tours of Collections and Library/Archives areas at Steam Plant once it's open.**

Major Steps to Implement	Responsibility	Resources Needed	Timeframe	Date Done
C4-1. Survey members and public to determine what they want to see.	Library/Archives Dept. Collections Dept. Library Committee Collections Committee	Time	Q3 2023	
C4-2. Decide what to do digitally and what to do in person.	Library/Archives Dept. Collections Dept. Library Committee Collections Committee	Time	Q4 2023	
C4-3. Schedule tour dates in consultation with Marketing and Programming.	Library/Archives Dept. Collections Dept. Library Committee Collections Committee	Time Marketing budget	Q2 2024	
C4-4. Give tours.	Library/Archives Dept. Collections Dept.	Time	Q4 2024	
C4-5. Gather feedback on which tours to continue to offer.	Library/Archives Dept. Collections Dept.	Time	Ongoing	

*NOTE: Coordinate survey in C4-1 with Dynamic Programming Action Item DP5.  
Coordinate feedback mechanism in C4-5 with visitor satisfaction survey in Sustainability Action Item S5-1.*