

IMPROVING ACCESS TO THE LOWER NAUGATUCK RIVER VALLEY'S HISTORY
THROUGH ELECTRONIC CATALOG EXPANSION



Submitted to

The Chilton Foundation

Ms. Jennifer Goldstock Wright
Executive Director

1266 E. Main Street
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By

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Derby Historical Society
P. O. Box 331
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LETTER OF INTENT

The Derby Historical Society, Inc.
P. O. Box 331
Derby, CT 06418

October 7, 2010

Ms. Jennifer Goldstock Wright
Executive Director
The Chilton Foundation
1266 E. Main St.
7th Floor
Stamford, CT 06902-3546

Dear Ms. Goldstock Wright:

I am pleased to submit this letter of inquiry to The Chilton Foundation to determine your interest in receiving a full proposal for The Derby Historical Society's (DHS) Electronic Catalog Expansion Project. We are respectfully requesting your consideration of a grant in the amount of \$263,610.

This will be the first expansion of our electronic catalog in conjunction with simultaneously re-housing and organizing artifacts to improve public access, professional standards and accountability, and visibility of our organization. As a result of our efforts, the long-term use, sustainable preservation, and interpretation of the collection will be enhanced. After reviewing your organization's priority to support historical societies and cultural organizations, we hope you will agree that our project closely aligns with and advances your dedication to historic preservation and education.

Like many similar Connecticut institutions, our organization was founded April 18, 1946 as a grass-roots organization, dedicated to the preservation of the Lower Naugatuck River Valley's history. Our mission, taken directly from our Bylaws, is to "...foster and promote study,

discussion, and interest in the history of this area; as well as to discover and collect any property or material which may preserve, establish and/or illustrate this history". We are the Lower Naugatuck River Valley's only regional historical organization, treating the Valley as a large, extended, interrelated community. Additionally, we serve as the primary historical society for the cities of Derby and Ansonia, and in a supporting role for the communities of Oxford, Seymour, and Shelton.

Prior to 2008, unique items that are critical to the story of the Lower Naugatuck River Valley's role within the State of Connecticut's history were not easily accessible by DHS staff and the public they serve due to the lack of a professionally trained curator on staff. With support from Connecticut Humanities Council (CHC), a curatorial consultant was hired to build upon prior grass-roots efforts. A comprehensive electronic catalog and re-housing of our collection per museum best practices is necessary. We have four main objectives that will help us reach our goal: (1) expand the electronic catalog and re-house, and organize 20% (2,000 artifacts) of the total collection within one year of project implementation, (2) expand exhibitions and public programming to increase community utilization of the collection and understanding of state and regional history. Once cataloged, we intend to provide easy access to the cataloged collection through publications, revolving exhibits, and our website, to be completed simultaneously with the cataloging, (3) design and implement a collection plan and procedures to direct pro-active collecting; focusing on artifacts critical to telling the region's history to commence one year after project implementation, and (4) ensure long-term and sustainable preservation, use and interpretation of the collection by developing curriculum to train internal resources within five months after project implementation, by partnering with The Connecticut League of Historic Organizations (CLHO) and CHC to present lessons learned, tools developed, etc. to our peers

one year after project implementation, and ultimately by incorporating this project into our operating budget.

The total cost of implementation of The Derby Historical Society's Electronic Catalog Expansion Project is \$446,795. To date, CHC has given \$15,750 for project design and implementation with assistance from The Katharine Matthies Foundation (\$8,600), The Valley Community Foundation (\$5,500), and DHS' staff's and volunteers' commitment to in-kind and professional oversight. Your investment will complete the funding we need to expand this project. We are excited about the prospect of partnering with you. If you have any questions or would like to receive a full proposal, please feel free to contact Robert J. Novak Jr., Executive Director, at 203-735-1908. We deeply appreciate your consideration of our request and look forward to hearing from you soon.

Sincerely,

Nicole B. Cignoli
Grant Writer

LETTER OF INTRODUCTION

The Derby Historical Society, Inc.
P. O. Box 331
Derby, CT 06418

November 4, 2010

Ms. Jennifer Goldstock Wright
Executive Director
The Chilton Foundation
1266 E. Main Street
7th Floor
Stamford, CT 06902-3546

Dear Ms. Goldstock Wright:

The Derby Historical Society's Board of Directors and staff respectfully submit the enclosed proposal to The Chilton Foundation for your consideration of a grant of \$263,610. The grant would fund the expansion of our electronic catalog by 20% (2,000 artifacts) of the total collection related to the history of the Lower Naugatuck River Valley. Your gift will enable us to procure the services of a professionally trained curator to manage the project and to train staff and volunteers to simultaneously catalog, re-house, and organize artifacts. Our goal is to improve the care and management of our collections in order to better serve our members, public, and the region we serve.

Since 1946, the Derby Historical Society's mission has been dedicated to the study, discussion, and preservation of our region's history. With a base of over 60 volunteers, the society takes an active part in promoting an appreciation of our colorful past. Since 1980, the David Humphrey's House has hosted the popular Day In 1762 program in which 5th students from the Valley and beyond are given the opportunity to experience what it was like to live in 1762 through a day of hands-on activities relevant to the era. Approximately 3,000 visitors attend various society events throughout the year such as an open house, a Society tea, a dinner, a

lecture or a tour. If they leave with a better understanding their past, we have accomplished our goal.

Because of your commitment to support historical societies and cultural organizations, we hope The Chilton Foundation will join us as our partner dedicated to historic preservation and education. Your gift of \$263,610 will have a tremendous impact on creating a long-term, sustainable vision for collection management, use, and interpretation for the study of the history and culture of the Lower Naugatuck River Valley region. If you have any questions, please feel free to contact Robert J. Novak, Jr., Executive Director, at (203) 735-1908. We deeply appreciate your consideration of our request and look forward to hearing from you soon.

Sincerely,

Nicole B. Cignoli
Grant Writer

EXECUTIVE SUMMARY

The Derby Historical Society (DHS) began as a grassroots organization dedicated to fulfilling its mission "... to foster and promote the study, discussion and interest in the history of the area composed of, and influenced by, the original 1675 township of Derby, Connecticut". Today that area is comprised of the municipalities of Derby, Ansonia, Shelton, Seymour, and Oxford making DHS the only regional historical society within the Lower Naugatuck River Valley. Founded in 1946 and incorporated as a 501(C)(3) organization in 1958, the society maintains three historic properties as well as an extensive collection of artifacts relevant to the region's history. The most prominent property, the David Humphreys House, is restored to its original mid 18th century layout and appearance and operates as the only nonprofit museum in the Lower Naugatuck River Valley open to the public five days a week.

The organization actively engages the public through a variety of programs. The Day in 1762 Program allows 5th grade students, public and parochial, from valley schools and more distant districts experience the life and times of David Humphreys' boyhood. Now in its 30th year, the program employs nine teachers and hosted over 1,300 students in 2009. DHS sponsors two youth organizations: the Junior Docents (ages 5 to 13) and the Housatonic Council, Boy Scouts of America's Venture Crew 1762 (ages 14 to 21). Both are very active in the society and the community. In addition, DHS currently has over 60 active volunteers that participate in open house weekends and other very popular programs such as the Legends by Lantern tours along the Derby Greenway, Churches by Lantern, cemetery tours, and historic walks. In addition, DHS has produced four historic books since 1999.

Derby Historical Society's' Electronic Catalog Expansion Project will be the first expansion of the electronic catalog of the artifacts in the collection related to the history of the

Lower Naugatuck River Valley. The purpose is to improve internal and public access to the collection, professional standards and accountability, and visibility of the society. The region will benefit from ease of access to and a more dynamic use of the collection by both DHS and other regional historic organizations that previously was not easily obtainable. This will be accomplished by procuring the services of a professionally trained curator who will become the Project Manager to the project. Project goals include to (1) expand the electronic catalog while simultaneously re-housing and organizing 20% (2,000) of the cataloged artifacts within the grant period, (2) initiate a two-year exhibition plan to expand exhibitions and public programming to increase community utilization of the collection and understanding of state and regional history to be completed simultaneously with the cataloging, (3) design and implement a collection plan to direct pro-active collecting; focusing on artifacts critical to telling the region's history, and (4) ensure long-term and sustainable preservation, use, and interpretation of the collection by developing curriculum, training internal resources, and partnering with The Connecticut League of Historic Organizations (CLHO) and the Connecticut Humanities Council (CHC) to present lessons learned to peers with the ultimate goal of incorporating this project into DHS' operating budget.

The one-year total cost of implementing the Catalog Expansion Project is \$446,795. Of this amount, \$183,185 has already been committed from DHS' staff, volunteers, and partners. The Chilton Foundation's investment of \$263,610 will complete the funding needed to fully implement this project and further DHS' goal of becoming a dynamic regional community center for the study of the history and culture of the Lower Naugatuck River Valley region.

STATEMENT OF NEED

Since 1946, DHS has been dedicated to the long-term preservation of the Lower Naugatuck River Valley's history, artifacts, and culture for current and future generations of visitors, school children, and residents of the Lower Naugatuck River Valley. As a result, DHS serves the State of Connecticut as the only agency in the area preserving its history, the diversity of the region, and the impact of immigrant groups on the development of regional businesses and culture (see Appendix A for Organization Background). Located 60 miles east of Ellis Island, the region has served as a stepping-off point for many immigrants to pursue their American Dream from its first settlements in the 1600's (Derby Historical Society, 2007). This process continues today as the 2000 United States Census indicated that approximately 13% of the population of Derby and Ansonia were either born outside of the United States, naturalized or foreign-born, not United States citizens, calling the Lower Naugatuck River Valley their home (Epodunk.com, 2007).

Prior to 2008, unique items in DHS' collection that are critical in the Lower Naugatuck River Valley's history were not easily accessible by DHS staff and the public they serve due to the lack of a professionally trained curator on staff. With support from CHC, a curatorial consultant was hired to build upon prior grass-roots efforts. A comprehensive electronic catalog and re-housing of the collection per museum best practices is necessary. This project will be the first in this region of Connecticut to bring a local organization's preservation efforts to the national standards promulgated by the American Association of Museums (2010). The objectives include electronic catalog expansion while organizing and re-housing artifacts for ease of access, development of a collection plan to direct proactive collecting, and development of a exhibition plan to increase utilization and regional history knowledge by the community.

The Board of Directors is fully committed to successfully creating a long-term, sustainable vision for collection management, use, and interpretation and a dynamic community center for the study of the history and culture of the Lower Naugatuck River Valley region (see Appendix B to view advocacy letter).

GOALS AND OBJECTIVES

DHS' goal is to ensure long-term preservation and convenient access to the area's history, artifacts, and culture. There are four main objectives that will help the project reach this goal.

The first objective is to expand the electronic catalog while simultaneously re-housing and organizing artifacts. This will allow DHS to plan for the specific preservation and conservation needs of the collection. DHS will achieve this by utilizing internal resources, seeking grant funds, and entering partnerships as outlined in the Strategic Plan (Appendix C). The intention is to catalog, re-house, and organize 20% (2,000 artifacts) of the total collection within one year of project implementation.

The second objective is to improve public access to the cataloged collection and the perception and visibility of the organization through public programming and on the website via PastPerfect online Software to be completed simultaneously with the cataloging. In addition, DHS will design a two-year exhibition plan to commence month 11 after project implementation.

The third objective is to develop a collection plan to direct pro-active collecting. By referring to the catalog, DHS will identify strengths and fill gaps, where possible and appropriate, to build a collection focused on artifacts critical to telling the region's history. The intention is to design and implement a collection development plan and procedures to commence month 11 after project implementation.

The fourth objective is to ensure long-term and sustainable preservation, use and interpretation of the collection. DHS will identify and train resources to assist with this project within six months of project implementation. Since DHS intends to become a role model for other similar-sized museums and an advocate for preservation, the society will investigate the possibility of partnering with CLHO and CHC to present lessons learned, tools developed, etc. to peers beginning the eighth month after project implementation. In addition, the Executive Director will collaborate with the Board of Directors to identify funding methods to ultimately incorporate this project into the operating budget.

METHODS

In order to achieve the Electronic Collection Catalog Expansion Project's objectives, DHS will employ the methods outlined below as they have been tested and proven successful by the Colorado Digitization Project (Kriegsman, 2002) and the Theatre Museum's Digitization Project (Hudson, 2004). Both organizations cataloged large, historical collections for Internet access thereby providing the guidelines to manage this project. The Colorado Digitization Project included a continuing education training component for all Cultural Heritage Institutions (CHIs), libraries, museums, archives, and historical societies, which meets DHS' objective to develop internal as well as peer training modules. These methods are expanded in the detailed project plan.

Objective One

Expand DHS' electronic catalog while simultaneously re-housing and organizing 20% (2,000 artifacts) of the total collection within one year after project implementation.

Methods

- DHS will secure a permanent professional Curator who will serve as Project Manager (see Appendix D for position description) for the cataloging project implementation team.
- Project Manager will design workflows, project plans, personnel requirements, and determine purchases to supplement existing PastPerfect catalog application, digitization, and storage equipment.
- Project Manager will create design style sheets, terminology and spelling guidelines, and scanning requirements as well as data collection, data entry, artifact storage procedures and corresponding forms as recommended in the Theater Museum's project analysis.
- Documents will be finalized and approved by the Executive Director and DHS' Collections Committee within one month after Project Manager hire and during month three after project implementation.

Objective Two

Expand accessibility to the cataloged collection through public programming and on the website via PastPerfect Online Software to be completed simultaneously with the cataloging as well as draft a two-year exhibition plan for revolving exhibits month 11 after project implementation.

Methods

- Project Manager creates paid and volunteer job descriptions with **SMARTer: Specific, Measurable, Achievable, Realistic, Time-based / Trackable, Evaluated, and Reviewed** Objectives (Morrison, 2010).
- Project Manager identifies and hires or enlists volunteers within two months after Project Manager hire; within five months after project implementation as follows: one full-time

Assistant Project Manager, two part-time data-entry personnel, one full-time and three part-time catalogers, and two in-house, part-time scanner operators / storage technicians.

- Executive Director and Project Manger collaborate to create and deliver two, three-hour workshop / training sessions delivered by a variety of teaching techniques to include Chenall's Nomenclature (Blackaby, 1995) covering the following areas:
 - ~ Explain DHS' culture/expectations conducted by Executive Director
 - ~ Demonstrate the need for standardization conducted by Project Manager
 - ~ Review Chenall's Nomenclature and style-manual for cataloging and loading on the Web conducted by Project Manager
 - ~ Review SMARTer Objectives conducted by Project Manager
 - ~ Hands-on training for the application of the metadata, cataloging, storage, and scanning to include sample object description to determine candidates' strengths conducted by Project Manager
 - ~ Team building conducted by Project Manager
- All staff, Board of Trustees, and volunteers will be strongly encouraged to attend the sessions to occur within two months after Project Manager hire.
- Once personnel are trained, Project Manger establishes a monthly review schedule with individuals to track progress using SMARTer objectives to ensure the project hits key deadlines. In addition, the Project Manager will communicate with the teams to maintain motivation to keep project on target.
- Project Manager will initiate a two-stage review process prior to publishing artifacts in the catalog and online. The first stage, administered by the full-time Assistant Project Manager,

is a review of metadata information for accuracy and style. The Project Manager will conduct the second stage, final proofreading.

- 20% (2,000 artifacts) of the total collection available by month 12 after project implementation.
- Design two-year exhibition plan to prepare exhibits and programs focused on audience interests as well as researchers and casual visitors in the region and around the world month 11 after project implementation.

Objective Three

Draft a collection development plan month 11 after project implementation.

Methods

- Executive Director, DHS' Collections Committee, and Project Manager will identify strengths and fill gaps, by referring to the updated electronic catalog, to build, where possible and appropriate, a collection focused on artifacts critical to telling the region's history.
- Create collection development plan to direct pro-active collecting by including explanations of key historical persons, areas, facts, etc. to assist preservation, conservation, and de-ascension of artifacts. The plan will include record retention policy of artifacts not related to the goals of the collection.

Objective Four

Ensure long-term and sustainable preservation, use and interpretation of the collection one year after project implementation.

Methods

- Use curatorial policies and procedures to train personnel and volunteers to sustain the project and provide continuity in presentation of the collection to the public.

- Document, evaluate, and compare experiences to those of the Colorado Digitization Project and the Theater Museum Project.
- Begin to assess interest in developing a partnership to deliver training modules to peers with CLHO and CHC and draw upon all experiences to present lessons learned, tools developed, etc. to peers and become a role model for other similar-sized museums and an advocate for preservation the eighth month after implementation.
- Executive Director, Project Manager, and Board of Directors identify and secure funding methods to incorporate this project into the operating budget one year after project implementation.

Project Management Team Personnel

VivianLea (Stevens) Solek (Appendix E1, Resume), Curator and Project Manager, is the key member of the team. Mrs. Solek designed and implemented the first three phases in consultation with DHS' Executive Director, Robert J. Novak, Jr. Mrs. Solek possesses over 25 years of collections management experiences gained at a variety of history museums, historical societies and historic sites. She created, expanded and relocated collections storage facilities, managed conversion and maintenance of collection databases, photographed and digitized collections and enhanced exhibition programs. She serves as a peer reviewer for American Association of Museums (AAM), supervised collection volunteers, and taught numerous workshops and conference sessions. She is well-qualified to manage this project due to her years of experience in the field and her successful completion of Phases I and II.

Robert J. Novak, Jr. (Appendix E2, Resume), Executive Director, The Derby Historical Society, has served for 15 years and brings an excellent knowledge of the region's history to the

project. His expertise will be important to the successful identification and dating of historic photographs.

Nicole B. Cignoli, (Appendix E3, Resume), Assistant Project Manager, has over 20 years as a project consultant demonstrating strong proficiency in organizing and project management. Currently a Master of Information and Library Science candidate with an anticipated graduation date Summer 2011 from Southern Connecticut State University, New Haven, Connecticut, her knowledge of cataloging, metadata, and classification systems as well as Dreamweaver, and Microsoft Office applications coupled with her previous position as Historical Interpreter for the Day in 1762 program brings technical expertise and understanding to the project

Data entry personnel shall have experience with PastPerfect Online Software preferred or knowledge of computers, Microsoft Office applications, and typing skills.

Catalogers shall be need familiarity with PastPerfect in order to efficiently and legibly enter artifacts into PastPerfect.

In-house scanner operators shall have knowledge of digital photography, scanning, and correlating applications to prepare professional-grade digitized photographs for publication in PastPerfect and on the Internet.

Storage technicians shall be able to re-house cataloged artifacts according to designated storage requirements and legibly complete storage labels for future retrieval. They will work under the direction of the Project Manager.

EVALUATION

DHS' formal database reporting and feedback mechanisms will serve a dual purpose; first, to track the volume and quality of cataloging entries into PastPerfect and second, to gather information about visitor satisfaction with exhibits, programs, and electronic catalog. These

reports will be reviewed monthly. This is of particular importance since the project's objective is to increase community utilization of the collection and understanding of state and regional history. The guest book's and the physical and the electronic surveys' responses will enable further adjustment to the cataloged collection. DHS will complete the National Institutes of Health's Web-based training course "Protecting Human Research Participants" for review and approval by the Institutional Review Board (IRB) at Southern Connecticut State University.

Specific to the electronic cataloging, re-housing, and organization of the artifacts, DHS will employ a combination of evaluation tools. The Project Manager will conduct monthly meetings using objectives, forms (Appendix F), observation, and PastPerfect data entry reports as well as numbers of volunteer hours pledged and actually worked to assess quality and quantity of individual performance. The results will be documented in the individual's file after every meeting until the conclusion of their involvement in the project.

The number of unique hits as well as reactions upon visiting the online catalog through comments from the website's online survey will measure the impact of the electronic catalog on the residents of the Lower Naugatuck River Valley. Additionally, the impact the collection's accessibility will be measured through expanded exhibitions and public programming as follows:

- Website – the number of unique hits as compared to previous unique hits on the website's counter supported by a short, online survey requesting users to provide quantitative and qualitative responses after using the catalog.
- Exhibitions and programs – comments from the current guest book as compared to previous guest books' comments supported by a convenience sample paper survey asking visitors to provide quantitative and qualitative responses on their perception of the exhibit or program. Alternatively, the guest book can be supported by an outcome-based evaluation for one

event, for a series of open houses or for the duration of an exhibit to measure the change in the individual after participation.

The Project Manager will collect data from the website counter, PastPerfect, guest book, and survey instruments and will present summary reports to the Executive Officer and the Board of Directors. Program staff will implement suggested improvements to facilitate use of artifacts by staff and other researchers to achieve the goal to become a vital historical resource for the region. Also, the Project Manager will design and present a draft Two-year Exhibition Plan approximately 11 months after implementation.

In addition, the Project Manager will determine success by how well skills learned are implemented during the cataloging process to create the training modules. Based on the collection's strength to tell the region's history, the Project Manager will prepare and present a draft Collection Development Plan to the Collections Committee approximately 11 months after implementation. Any materials such as the training manual, the review forms, the Two-year Exhibition Plan, and the Collection Development Plan will be available to other similar-sized museums and included in future staff and new board member orientations.

Of particular importance will be documenting the engagement of partners. Beginning the eighth month after project implementation, the Project Manager will begin to evaluate success and then approach the CHC to discuss a potential partnership and to review CHC's previous grant recipients to determine which similar-sized museums would benefit from this project's experience. In addition, inquiries will be sent to CLHO to assess interest in developing a partnership to deliver training modules to peers. The Project Manager will determine the success of the cataloging model by tracking DHS' letters of inquiry, telephone calls, actual meetings, and presentations. Records of the number of new agencies contacted each month will be reported to

the Executive Director who, with the staff, will provide oversight and governance of all agency operations. In addition, DHS will be tracking the progress of this electronic cataloging project for reports to The Chilton Foundation.

Therefore, DHS will define initial success as meeting the goals as outlined in the goals and objectives section. Beyond the first year, DHS will evaluate its performance with new programs; updated exhibitions; positive visitor comments via the formal feedback mechanisms; approved Two-year Exhibition Plan and Collection Development Plan; continuing referrals from trade and partnering organizations, and ultimate incorporation of this project into DHS' operating budget.

BUDGET

DHS's Catalog Expansion Project's one-year budget is outlined below.

					The Chilton Foundation	In-Kind	TOTAL
SALARIES	# of positions	Annual Salary	Total Salary	% on Project			
Executive Director	1	30,000	30,000	0.05		1,500	1,500
Project Manager	1	40,000	40,000	1.00	40,000		40,000
Assistant Project Manager	1	25,000	25,000	1.00	25,000		25,000
Data-entry	2	10,368	20,736	0.50	10,368		10,368
Catalogers	1	25,000	25,000	1.00	25,000		25,000
	2	10,368	20,736	0.50	10,368		10,368
Scanner Operator / Storage Technician	2	10,368	20,736	0.50	10,368		10,368
Agency Staff	1	10,368	10,368	0.05		518	518
Volunteers	5	10,368	51,840	1.00		51,840	51,840
Internship	1	5,184	5,184	1.00		5,184	5,184
Taxes and Withholding							
27% of	91,500					24,705	24,705
8%	31,104					2,488	2,488
Total Salary, Taxes and Withholding					121,104	86,236	207,340
EXPENSES							
Program expenses							
Laptop					550		550
Digital Camera					180		180
Scanner /printer					250		250
Cataloging supplies					5,000		5,000
Storage supplies					500		500

					The Chilton Foundation	In-Kind	TOTAL
CD ROMs or other backup / additional memory					100		100
Binders, paper, stationary					200		200
Review and assessment forms					200		200
Collection room						500	500
Meeting room						1,000	1,000
Subtotal					6,980	1,500	8,480
Travel expenses	# of meetings	Meals	Mileage				
Partnership meetings	12	0	420	450	882		882
Subtotal					882		882
Program training							
Training space						300	300
Training supplies					85		85
Food & Beverages					500		500
Chairs, tables						100	100
Subtotal					585	400	985
Total of all categories					129,551	88,136	217,687
Indirect costs 10%					12,955	8,814	21,769
					The Chilton Foundation	In-Kind	TOTAL
TOTAL PROJECT BUDGET					263,610	183,185	446,795

Budget Justification

The project's one-year total budget is \$446,795. DHS and its partner organization, The Kellogg Environmental Center, will contribute \$183,185 for the following expenses: implementation team training room, collection assessment room, monthly progress meeting room, five volunteers, one graduate internship, and DHS staff salaries. DHS' request of \$263,610 to The Chilton Foundation is for the following:

Direct Costs

Salaries (Professional and Clerical).

Executive Director. Robert J. Novak, Jr. is the Executive Director of Derby Historical Society. As such, he will serve in an advisory role on this expansion project. He will spend .05 FTE on this project.

Project Manager. The Project Manager leads the day-to-day activities of the cataloging implementation team. The Project Manager is responsible for hiring and supervising employees or volunteers in the following positions: one full-time Assistant Project Manager, two part-time Data-Entry personnel, one full-time and three part-time Catalogers, and two in-house, part-time Scanner Operators / Storage Technicians. As a result, the Project Manager will spend 1.00 FTE on this project. The Executive Director will supervise the Project Manager.

Assistant Project Manager. The Assistant Project Manager is responsible for catalog entry, first audit of the of metadata information for accuracy and style, assist with new hire training, and support the Project Manager, as deemed necessary. As a result, the Assistant Project Manager will spend 1.00 FTE on this project.

Catalogers. One full-time and two part-time Catalogers will have primary responsibility for artifact catalog entry. As a result, the full-time Cataloger will spend 1.00 FTE on this project while each part-time Cataloger will spend 0.5 FTE.

Scanner Operator / Storage Technician. Two part-time Scanner Operator / Storage Technicians will scan, re-house and store cataloged artifacts under the supervision of the Project Manager. As a result, the each part-time Scanner Operator / Storage Technicians will spend 0.5 FTE on this project.

Agency Staff. An Administrative Assistant is responsible for the secretarial duties pertaining to the catalog expansion project. The Administrative Assistant will spend 0.05 FTE on this project. The Executive Director will supervise the Administrative Assistant.

Employee Benefits. The basis for estimating the costs of employee benefits is the current acceptable practice at DHS. Retirement, Social Security, Medicare, Unemployment, Workers Compensation, and where applicable Health/Welfare Benefits are included in this estimate and DHS will contribute 100% toward these costs. Employees benefits are directly related to the costs outlined under salaries and are calculated at a rate of 27% for full-time positions and 8% for part-time positions.

Expenses.

Program Expenses. The requested equipment is needed to help the project meet its goals and objectives. Funding includes adding a laptop, a digital camera, a scanner/ printer and electronic and physical storage. The laptop will accommodate simultaneous data-entry and the digital camera and scanner will provide for clear and precise artifact documentation. The major cost items for cataloging supplies relate to the proposed activities in the areas of storage and retrieval. The remaining supplies and meetings room are associated with the training, project management, and collection development plan objectives. The basis for estimating the costs of materials and supplies is past practice and experience with similar projects. DHS will contribute

100% to rooms at their site needed for workspace, objective meetings, and collection development meeting to ensure that the goals of the project are met.

Travel Expenses. Travel will be a necessary cost item in order to meet the project's goal of partnering with various historical organizations. Leadership personnel will be required to travel over the life of the grant to partnership meetings. There will be an estimated 12 trips of an average 75 miles round trip within the grant period. Mileage is computed using the standard IRS rate of \$0.50 per mile (U.S. Department of the Treasury, 2009). Meals are reimbursed at a maximum \$35.00 per day with receipts based on the IRS Meals and Incidental Expenses (M&IE) Breakdown (U.S. General Services Administration, 2010).

Program Training. The Project Manager and the Executive Director will conduct two, three-hour workshop / training sessions for the implementation team. The training costs include the space and materials to deliver the sessions and to produce a training manual. The manual will become the basis of curatorial policies and procedures to train personnel and volunteers to meet the goals of the project. The basis for estimating the costs of materials and supplies is past practice and experience with similar projects. DHS' partner, The Kellogg Environmental Center, will contribute 100% towards training space while DHS will contribute 100% towards the training workshops' refreshments.

Indirect costs

The basis for estimating the indirect rate is past practice and experience with similar projects and grants. The indirect rate for DHS is currently estimated at 10%.

PROJECT PLAN

The specific goals of this project are included in the table below.

Activity	Person Responsible	Month											
		1	2	3	4	5	6	7	8	9	10	11	12
Project Manager position description	Executive Director	X											
Hire Project Manager	Executive Director	X	X	X									
Establish Chenall's Nomenclature as catalog standards / develop guidelines	Project Manager			X									
Design workflow, project plan, personnel requirements	Project Manager			X									
Purchase equipment: camera, cataloging supplies, storage supplies, CD ROMs or other backup /additional memory	Executive Director, Project Manager			X									
Design style sheets and manual for web text and consistent terminology spelling	Project Manager			X									
Design scanning requirements image resolution, pixel dimensions, file formats and storage	Executive Director, Project Manager			X									
Create data collection and entry and appropriate artifact storage procedures and corresponding forms.	Project Manager			X									

Activity	Person Responsible	Month											
		1	2	3	4	5	6	7	8	9	10	11	12
Create paid and volunteer position descriptions with SMARTer (Specific, Measurable, Achievable, Realistic, Time-based/Trackable, Evaluated, Reviewed) Objectives	Project Manager			X									
Develop two, three-hour training workshops.	Executive Director Project Director				X								
Explain DHS' culture / expectations	Executive Director				X								
Demonstrate the need for standardization	Project Manager				X								
Review Chenall's Nomenclature, and style-manual for cataloging and for loading on the Web	Project Manager				X								
Review SMARTer Objectives	Project Manager				X								
Hands-on training for the application of the metadata, cataloging, storage, scanning with sample object description to determine candidates' strengths.	Project Manager				X								
Team building	Project Manager				X								

Month

Activity	Person Responsible	1	2	3	4	5	6	7	8	9	10	11	12
Identify and hire or enlist volunteers:	Executive Director					X							
One full-time Assistant Project Manager	Project Manager					X							
Two part-time data-entry personnel	Project Manager					X							
One full-time and three part-time catalogers	Project Manager					X							
Two in-house, part-time scanner operators / storage technicians	Project Manager					X							
Deliver workshops	Project Manager					X							
Track progress monthly using SMARTer objectives	Project Manager					X	X	X	X	X	X	X	X
Sign-off on all items before published in catalog and website two-stage: accuracy and style and then final proofreading	Project Manager, Assistant Project Manager					X	X	X	X	X	X	X	X
Artifacts re-housed, cataloged, scanned, organized, re-housed, and loaded on website	Project Manager Assistant Project Manager Catalogers, data-entry personnel, scanner / storage technicians					X	X	X	X	X	X	X	X

Activity	Person Responsible	Month												
		1	2	3	4	5	6	7	8	9	10	11	12	
Begin partnership to deliver training modules to peers	Project Manager, Conservation CONNECTi on, CHC, CLHO									X	X	X		
Draft collection development plan	Executive Director, Project Manager Collections Committee												X	X
Draft two-year exhibition plan	Project Manager												X	X
Evaluate and document project progress towards objectives	Executive Director Project Manager													X
Begin identifying funding methods and drafting sustainability plan.	Executive Director Board of Directors													X

SUSTAINABILITY AND CONCLUSION

The Derby Historical Society has a successfully secured and maintained funding for several programs: the Day in 1762 Program for 30 years after receiving grants from The Katharine Matthies Foundation as well as other sources; the Junior Docents, Venture Crew 1762, and Lantern Tours each have a five-year funding history, and finally the Visit from 1759 has a three-year track record. The electronic catalog expansion project will require both continued funding and implementation. DHS anticipates receiving a portion of the project's funding from the city governments of Derby, Ansonia, Shelton, and Seymour. DHS' Fundraising Committee pledged to raise \$7,500 per year for three years. The board and staff believe so strongly in this project that they have committed to helping the Director of Development raise an additional

\$50,000 per year during the Annual Appeal Campaign specifically for this program. The organization plans to conduct other special fund-raising events for items such as cataloging and storage supplies or the addition of a unique artifact critical to regional history. Additional funds are identified from gift shop sales during exhibitions and programs along with individual and in-kind donations. Finally, DHS is aggressively seeking foundation and corporate funds to complete the project with the ultimate goal to include the project in the operating budget.

Because of The Chilton Foundation's interest in addressing historical societies and cultural organizations, the Derby Historical Society sincerely hopes that you will choose to support this project that is bringing improved access and understanding to the Lower Naugatuck River Valley's history.

The Derby Historical Society respectfully requests the consideration of The Chilton Foundation of a grant in the amount of \$263,610. With your assistance, DHS will be able to create a long-term, sustainable vision for collection management, use, and interpretation for the study of the history and culture of the Lower Naugatuck River Valley region.

Thank you for your consideration.

APPENDICES

APPENDIX A. ORGANIZATION BACKGROUND

The Derby Historical Society began as a grassroots organization in April 18, 1946, and was incorporated on January 20, 1958 as a 501(C)(3) organization dedicated to the preservation of the Lower Naugatuck River Valley's history. In the early 1960s, DHS assumed title of two historic houses in Ansonia which were held by preservation groups, the Reverend Mansfield House and General David Humphreys House (which has since been restored to its mid 18th century layout and appearance, and opened to the public in 1980). In 1980 the Gen. David Humphreys House became the first (and still only) non-profit historic museum open 5 days a week in the Valley. A third house, the Dr. John Howe House in Derby, was purchased in 1986.

The organization's mission, taken directly from the Bylaws (Appendix G) and Strategic Plan, is to serve the area composed of, and influenced by, the original Township of Derby in 1675 with a three-pronged purpose as follows:

1. Foster and promote study, discussion, and interest in the history of this area
2. Discover and collect any property or material which may preserve, establish and/or illustrate this history
3. Establish a centralized "Valley History Center" around the David Humphreys House.

DHS operates as a nonprofit organization governed by an active 25-member volunteer board of directors. In addition, 60 actively dedicated volunteers receive over 3,000 visitors each year to the David Humphreys House and deliver a wide variety of programs. These volunteers are critical to the society's ability to fulfill its mission. DHS serves as the primary historical society for the cities of Derby and Ansonia, and in a supporting role, for the communities of Oxford, Seymour, and Shelton. According to the 2000 census, the combined total population of

Derby and Ansonia is 31,411, of which less than 20% of the population belongs to a minority group (Epodunk.com, 2007).

Programs offered include the Day in 1762 Program, which recreates the life and times of David Humphreys when he was a child, is in its 30th year serving 5th grade students, public and parochial, of the Valley and beyond. The program employs nine teachers and over 1,300 students attended the Day in 1762 Program in 2009. The latest figures estimate that the Day in 1762 Program serves the following percentages of students who are on public assistance: Ansonia 47.9%, Derby 40.7%, and Seymour 14.3%. This information is based upon percentages of children participating in free or assisted meal programs. DHS also regularly conducts open houses on certain weekends. The society sponsors two youth organizations: the Junior Docents (ages 5 to 13) and the Housatonic Council, Boy Scouts of America's Venture Crew 1762 (ages 14-21) which are very active both in the Society and community. Other very popular programs in the last ten years include the Legends by Lantern tours along the Derby Greenway, Churches by Lantern, cemetery tours, and historic walks. DHS produced four historic books since 1999 (Annual Report, 2009).

Through the 2007 Strategic Plan and the grants secured for electronic cataloging project design and implementation from three funders for three consecutive years, DHS has continued to improve the care and management of its collections in order to better serve its members, the public and the region. In 2010, DHS participated in an Archival Assessment and Disaster Planning workshops sponsored by Conservation Connection and the Connecticut State Historic Records Advisory Board. The knowledge gained from these workshops will aid DHS in its continuing efforts to improve collections care and accessibility.

A significant percentage of DHS' funding comes from the four cities and towns served, educational programs and services, other grants, and the Annual Appeal. The agency's income has grown 33% since 2007 since adding the Fundraising Director position. In addition to being a recognized source for historical information by both print and televised media, DHS is frequently consulted by civic-minded developers and contractors as well as by numerous municipal agencies in the four-town area for historical information and perspective. In light of these requests and the service-area's need for long-term preservation of and convenient access to their history, artifacts and culture, the electronic cataloging expansion project was born.

APPENDIX B. ADVOCACY LETTER

The Derby Historical Society, Inc.
P. O. Box 331
Derby, CT 06414

November 11, 2010

Ms. Jennifer Goldstock Wright
Executive Director
The Chilton Foundation
1266 E. Main Street
7th Floor
Stamford, CT 06902-3546

Dear Ms. Goldstock Wright:

As president of the Derby Historical Society, I would like to convey the Board of Directors' and my personal excitement of the prospect of receiving your grant for an Electronic Cataloging Expansion Project. Our mission has always been to retain the region's colorful past through education and preservation. The society's current collection illuminates our local history. As our collection continues to grow through individual donations and staff acquisitions, it has become imperative to the society to modernize our collection management system. In the past three years we have initiated several of the processes required to bring about this change including securing funding for a part-time curatorial consultant to advise and implement an electronic cataloging system. Currently, we have purchased the adjacent property to the historic David Humphreys House to allow for the consolidation of our office and collection storage facility.

Attainment of this grant will greatly enhance our efforts to achieve our goal to improve the care and management of our collections by allowing the society to hire a full-time curator to build the project in a more timely and efficient manner. The benefit of a more accessible collection extends not only to the Derby Historical Society itself, but also to our members, the public, and the local

organizations and municipal agencies that look to the society as a source for historical information.

This grant supports several of the societies Strategic Goals including:

- Focusing the efforts of the DHS into becoming a dynamic center for the study of the history and culture of the Valley region by centralizing the main assets into a campus setting, tentatively called the Valley History Center.
- Ensuring the ability to complete strategic plan goals by providing proper staff, volunteers, and funding levels.
- Creating a long-term, sustainable vision for historic property management, use, and interpretation.
- Ensuring the long-term preservation of the Derby Historical Society's collections.
- Improving cultivation strategies to enhance and increase membership and donor base.
- Improving the public visibility and image of the DHS, and
- Initiating a plan to secure the long-term financial security of the DHS.

I commend the team for their efforts in developing this worthy project and fully support the proposal.

Sincerely,

Jack Walsh
President

APPENDIX C. STRATEGIC PLAN

Strategic Plan Derby Historical Society September 28, 2007

PART I: Mission, Background and Process

DHS Mission

A regional non-profit historical society, the Derby Historical Society serves the area composed of, and influenced by, the original Township of Derby established in 1675. Its purpose shall be to foster and promote study, discussion, and interest in the history of this area; as well as to discover and collect any property or material that may preserve, establish and/or illustrate this history. It will function within the meaning of Sec. 501(C)(3) of the Internal Revenue Code of 1954. The Society may consider acting as fiscal agent for other organizations with a similar mission. The Society is multicultural and does not discriminate as to the race, creed or sexual orientation of its membership.

Vision

The Derby Historical Society will operate a thriving museum campus centered around the David Humphreys House. The Society will be the home of the Valley History Center (exact name to be determined), offering a wide variety of mission-driven public programs that serve all residents of the Lower Naugatuck Valley. The museum will have detailed plans for the best use and preservation of its current historic buildings and will have a clear plan to direct the acquisition and stewardship of future historic properties. The DHS will be governed by a well-trained and committed Board of Directors who clearly understand their role as the governing body of the Historical Society. The organization will have well defined job descriptions for board, staff and volunteers and a transparent organizational structure to foster clear lines of communication. The museum will have intellectual and physical control of its collection. The DHS will actively embrace a culture of philanthropy, and will seek to increase membership to support its expanded position in the community.

Derby Historical Society Background & History

The Derby Historical Society is a Lower Naugatuck Valley organization founded in 1946 to protect, preserve and exhibit the heritage of the area designated in 1675 as Derby, essentially the land between New Haven and Waterbury. Over the years the DHS focus has grown from the collection of papers and artifacts of historical interest and the presentation of programs to the acquisition and restoration of the Reverend Richard Mansfield House (c.1700) and the General David Humphreys House (1698). In 1989, the DHS acquired the Dr. John I. Howe House (c.1848) and completed the initial exterior stabilization and restoration of the building facades.

The Society also presents exhibits, programs and trips of historic interest, provides assistance to researchers and genealogists, publishes newsletters and arranges workshops and community social events.

For over twenty years, the Historical Society has offered the Day in 1762 Program. This unique four-hour program, held twice weekly during the school year, serves over 1000 fifth graders throughout the Valley and beyond each year. Students visit the David Humphreys House, taking on the identity of actual children living in Derby in 1762. With the help of the Society's excellent staff of teachers, the students learn the use of weaving looms and spinning wheels, and prepare a meal over the open hearth.

The Planning Process

For the last twenty or more years, the Derby Historical Society has been able to coast smoothly along on its many successes. From the acquisition of the Mansfield House to the restoration of the David Humphreys House (spurred by U.S. bicentennial fever that hit the nation in 1976); to the purchase/donation and façade restoration of the Howe House, the Society has been proud to present its many accomplishments to the community eye. The unrivaled "Day in 1762" school program, operating for more than twenty years, serves over 1000 students per year – students from the museum's service area and well beyond. A talented and dedicated team of volunteers controlled the Society's direction, with the help of a paid part-time director and a volunteer curator. The paid and volunteer staff was widely recognized for the wonderful efforts made to market and publicize the Society to the community.

As is the case with many small museums and historical societies, rapid changes in the national economy and in technology, combined with a changing volunteer base, have seriously affected the day-to-day Society operations. The museum's board and volunteers are now aging and there is difficulty finding replacements. The demands on volunteer and staff time are growing so rapidly that little progress can be made on the ever-present issue of collections care. Membership remains static, board turnover is low, and burnout is beginning to set in. Because of the significant growth of services, job descriptions are outdated. Recruitment for board positions is often last minute. Communication issues between staff and board have become more frequent, and the chain of command is unclear. At the same time, grants are more competitive, and funders require evidence of a well-defined future plan for those organizations applying for dwindling financial resources. The DHS has had trouble raising money for capital improvements to its historic properties and the board is finding it challenging to make final decisions on issues of importance.

At this point the museum director in conjunction with the board of directors received funds to hire a consultant to prepare a strategic plan for the Society. The DHS engaged museum consultant Liz Shapiro, from Sharon, Connecticut, (executive director of the Sharon Historical Society, and past president of the Connecticut League of History Organizations) to oversee the process. A planning committee was chosen and the first meeting took place on September 12, 2006. The overarching goal of the planning process is to create a prioritized plan of action including specific steps that the DHS can take to position itself as a growing, revitalized center

for the history of the Lower Naugatuck Valley, keeping the region's past alive and fostering pride, respect and connection among its citizens.

Strategy

In September 2006, the Derby Historical Society Strategic Planning Committee began to study and set strategies to address the critical issues the museum faced: staff, collections, governance, facilities, finances and development, programs and services, visibility and volunteers.

The committee began by familiarizing itself with the strategic planning process and anticipated outcomes. By developing a list of questions regarding public perception of the DHS, the committee hoped that answers would provide insight into how these critical issues might be addressed and resolved. Face to face interviews were conducted and Board members were encouraged to put their thoughts and reflections on paper. Initial committee discussions revolved around public perception of the DHS. When the interviews were completed, the committee met to discuss ways to identify and address the museum's key issues.

At each meeting, the committee thoroughly discussed and identified DHS issues including: governance, collections (including historic properties), public programs, public relations and marketing, membership and fund development. Each topic was discussed in terms of current strengths, weaknesses, threats, and opportunities (SWOTs).

This plan is not a static document and should be reviewed annually to assess and align past goals with new challenges, analyze the changing needs of the DHS and its constituents, and mesh those needs with the museum's budget and finances.

Moving the Plan Forward

In order to keep the plan's implementation focused and moving forward, the first action steps after board approval will include:

- Assigning to the director and one representative from the Board of Directors the responsibility to monitor the execution of this plan. This will mean working with individuals and committees to ensure that work progresses in a coordinated and timely way.
- Assigning the planning committee the responsibility of reviewing and updating the strategic plan on a periodic basis (suggested is 6 months from plan adoption, 12 months from plan adoption, and 2 years from plan adoption.)
- Assigning goals to committees as appropriate, and requiring each committee to develop work plans with priorities, timelines, responsibilities, goals, and needed resources.

PART II: Issues, Strategies and Goals

In order to break the plan down into manageable chunks, seven goals have been set based on committee discussion. The goals have further been broken down into objectives and action steps. Each action step is prioritized into short (6-12 months), medium (1-2 years), and long-term (2+ years) goals. The goals are as follows.

Goals of the DHS Strategic Plan

Goal 1: *Create a strong, motivated and well-trained Board of Directors committed to the highest professional standards.*

Goal 2: *Focus the efforts of the DHS into becoming a dynamic center for the study of the history and culture of the Valley region by centralizing the main assets into a campus setting, tentatively called the Valley History Center.*

Goal 3: *Ensure ability to complete strategic plan goals by providing proper staff, volunteers, and funding levels.*

Goal 4: *Create a long-term, sustainable vision for historic property management, use, and interpretation.*

Goal 5: *Ensure the long-term preservation of the Derby Historical Society's collections.*

Goal 6: *Improve cultivation strategies to enhance and increase membership and donor base.*

Goal 7: *Improve the public visibility and image of the DHS.*

Goal 8: *Initiate a plan to secure the long-term financial security of the DHS.*

Goal 9: *Become a regional resource and an advocate for historic preservation.*

Discussion of Goals

Goal 1: *Create a strong, motivated and well-trained Board of Directors committed to the highest professional standards.*

Issues

The Board of the Derby Historical Society strongly believes in the importance of the organization, but has had little training in board governance responsibilities and working cooperatively to function as a board. Recruiting for open board positions is often last-minute and informal, and there is no training for new board members. A board director handbook with well-defined expectations, job descriptions and basic information about the Society would be a helpful tool to improve board dynamics. Basic governance documents are in place, but some need to be updated, others created. The DHS bylaws are currently being revised and this process should continue. The overall committee structure is acceptable, but should be evaluated in light of the goals set in the strategic plan. A yearly calendar of meetings and DHS programs and activities would help board members to attend museum events and to understand better the scope of the DHS activities. Board expectations must be in written form and adopted by the board. Communication issues – both lines of communication and chain of command – need to be clarified and policies followed.

Planning for the future of the board is critical to the organization's long-term health and viability. No active fund development work should be attempted before these action steps are completed.

Action Steps

- 1-1 Revise DHS Mission statement to reflect new organizational goals, values and vision. Even if no formal change in the mission statement is adopted, consider writing a short “statement of purpose” that can be memorized and used to convey quickly why the DHS is a critical resource to the community. [short]
 - a. Form a committee to review the mission and vision of the DHS based on the findings of the Strategic Plan. [short]

- 1-2 Complete current revision of the DHS bylaws to reflect organizational changes. [short]
 - a. Use other historical society bylaws as a model for Derby. Make informed decisions as to necessary bylaws content versus “policies and procedures.”
 - b. Consider changing the “Board of Directors” to “Board of Trustees” to clarify roles and current linguistic ambiguities.

- 1-3 Clarify the expectations of the current DHS Officers and Directors. [short]
 - a. Develop a DHS Board Handbook to include: mission statement; list of officers, directors and staff; biographical statements of officers, directors and staff; board responsibilities; job descriptions; committees and members; committee responsibilities; board meetings and special event dates; board meeting agendas; board meeting minutes; bylaws; policies and procedures; financials; strategic plan; fund development plan; board external communication points, i.e. short, written reminders for each board member pertaining to the organization's mission, vision, philosophies, and current activities; conflict of interest statement; membership list; newsletters; press clippings; brief history of the DHS. [short]
 - b. Update job descriptions for all current staff and volunteer positions, including board members, officers, committee heads, etc. Place copies in Board Handbook. [short]
 - c. Clarify financial expectations of board members. Ensure that every board member understands that as a director of the DHS, he or she must make the DHS a philanthropic priority. [short-medium]
 - d. Evaluate meeting schedules for the Board, focusing on whether the current meeting schedule will allow enough work to be accomplished and will be best for the needs of all current and future board members. Understand that board meetings are for doing

governance work only.¹ Non-governance issues can be accomplished at committee meetings. medium]

e. Review the American Association of Museums statement on Ethics. Revise to DHS needs and/or adopt as is. [medium]

1-4 Devise a uniform and clear process for cultivating, nominating and training board members and officers. Assign this responsibility to the nominating branch of the Governance Committee. [short-medium]

1-5 Ensure ongoing training of DHS board and officers. [medium]

a. Conduct a written survey of DHS board and officers to determine the areas where training is needed and/or desired. [medium]

b. Incorporate on-going board training into board meetings and “retreat” days. Some suggestions for simple board training are: circulating articles about current trends in non-profits; joining with other non-profits to explore hosting workshops on good governance practices; sending board members to training seminars run within the state; including a “training minute” in each board meeting about some aspect of board work. [medium]

1-6 Evaluate current committee structure and job descriptions. [short]

a. Working committees at DHS defined by the bylaws currently consist of the following: Accessions, Building, By-Laws, Education, Executive, Finance, Membership, and Nominating. A proposed committee structure (as follows) is recommended: Governance (includes Nominating), Strategic Planning, Finance, and Fund Development.(4) The bylaws committee may be ad hoc and convened as necessary. Non-governance committees do not technically need to be chaired by a board member, as they do not involve board governance activities. A board member may serve on any committee as a member or board liaison. Suggested non-governance committees include: Public Programs, Membership & Marketing, Collections. [short]

Goal 2: *Focus the efforts of the DHS into becoming a dynamic center for the study of the history and culture of the Valley region by centralizing the main assets into a campus setting, tentatively called the Valley History Center.*

Issues

The mission of the Derby Historical Society is to “preserve, establish and illustrate” the history of the geographic area that was the original town of Derby (now made up of five separate towns.) Due in part to the organizational name of “Derby Historical Society”, there is community

¹ Governance is defined as “the ongoing process of due diligence whereby an authorized group of people – typically called a board – assures the legal and moral health and effectiveness of an organization. The process of governance includes many specific areas of accountability, e.g., assuring fiduciary health, hiring the chief executive, determining direction and perpetuating the board.” Joyaux Associates.

confusion about the area that the museum serves and who its constituents are. There is a potential threat of competition (in terms of members and financial support) from at least three growing historical societies that co-exist in the region. The DHS currently owns and cares for three historic properties, the David Humphreys House, the Mansfield House and the Howe House. The Howe House, located in Derby, is in need of significant restoration. Funds for the long-term maintenance and restoration of these buildings are difficult to raise. The buildings are in three different locations in Derby and Ansonia, thus creating difficulties in building management. Two of the three buildings (Mansfield and Howe House) are not used for museum operations (although large artifacts are currently housed in the Howe House, the storage conditions are far from optimal.) All three buildings have tenants, and significant time is spent by the part-time director in landlord associated responsibilities.

The DHS would be better served by creating a cohesive museum campus, where all properties are used for DHS functions. The centralization of the museum functions would ultimately lead to better care of museum collections, increased educational opportunities for the public, better and increased space allocation for museum tasks, and optimal use of both paid staff and volunteers. As the Valley History Center, the Derby Historical Society would both clarify and solidify its role as an educational resource in the five-town area.

Action Steps

- 2-1 Create a Valley History Center Campus. [long]
 - a. Adopt the Valley History Center Strategic Realignment Plan. [short]
 - 1. Form a committee to review, revise as necessary and present the strategic realignment plan for the Derby Historical Society. Present the plan to the board and formally adopt. [short]

- 2-2 Bring the Valley History Center Strategic Realignment Plan to life. [long]
 - a. Actively pursue the purchase of the Axon House, on 37 ½ Elm Street. [short]
 - 1. Determine costs associated with making the house usable for DHS activities, including immediate repairs, long-term renovation and projected annual maintenance costs.
 - 2. Commit resources to house repairs and any renovation projects.
 - 3. Complete renovations.
 - 4. Move administrative and curatorial services to the Axon House which will become the administrative headquarters of the DHS. Storage of archives, collections, and the use of the buildings for classrooms and/or temporary displays can also be considered. [medium]

 - b. Move the Mansfield House to the Valley History Center Campus. [medium-long]
 - 1. According to the initial Valley History Center Strategic Realignment Plan, pursue the costs, feasibility, relocation and use of the Mansfield House on the VHC Campus. [short-medium]
 - 2. DHS should continue to keep Mansfield House tenanted until the decision is made to move the property. [short]

3. If the removal of the Mansfield House to the VHC Campus is not feasible, consider the sale of the Mansfield House with appropriate preservation easements. [long]

4. If Mansfield House is moved, sell the empty lot at 35 Jewett Street. Direct the proceeds to implementing the Valley History Center Plan. [long]

c. Approach the Shortell family to determine the feasibility of acquiring the house located at 35 Elm Street that currently shares a driveway with the Humphreys House. [medium]

1. Determine financial needs associated with house purchase. [medium-long]

2. Assess condition of house to determine costs of necessary repairs, renovations, and maintenance. [medium-long]

3. Discuss and develop a long-term plan for the strategic use of the house for DHS purposes. [medium-long]

4. If financial goals are met and a plan for the use of the house is developed, purchase the Shortell House. [long]

d. Consider the purchase of 25 Elm Street, on the corner of Thompson Street, a strategic option. [long]

1. Investigate the potential of first right of refusal for this property. [medium-long]

2-3 Determine and finalize the future of the Howe House and its contents. [short]

a. Create a specific list of goals for and concerns about the Howe House property.

b. Form a small committee to meet with representatives of the city, and any potentially interested parties to discuss the DHS position on the house. Clarify to those concerned that the strategic direction of the DHS is changing and refocusing. Stress that DHS will work diligently to preserve the building, but without significant financial backing, can no longer be owner of the property. [short]

c. Determine a reasonable time-line for commitments of financial assistance. These commitments could be from the corporate, organization, grants, national government or private sectors. Consider the effects of deferred maintenance on the property. [short-medium]

d. Depending on outcome of meetings with interested parties, Board of Directors votes to deaccession the Howe House or determines it is financially feasible to keep the property.² [medium]

e. If the decision is made to sell the property, preservation easements will be placed to preserve (at minimum) the exterior of the building. DHS should approach Historic New England for guidance on placing preservation easements on the Howe House. [short]

² If financial support from interested parties is forthcoming, create a strategic plan for use of the Howe House. Include both maintenance and program aspects. Use current building analysis report to determine physical needs.

i. The Howe House is sold, with easements placed on preserving its exterior appearance. The proceeds are devoted to implementing the Valley History Center Strategic Realignment Plan. [medium]

ii. DHS representatives in conjunction with executive director compose a media document to explain the sale of the Howe House. [medium]

iii. A press conference is scheduled to announce the Strategic Realignment of DHS holdings. The creation of the Valley History Center is announced. [medium]

2-4 Create a strategic plan for expanded public programs at the Center. [medium]

a. Continue to refine and grow the Day in 1762 program. [medium]

1. As the most visible program that DHS runs, care should be taken to continue to nurture the program during this time of institutional change.

2. Consider responding to potential budget cuts and school field trip constraints by developing an Internet component to the program with pre- and post-visit materials and additional information to augment the program (i.e. recipes, maps, crafts, etc.).

3. Use the Internet web page as a marketing tool for DHS by linking the DHS site to related websites, and ensuring that the DHS website content is up to date and relevant to organization's mission.

b. Develop and pilot the currently funded in-school program for third graders beginning with schools in Derby and Ansonia. [short]

c. Present the Bradley glass slides program to the seventh grades in Derby and Ansonia. [short]

d. Evaluate current DHS programs for content, mission-relatedness, and expense. Use this information to create a plan for program development. Keep programs that are working, and discard (or reinvent) programs that no longer fulfill community needs. [short-medium]

e. Create a new mission for the DHS Education (Public Programs) Committee that will focus on long-term strategic program goals. [medium]

i. Ensure that committee members attend appropriate training sessions offered by regional museums and the CT League of History Organizations. [ongoing]

f. Devise new programs emphasizing the mission of the Valley History Center. [long]

i. Develop programs based on community interest. [medium-long]

ii. Implement these programs when DHS has the necessary resources (human, financial, etc.) in place to maintain and hold them to high standards. [medium-long]

iii. Explore partnerships for program development with other Valley organizations, including historical societies, cultural groups, nature centers, schools, libraries, the Sterling Opera House non-profit, Chambers of Commerce, etc. [long]

2-5 Become a community resource center. [long]

a. Devote space in one of the buildings of the VHC Campus to the creation of a resource center for information about the Valley, and other topics that fall under the mission of the DHS including historic preservation, care of collections, genealogy, etc. [long]

b. As DHS collections are cataloged, consider having a computer station where visitors can access a database of items in the collection. [long]

c. As photographs are cataloged, scanned images can be made into a slide show that may be viewed on a community computer terminal. [long]

d. Maintain a library of local history books and resources, including DHS publications. [medium]

e. Create user-friendly and inexpensive guides to those topics that are frequently addressed by DHS staff and volunteers, such as: researching your historic house in the Valley region; Genealogy in the Valley region; Guides to further information about important local figures (i.e. David Humphreys, Reverend Mansfield, etc.). Make publications of other organizations relating to the Valley available. [long]

2-6 Create satellite exhibit centers in the downtown (or otherwise highly traveled) areas of your service area. [long]

a. Investigate the possibility of placing small exhibits in store fronts, the Sterling Opera House, the Armory, libraries, churches, clubs, etc. [long]

b. Exhibits in these areas should be easy to maintain and focus on objects that could be replaced and renewed (such as facsimiles of historic photographs and documents) if the exhibit areas are non-secure. [long]

Goal 3: *Ensure DHS's ability to complete strategic plan goals by insuring proper staff, volunteers and funding.*

Issue

The DHS has a paid part-time director, a paid part-time administrative assistant, and eight paid teachers who run the Day in 1762 program. Members of the DHS Board of Directors form the core of the museum's volunteer pool. The director is dedicated, committed and knowledgeable, but often does not have enough time to perform the myriad tasks that fall under his purview. A lack of up-to-date job descriptions results in confusion and conflict over issues of task

responsibility. There is no written chain of command. Volunteers put in many hours but are drawn from a relatively small group of members. In the next years, it is likely that the director will need to increase his hours if the goals of the strategic plan are to be realized. It would probably be to DHS's benefit to hire a collections consultant to achieve the short-term collections goals. The creation of a permanent curatorial position should be evaluated. Staffing needs and costs associated with the creation of the Valley History Center should be determined; job descriptions created and steps to achieve the goals of the Strategic Realignment Plan should be taken.

Action Steps

3 -1 DHS will determine staff needs to accomplish the goals of the strategic plan. [short]

a. Based on the goals of the strategic plan, DHS staff and board will determine those jobs necessary for staff, volunteers and board members to best accomplish the goals. Job descriptions for all jobs, including those of paid and unpaid staff, committees and other volunteers, will be updated and/or written. A revised job description for the museum director will take first priority. [short]

b. DHS will examine and quantify the actual time the director and other volunteers spend on their jobs. Based on these figures, and the goals of the strategic plan, DHS will assess long-term staff needs and set goals for both the immediate and longer-term staff needs. [short-medium]

c. A written chain of command will be developed to establish lines of communication and clarify issues of supervision for all staff and volunteers. [short]

d. All paid staff will be subject to an annual review. Responsibility for staff review will be based on the established chain of command. The governance committee will take responsibility for Human Resource tasks, including annual reviews of the museum director. If needed, training in personal management and evaluation should be pursued. [medium]

3-2 DHS will investigate funding opportunities to augment staff time, looking especially at the Heritage Advancement program run by the Connecticut Humanities Council. The board, in conjunction with the director, will formulate a five-year plan for sustainable staff growth to be reflected in the DHS budget, beginning in 2008. Staff compensation should be in accordance with the most recent New England Museum Association salary survey. [medium]

3-3 The DHS will assure that staff and volunteers are adequately trained and encouraged to pursue professional development opportunities. [ongoing]

a. Notices of training opportunities will be posted on a bulletin board designed for volunteers and on the DHS web site page designed for volunteers. [ongoing]

b. A volunteer policy will be written and adopted by the board, and will form the basis of a volunteer handbook, copies of which will be distributed to all volunteers. [medium]

3-4 DHS will examine strategies to cultivate new volunteers and to optimize current volunteer participation in all aspects of museum operations. [medium]

a. Descriptions of various volunteer jobs and the time commitments and training associated with them will be written. [medium]

b. Calls for volunteers for specific projects will be included in each issue of the DHS newsletter. [short]

c. A volunteer page will be set up on the DHS website offering information on volunteer opportunities, job descriptions, upcoming events that have volunteer needs, profiles of current volunteers, etc. [long]

d. Special events for volunteers will be held where current volunteers are invited to bring a “friend” to try to cultivate new volunteers. The types of events, such as training sessions, luncheons, picnics, etc. will be determined on a yearly basis. DHS will try to host two of these events each year. One person will be responsible for providing follow-up with attendees. [medium]

3-5 A sustainable volunteer program with strong emphasis on appropriate and ongoing training, and volunteer recognition, will be developed and adopted. [long]

a. Responsibility for the volunteer program will be delegated to one person. [long]

3-6 A yearly evaluation for volunteers will be developed and administered. [long]

Goal 4: *Create a long-term, sustainable vision for historic property management, use, and interpretation.*

Issue

At the writing of this plan, the DHS owns three historic properties. The home of the DHS is the David Humphreys house. This building is used as museum display area, the base for the Day in 1762 program, office for director, administrator and curator, gift shop, and collections storage (including archives).

The Mansfield House was the home of the Reverend Richard Mansfield. Moved across the street from its original site in 1926, the house is currently used primarily as a rental property.

The John I. Howe House is located one block east of the Birmingham Green in Derby. Acquired by the DHS in 1989, the Howe House exterior was renovated in a phased process through the early 1990s with a plan to open the building as a museum telling the story of the region’s 19th

century industrial period. The interior of the three-story house has two apartments, one of which is currently occupied. Although the Howe House has the potential to be a jewel in the expected revitalization of Caroline Street, at this time the house is in a very deteriorated condition.³ Efforts to raise the funds to restore the house interior have failed. The building is in a threatened neighborhood, with street parking. Although the Howe House is large, both the money needed for interior building restoration, and the location of the building away from the organizational headquarters may have serious long-term consequences for the DHS.

Long-term restoration needs for all three properties have recently been evaluated. The DHS must develop a prioritized plan for fulfilling the short-term recommendations of the structure reports, and for the high cost items. Cyclical maintenance plans for all properties belonging to DHS should be created. Responsibility for building maintenance must be assigned.

Action Steps

- 4-1 Appoint a buildings and grounds committee chair to oversee the physical care and upkeep for the historic properties owned by the DHS. [short]
- 4-2 Using the current building inspections (May, 2007) create a prioritized plan of short and long-term maintenance for each property currently owned by the DHS. [short]
 - a. Prioritize the “quick” and relatively inexpensive fixes to each building and make repairs as cost permits. [short]
 - b. Create detailed plan to address any deferred maintenance on the Humphreys House. This building is and will remain the central component in the DHS plans for a History Center, regardless of the moving or deaccessioning of any other property and due priority should be given to maintenance issues. [medium]

Howe House

- a . Create a specific list of goals for and concerns about the Howe House property.
- b. Form a small committee to meet with representatives of the city, and any potentially interested parties to discuss the DHS position on the house. Clarify to those concerned that the strategic direction of the DHS is changing and refocusing. Create a specific list of goals for and concerns about the property. Stress that DHS will work diligently to preserve the building, but without significant financial backing, can no longer be owner of the property. [short]
- c. Determine a reasonable time-line for commitments of financial assistance directed specifically towards the Howe House that will enable the DHS to maintain the property.

³ Please refer to Condition Survey for the Howe House property, 2007, detailing major repairs needed to prevent the imminent collapse of the chimney.

The long-term effects (and costs) of deferred maintenance on the building should be considered. [short]

d. If no assistance is forthcoming, and a reasonable effort has been made, deaccession the building in a preservation-sensitive way. Use the resources at Historic New England's Stewardship Program to assist with the process if deemed appropriate. [short]

d. Continue to ensure the physical security of the Howe House and its current tenant as suggested by the building analysis report. [ongoing]

e. Sell the Howe House. [medium]

Mansfield House

a. Contingent upon the purchase of the Axon House (see 4-3 below), develop a plan for the removal of the Mansfield House to the area behind, or adjacent to, the Humphreys House. [medium]

b. Notify current tenant about the time frame surrounding this plan prior to release to the media. [medium]

c. Perform any repairs to the house that will not be jeopardized when the building is moved, or must be performed to ensure the safety of the tenant. [short-medium]

d. Develop long-term plan for the care of the Mansfield House that is based on the results of the building analysis report. [medium]

e. Create an advisory group to develop a strategic plan for the program use of the Mansfield House once moved. [medium]

f. Determine a source of funding for the removal and long-term upkeep of the house. [short-ongoing]

g. Develop a detailed plan and timeline for the moving of the Mansfield House.

h. Implement the plan and move the Mansfield House to the Valley History Center grounds.

i. Sell the land at 35 Jewett Street. [long]

4-3 Continue with plans to purchase the Axon House, 37 ½ Elm Street Ansonia. [short]

a. As plans progress, address best uses for the property considering the short and long-term program needs of the Historical Society. [short]

b. Consider the creation of an endowment fund dedicated to the preservation and care of the house. [medium]

4-4 Create cyclical maintenance plans for all historic properties owned by the DHS. [medium]

a. Assign responsibility for carrying out the directives in the plans to the buildings and grounds committee. [medium]

Goal 5: Ensure the long-term preservation and safety of the Derby Historical Society's collections.

Issue:

General Collection: Objects, Archives, Photographs

The collections of the Derby Historical Society are primarily stored in the David Humphreys House. Additional collections objects, including large size musical instruments, are housed in the Howe House. There are a small number of collections housed in the Mansfield House. While much of the collection is relevant to the mission of the DHS, such as the David Humphreys and Reverend Mansfield collections, there are many items that have never been inventoried or accessioned.

Due to space constraints, much of the collection has been stored in the attic of the Humphreys House, which is subject to extreme temperature and humidity fluctuations. There is no plan of routine maintenance for the attic storage. A lack of centralized storage makes it easy to concentrate on some areas of the collection to the detriment of others. There is a partial inventory of the collections, but overall, collections documentation is spotty. The DHS has purchased Past Perfect software for collections management, but due to the stresses on an over-taxed volunteer curator, the program has not been used to date. Training in collections management, care, and the use of computers for collections management will be an important goal for the DHS collections committee.

Action Steps

5-1 Complete an inventory of the collections, including objects that might be currently stored at the Howe and Mansfield Houses. There may be funding available, if needed, via a technical assistance grant from the Connecticut Humanities Council to hire a collections management consultant to direct the inventory and subsequent accession of collections. [short]

a. Rename the current "Accessions" Committee the "Collections" Committee and write an appropriate job description. [short]

b. Write a Collections Policy that will be evaluated yearly by the collections committee, and adopted by the board. The collections policy may be modeled after those used by small to mid-size museums. The policy will define the scope of the museum's collections

and set collecting priorities. These priorities may be applied to current collections and future acquisitions. [short]

c. Clean storage areas in the Humphreys House attic, basement and loft as objects are inventoried. Items need not be stored perfectly as they are inventoried, but should be dusted and debris should be removed. Replace cardboard boxes, newspaper wrapping, etc., with acid-free paper and boxes as possible. [short]

d. Form a committee to determine the storage potential in the Axon House, should the house be purchased. If the property is purchased and it is decided to use the house for collections storage, clean the area to be used. Test and monitor for humidity concerns. Map the space to plan for best use and purchase appropriate shelving units. [short]

e. Determine the need for professional curatorial assistance. Write job description for curator, archivist and additional staff/volunteer positions as needed. [medium]

f. If Axon house is not purchased, evaluate the climate conditions in the attic at the Humphreys House. Use sling psychrometer to determine humidity and track weekly fluctuations for at least one year. Use fans to improve airflow. The attic may benefit from a room dehumidifier in the summer and/or an air conditioning unit. Replace wood shelving with metal as possible. [short]

g. Update computers as needed to best run the Past Perfect software program. Investigate training opportunities for using the system, including assistance from colleagues who use the program. Train at least two volunteers to lead the database management project. [short-medium]

h. Actively encourage and support members of the collections committee's attendance at regional collections training programs. Contact the Connecticut League of History Organizations for information on their Professional Basics program. Contact local museums to see what peer training assistance they might be able to provide. [ongoing]

i. Apply for a Conservation Assistance Program grant from the Institute of Museum and Library Services to have a collections and building conservator come to DHS properties and help address collections care concerns. (These are non-competitive first-come, first served grants. Deadline is December 1.) This application should be made after the decisions are made about the acquisition of the Axon House, and the future of the Howe house. [medium]

j. Include a "strategic plan for collections" in your collections policy. This will include a fund raising plan for collections care supplies (boxes, acid free paper, etc.), a list of ways to improve current collections storage, the development of a cyclical maintenance plan for collections storage areas, etc. [long]

5-2 Create an acquisition fund for purchase of important collections objects. [long]

5-3 Write a disaster plan for buildings and collections, including digitized records and images. [long]

Goal 6: *Improve cultivation strategies to enhance and grow membership and donor base.*

Issue

The DHS has a core of long-time members, many of who are in the lifetime membership program. Membership records were kept in the Approach database program, but many mailing lists existed for different events, and keeping track of member renewals was difficult. The DHS has recently created a new database for membership which has addressed these past problems. Membership fees are low, but since there are minimal membership benefits (until 2007, a semi-annual newsletter plus event invitations), costs to maintain members are also low. In 2006, there were fewer than 75 paid REGULAR members in a region that serves over 100,000. A membership program should be devised, with membership benefits, a schedule of membership renewals (i.e. first renewal sent in February, reminder in April, etc.) opportunities to upgrade membership and ways to thank donor/members included in the design.

Action Steps

6-1 Redefine the DHS membership program. [short]

a. Determine job descriptions for the membership committee and chair. [short]

b. Create categories of membership that reflect the DHS and community needs. Consider family memberships, junior and/or senior memberships, junior docents, school and business, etc. Contact the New England Museum Association for copies of their most recent museum membership survey. [short]

c. End the life membership category of giving, grandfathering current life members into a special category of members. [short]

d. Define the DHS membership year. [short]

e. Take advantage of new DHS Valley History Center goals to create a new “Founders” Group of members, i.e. people who take the opportunity to join the DHS at a higher level to support the new goals and initiatives of the DHS. Recognize them appropriately, in the DHS newsletter and on the website. Create special “Founders” activities. [medium]

f. Design membership materials with a “new” look, focusing on the DHS “new” goals. Don’t forget to incorporate the familiar that is working, i.e. the lantern logo. [medium]

g. Create a strong story to sell the membership program. Consider potential benefits that will be cost effective for DHS. Attend marketing/membership seminars for training as necessary. Focus on “you” rather than “us” in membership materials. [medium]

- h. Create a way to clarify to new members the broad service region of the Derby Historical Society. [short]
 - i. Computerize (and centralize) membership information for DHS. Consider using the Past Perfect database software that the Society owns for database management. [medium]
 - j. Acknowledge membership checks as soon as possible. Make the acknowledgement suitable for tax purposes. [short]
 - k. Put membership information on the DHS website. Create a special page designed for members. [short]
- 6-2 Recognize and cultivate current DHS members. [short]
- a. Send a special note to current members explaining the coming changes in the DHS membership program. Take care to express appreciation to those who have been the membership base of the DHS. Consider creating a new category or circle of membership to recognize these original supporters. [short]
 - b. Write an article about the new membership program in the newsletter and recognize current members by name. [short]
- 6-3 Assess technology needs for membership development. [short]
- a. Get appropriate training for membership volunteers in the use of computers, database management, etc. [short]
 - b. Consider the purchase of a computer (or reallocation of one currently owned) for membership needs. [short]
 - c. Upgrade internet/phone connections as necessary. [short]
 - d. Use technology to track membership, send membership notices in a timely manner, etc. [short-medium]
- 6-4 Cultivate new members. [short-ongoing]
- a. Use board members, current volunteers, junior docents, and other groups currently attached to the DHS to create a list of potential members. Send prospecting letter out to this targeted group. If possible, have personal notes written on each letter to encourage response. Hand address envelopes if possible. [short-ongoing]
 - b. Pursue new members through all museum programs. Create a mechanism to track mailing addresses of both those who attend programs and visitors to the museum. [ongoing]

c. Make website conducive to joining the Society, add membership screen with a print-out membership form, etc. [short]

d. Devise ways to use the data collected from the community interviews to appeal to the wide variety of interests articulated by interview participants. [medium]

6-5 Market for membership: Put the DHS name in front of the community. [medium]

a. Write an article on the history of DHS and its current activities for publication in the DHS newsletter, local newspapers and electronic media. [medium]

b. Evaluate current DHS website links. Create a weekly “historical tidbit” and send to radio stations, public access television and post on the city and school websites. [long]

c. Consider designing and producing a magnet or other “freebie” to use as a marketing/publicity tool. [medium-long]

Goal 7: *Improve the public visibility and image of the DHS.*

Issue

While community interviews have reinforced the positive image of the DHS in the community, the museum continues to have a relatively low profile considering the large geographic region it serves. No real marketing of the museum has ever been tried. In order to attract new members, greater numbers of attendees at museum programs, and to “friend raise” it is critical that the DHS name is alive in the community.

7-1 Investigate new marketing strategies – Getting the Word Out [medium]

a. Take advantage of the marketing team of a local bank or other local experts to plan a marketing campaign. Brainstorm new ways of spreading the DHS name. [medium]

b. Create an e-mail list for DHS members. Use e-mail to send timely updates to members (and non-members.) [short]

c. Create a pithy “media tag statement”, one that presents a positive, forward-looking image of the DHS mission. Use the tag on all DHS outgoing press releases and publications. [medium]

d. Attend Chamber of Commerce meetings regularly, parcel out the responsibility for attendance to board members so that one person is not over burdened. [medium]

Instill ownership of the Valley History Center concept in residents of the Valley.

i. Focus on appealing to city pride and ownership of the Valley’s historic resources. One way to begin this public relations project is to set up schedule of special tours of DHS

properties for selected townspeople, such as selectmen, Chamber of Commerce members, school principals and boards of education, PTO, business owners, etc. [medium]

ii. Strengthen and nurture ties between the DHS and nearby communities. [medium]

iii. Practice constant cultivation – make friends! [Ongoing!]

a. Use DHS trustees and officers as ambassadors, ask trustees and/or volunteers to host events in their homes to update old and new members on what DHS is doing. [medium, especially useful as history center plans are unveiled]

b. Continue to participate actively in town-sponsored events. [short]

f. Publicize DHS programs via the regional school system. Consider experimenting by sending home flyers with school students and attending PTO meetings (possibly in historic dress!) to make a short presentation. Don't forget the private schools in the area as they often have more flexibility in their curriculum. [medium]

7-2 Enhance media presence. [medium]

a. Investigate the potential of a regular column in the appropriate newspapers, written by a DHS-designated representative. [long]

b. Investigate potential for ongoing radio presence. [long]

c. Arrange for an open house or other special tours and events for the press/media. Identify and use DHS members who might have a media connection to help. [long]

Goal 8: Initiate a plan to secure the long-term financial security of the DHS.

Issue

While the DHS endowment is well managed and has been experiencing growth, until recently the DHS is dependent for 30-40% of its annual budget on the towns it serves.⁴ Lately, the annual appeal has been extremely successful, as have fund raising events such as the Silver Tea and the Lantern Tour (a new initiative in 2006). The DHS also receives small grants from the Kosciusko Society and Society of Cincinnatus (goal directed, not a general donation for operations.)

The DHS owns three historic properties, all of which have tenanted apartments. While revenue from these tenants helps to defray building costs, the time needed for duties associated with being a landlord takes away from staff museum responsibilities.

The DHS is lucky to have a fund raising team of one man who excels at his job. Unfortunately, there are risks associated with depending on one person to fulfill any responsibility, and the DHS must create a plan for fund development that will involve board members and other volunteers. It

⁴ In 2006, the percentage contributions from towns in the DHS service region was lower, due to a particularly good financial year. Expected figures regarding the percentage contribution to the DHS budget are 25%.

is imperative to remember, however, that the DHS must have its governance and operations in good order before proceeding with fund development efforts.

Action Steps

- 8-1 Create a culture of philanthropy that permeates all aspects of DHS activity. [long]
 - a. Ensure that all trustees have a thorough understanding of the DHS financial situation. [short]
 - b. Clarify the role of the DHS board, staff and volunteers in respect to fundraising. [short]
 - c. Incorporate an understanding of Trustee fund raising responsibilities into the DHS Board recruitment process. [short]
 - d. Clearly articulate the financial obligations of the DHS Board. [short]
 - e. Investigate hiring a consultant to help the DHS board to create a fund development plan. [medium]
- 8-2 Create a formal fund development and cultivation plan. At all costs avoid haphazard fund raising techniques until the formal plan is structured. (The exception to this is the planned giving effort detailed below). [long]
 - a. Begin the process by “friend raising.” Ask a few board members to host events that are tailored to the interests of each board member. In the preliminary stages, these events are designed to simply raise awareness of DHS and to generate new members and volunteers. The people cultivated from these events will form the core of your development “prospects” when a fund development plan is formalized. [medium]
- 8-3 Increase opportunities for giving. [medium]
 - a. Coordinate with membership committee to fine-tune membership mailing list. [short]
 - b. Solicit current members more than once per year, building slowly. In first year, add one additional opportunity to give to those who are solicited for the annual appeal. Consider sending a holiday card (not just Christmas, but Valentine’s Day, or July 4th, with an image of historic Derby on the front of the card, and a brief “how you can help us” message on the inside. Include a reply envelope. [beginning in 2007-ongoing]
 - c. Put a solicitation envelope in one issue of the DHS newsletter per year. [medium]
 - d. Make sure that there is a clear way for donors to give via your website, even by downloading and printing out a donation form. [medium]

- e. Create a basic planned giving program by outlining bequest language on your website and including it in the newsletter. Two of the easiest forms of planned giving are making the DHS the beneficiary of a 1) life insurance policy or 2) retirement fund account. Do a personal appeal to 3-5 members for this type of gift, and publicize in your newsletter and/or in a specially created brochure for distribution to selected members. Planned giving is an excellent way to increase the endowment. [medium]
- will form the core of your development “prospects” when a fund development plan is formalized. [mediim]
- 8-4 Continue to pursue sources of outside funding for specific projects.
 - a. Grants [short]
 - b. Business sponsorships: Consider creating a “Business membership” category that has certain perks such as the ability to have a picnic on the grounds of the Humphreys House at no extra cost; or a reduced cost “Employee family day” at the house where company families share a selection of special activities. [medium]
 - c. Local government [short]
 - d. Foster clear communication with state and federal government officials. [short]
 - 8-5 Consider the creation of individual endowment funds dedicated to the preservation of each of the DHS historic properties. [long]
 - 8-6 Evaluate current gift shop space, display and contents, and create a strategic plan for the gift shop to maximize earned revenue and fit within the mission of the DHS. [medium]
 - a. Consider the addition of higher end merchandise for sale. [medium]
 - b. Market revamped gift shop to the community. [medium]
 - c. Insure that correct procedures are followed for IRS and FASB accounting. [short]

Goal 9: *Become a regional resource and an advocate for historic preservation.*

Issue

The Derby Historical Society has been involved with historic preservation since the acquisition of its first historic property. While the DHS has limited funds for the acquisition and maintenance of historic properties, there is no existing organization in its regional service area that performs this function. Buildings are currently being lost to development and misuse. Building pressures in the region are strong and property values are increasing. Neighborhoods in some of the DHS service regions, such as downtown Derby, are in a state of flux. “Declining” neighborhoods are often inherent threats to the preservation of old buildings.

Working with the CT and National Trusts for Historic Preservation, and local and regional governments, the DHS would be well positioned to take a proactive stance on issues of historic preservation.

Action Steps

9-1 Increase awareness of best practices in historic preservation throughout the DHS service region. [long]

a. Review the current DHS book and pamphlet collection for materials on historic preservation. Become a public resource for building restoration and preservation issues within the DHS service area. Post information on preservation issues on the DHS website. Link the DHS website with the National and Connecticut Trusts for Historic Preservation, the National Park Service, Historic New England, and other national preservation organizations. [medium-long]

b. Publicize the Derby Historical Society's Valley History Center as a center for research on the history and preservation of the region. [long]

c. Initially, create a resource page with web addresses and /or direct links to the websites of the CT Trust for Historic Preservation, the National Trust for Historic Preservation; and the National Park Service. Investigate other web-based resources for preservation, including the many state preservation offices throughout the U.S. Later, create a new web page on the DHS website to deal with Q & A regarding historic preservation issues in CT. [medium]

d. Include an article on an issue in historic preservation in each DHS newsletter. [medium]

e. Create a simple brochure on preservation issues in the region (possible topics include: Working with your local Planning and Zoning Commission; Working with your local Historic District Commission; Researching your House in the Region; etc. Mail brochures to members with their membership renewal and publicize this new DHS "service" to the community. Put stocks of brochures at the Town Halls and other appropriate venues in the five towns. [long]

f. Work with the appropriate public and private groups to create a joint effort to advocate and promote historic preservation and issues of cultural resource awareness in the region. Look for organization models across the United States. [long]

9-2 Develop an endowed fund to help finance active preservation efforts in the region. [long]

a. As DHS establishes itself as a thriving museum and history center, investigate opportunities to solicit large gifts towards the long-term preservation of the historic environment. The interest from this endowment could be used to purchase historic properties; make grants to organizations to rehabilitate properties; give seminars in historic preservation issues; etc. [long]

- 9-3 Develop a mechanism for responding to immediate threats to historic buildings, working with other groups and concerned citizens to publicize the threats, and propose alternatives to demolition.

APPENDIX D. PROJECT MANAGER POSITION DESCRIPTION

PROJECT MANAGER

- Shall have managerial experience and extensive experience in implementing similar projects.
- Research and create policies and procedures, following best practices & utilizing documents from other institutions, to manage uploading of digitized images to PastPerfect Online.
- Expand PastPerfect user license to permit other DHS staff the ability to more fully use PastPerfect and to enhance the catalog data about the collection. Create Networked version of PastPerfect in DHS office.
- Add PastPerfect Online to enable web-based searching of the collection from any location.
- Create a web portal for PastPerfect Online on the existing DHS web page introducing the Electronic Catalog Collection.
- Create paid and volunteer job descriptions with **SMARTer: Specific, Measurable, Achievable, Realistic, Time-based / Trackable, Evaluated, and Reviewed** Objectives
- Provide training and assistance to staff and partners.
- Evaluate staff and volunteers monthly using SMARTer objectives
- Determine priorities and office work.
- Establish and maintain office procedures.
- Develop or make recommendation on development of policies and standards.
- Collect and analyze program data.
- Prepare reports and correspondence.
- Oversee maintenance of records.
- Design two-year exhibition plan and create any needed forms.
- Create collection development plan and any needed forms.

- Document and evaluate project results to other institutions' catalog expansion project's results.
- Develop partnerships with industry and not-for-profit organizations to disseminate lessons learned, tools developed, etc.
- Continue the cataloging in PastPerfect Software to increase the number of items available to researchers. Re-house items into acid-free containers as necessary. [This element will continue outside the time period of the grant request.]
- Identify and develop new programs and funding sources.
- Perform related duties as required.
- Report to the executive director.

APPENDIX E. RESUMES

Appendix E1. VivianLea Solek

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Summary Profile

Accomplished collections management professional with over 25 years experience developing and implementing diverse collections management projects. Have designed and managed key initiatives that improved collection documentation and care standards, created, expanded and relocated collections storage facilities, managed conversion and maintenance of collection databases, photographed and digitized collections and enhanced exhibition programs. Serve as a peer reviewer for AAM, supervised collection volunteers, and taught numerous workshops and conference sessions.

Skills Summary

- Collections Care Specialist
- Project Design, Implementation & Management
- Exhibit Research, Design & Installation
- Training Leader
- Computer Savvy (PastPerfect, *Re:discovery* Software (proprietary collections management software), Microsoft Office, Excel & PowerPoint)
- Curatorial Research Expertise
- Staff & Budget Management
- Grant Writing
- Special Event Planner

Professional Experience

COLLECTIONS MANAGEMENT AND CARE

- Managed & curated American and European general history and decorative arts collections (from the mid-17th – 20th century) ranging in size from 2,500 – 50,000 artifacts.
- Developed and implemented collections policies and record keeping systems, both electronic and paper-based.
- Affected storage improvements that doubled the available space.
- Cultivated donors, including successfully converting old loans to gifts.
- Consultant to Derby Historical Society for Connecticut Humanities Council-funded collections projects. Secured CHC funding to implement inventory project for Norwalk Historical Society.
- Designed & managed project to digitize historic photograph collection. Wrote Rights & Reproduction Policy, researched & established fees and associated forms.

VivianLea Solek

Continued

PROJECT MANAGEMENT

- Initiated Strategic Planning initiative, secured grant and completed strategic planning project funded by Connecticut Humanities Council for Norwalk Historical Society.
- Directed all aspects of move of entire collection to new off-site storage facilities.
- Contracted and supervised consultants, building maintenance staff and contractors.
- Designed and implemented improvements to storage facilities and designed new storage facilities.
- Planned and implemented conversion of outdated collections management software to *Re:discovery*. Served as system administrator for the program.
- Managed development and installation of custom-built *Re:discovery* system for clients. Trained end users in its use and provide phone tech support for clients.
- Administered all aspects of in-house exhibition programs from research and development of concepts to design, installation and maintenance of exhibits.
- Managed traveling exhibition program with multiple exhibits including booking tour dates, coordinating shipping, and assisting with public relations/marketing.

TRAINING AND MENTORING

- Lectured and taught staff, volunteers, teachers, and peers on a wide range of collections-related subjects including reproductions for historic sites, teaching with material culture and developing furnishing plans. Conference sessions and workshops presented for the Virginia Association of Museums, The Association for Living Historical Farms & Agricultural Museums, the North Carolina Museums Association, and institutions for which I've worked.
- Trained clients and fellow staff in the use of *Re:discovery* software.
- Serve as a Collections Management Assessment Program (CMAP) surveyor for the American Association of Museums.
- Supervised numerous volunteers and interns. Several past interns are working at such institutions as the Metropolitan Museum of Art and the Biltmore House.

FISCAL MANAGEMENT AND DEVELOPMENT SKILLS

- Cultivated donors, including successfully converting old loans to gifts, and assisted with planning for special donor and member events.
- Wrote and managed institution & departmental budgets.
- As Treasurer, managed all financial aspects for two diverse non-profit organizations, a county historical society and a church.
- Led church out of debt created by renovation project into a positive cash flow.
- Managed payroll and payment of personnel and sales taxes for county historical society.
- Assisted with grant writing for general operating support, collections care and exhibition related projects. Managed CAP Assessment which included collections and historic structure components for the Greensboro Historical Museum and a MAP II review (collections review) for the Museum of American Frontier Culture.

VivianLea Solek

Continued

Employment History

DERBY HISTORICAL SOCIETY, Derby, CT, Curatorial Consultant (Part-time, Grant-funded),

February 2009 - present.

DERBY PUBLIC LIBRARY, Derby, CT, Curatorial Consultant (Part-time, Grant-funded),

November 2008 – May 2010. Library Assistant/Local History Coordinator, (Part-time),

April 2007 – December 2007.

NORWALK HISTORICAL SOCIETY, Norwalk, CT, Executive Director (Part-time),

September 2007 – October 2009.

EDITH WHEELER MEMORIAL LIBRARY, Monroe, CT, Circulation Assistant (Part-time),

February 2007 – October 2008.

OLD BARRACKS MUSEUM, Trenton, NJ, Curator, 2002 – 2006.

RE:DISCOVERY SOFTWARE, INC., Charlottesville, VA, Regional Sales Manager, 2001 – 2002;

Client Services Representative, 1998 – 2001.

MUSEUM OF AMERICAN FRONTIER CULTURE, Staunton, VA, Curator of Collections,

1993 –1998.

GREENSBORO HISTORICAL MUSEUM, Greensboro, NC, Curator of Collections, 1988 – 1992.

THE OCTAGON MUSEUM, Washington, DC, Assistant Curator/Registrar, 1985 - 1988.

Education

Colleges/Universities Attended:

MA, George Washington University, 1987, American Studies with a concentration in Material Culture.

BA, Randolph-Macon Woman's College, 1983, American Studies & Art History (double major).

Professional Education:

Collections Care Distance Learning Program, George Washington University, Washington, DC, 2005 – 2006 (NEH Funded, selected to participate in pilot study.).

The Seminar for Historical Administration, Williamsburg, VA, 1995.

Non-Profit Management Certificate Program, Duke University, 1992 (selected classes).

Museum of Early Southern Decorative Arts & UNC/Greensboro Summer Institute, “Chesapeake Region,”1988.

Fact Sheet

- Shelton resident for most of his life.
- Attended local parochial schools, graduated cum laude from King's College in Wilkes-Barre, PA, with BAs in History and Psychology. Specializes in local and community history and research. Is a member of Psi Chi and Phi Alpha Theta national honor societies.
- Began a popular weekly newspaper column in the *Huntington Herald* newspaper in 1993, entitled "Hometown History", which continued until January 2009. Currently has a column in the *Valley Times* newspaper entitled "This Week in Valley History".
- In 1996, became the Derby Historical Society's second-ever Executive Director, a position he still holds. Supervises all operations and employees, as well as the creation and implementation of programs and activities. Maintains the Historical Society's website www.derbyhistorical.org. Among the numerous highlights of his tenure has been obtaining numerous grants; moving from a paper-based to computerized administration; working with consultants to create a comprehensive Strategic Plan and a Collection Management Policy, including the implementation of PastPerfect Museum Software; and a major expansion of its educational programs, public profile, and outreach. Also the acquisition of a property behind the David Humphreys House, and the conversion of the same into an administrative center and collection repository.
- Also in 1996, was appointed as a firefighter for the City of Bridgeport. Awarded the Department's Medal of Valor for helping rescue two trapped firefighters immediately following a roof collapse of a burning condominium in 2001, responded to Ground Zero less than 24 hours after the September 11 attacks, and was heavily involved in the response immediately following the June 2010 Bridgeport tornado. Promoted to Lieutenant in March 2008 and is currently assigned as a Chief's Aide to Battalion-2, responding to the entire East Side of the City.
- Curator and Charter Member of the Bridgeport Firefighters' Historical Society. President of the Bridgeport Firefighters' Sick & Death Benefit Trust Association since 2003. Was an active member of Huntington Fire Co. No. 3 1985-2000, served as Company Secretary for 5 years.
- Is a member of the Board of Directors of the Lincoln Senior Housing Project in Derby, as well as the Oak Cliff Cemetery Association. Is a Corporator for the Valley United Way, and serves on the Shelton Downtown Citizen's Advisory Board.
- Lead author of four books through Arcadia Publishing. Three of the *Images of America* series, *Derby* (1999), *Ansonia* (1999), and *Bridgeport Firefighters* (2000), as well as *Then & Now, Derby and Ansonia* (2004), and is currently in negotiation with the History Press for a fifth title.
- Is a frequently sought after lecturer and authority on Southwest Connecticut and the Lower Naugatuck Valley's history, serving as a source of regional information for local newspapers and television stations, as well as the Associated Press and *New York Times*.

SUMMARY OF QUALIFICATIONS

- ~ Strong capacity to build and lead teams
- ~ Excellent communication and interpersonal skills
- ~ Outstanding proficiency in organizing and project management

PROFESSIONAL EXPERIENCE

THE TRUMBULL LIBRARY SYSTEM, Trumbull, CT 2007 – PRESENT
Program Coordinator

- ~ Promote community awareness of library services and programs with the Director and the programming team through planning and communication with media, area organizations, and local businesses.

PARAGON RELOCATION RESOURCES, Danbury, CT 2005 - 2007
Project Consultant

- ~ Provided pro-active consulting services by utilizing effective problem solving and analytical skills, develop reports, and program collateral while managing and training personnel to meet project deadlines within established cost containment guidelines and with limited direct supervision.

GIRL SCOUTS, CONNECTICUT TRAILS COUNCIL, INC., Waterbury, CT 2003 – 2005
Facilitator/Membership and Marketing Manager

- ~ Served as the primary support while increasing girl and adult membership through community development, program creation and volunteer recruitment and retention to 2,000 girls and 800 volunteers in a 7-town area.

WEIGHT WATCHERS INTERNATIONAL, INC, Woodbury, NY 2002 – 2004
Leader/Location Coordinator

- ~ Managed inventory and operations of a store; held responsibilities of customer service walk-in, and business marketing idea development.

THE DERBY HISTORICAL SOCIETY, Ansonia, CT 2002 – 2004
Historical Interpreter

- ~ Educated children from the Lower Naugatuck Valley in “*A Day in 1762*” program on how to weave, to spin wool or to cook on an open hearth in “hands-on” workshops.

PRUDENTIAL REAL ESTATE AND RELOCATION SERVICES, Shelton, CT 1984 – 2001
Senior International Assignment Manager

- ~ Demonstrated flexibility and creativity in the successful startup of a new operations facility. In addition to effectively managing a caseload, maintained and updated the project plan, trained and mentored a new team, and produced operation manuals. As a result, received team and individual awards.
- ~ Assisted management in motivating and developing the team in effective customer relations and policy and procedures enforcement to achieve peak performance.

EDUCATION

Graduate Student, Master of Information and Library Science, anticipated graduation date December 2011
Southern Connecticut State University, New Haven, CT
B.A. International Studies with Specialization in Marketing
C.W. Post Center of Long Island University, Greenvale, NY

PROFESSIONAL DEVELOPMENT

Grant Writing and Funding Sources (copies available upon request), 2010
Keeping Kids Safe and Smart Connecticut After School Summit, 2004
Connecticut Conference on Volunteerism, 2004
Leadership Greater Valley Program Graduate, 2003

COMMUNITY SERVICE

Chairperson and Secretary, Sterling Opera House Incorporators, Derby, CT, 2006 - 2008
Campaign Manager, Staffieri for Mayor Campaign, 2005
Valley Health & Human Resources, Membership Committee Member, 2005
Leadership Greater Valley Program, Opening and Graduation Sessions Committee Chair, 2004
Vice President and Recording Secretary, Olde Birmingham Business Association, Derby, CT, 1998 – Present

APPENDIX F. SAMPLE EVALUATION FORMS

SMARTer Objectives			Name / Department: Project Manager		
Objective	Measures	Agreed By	Is it Realistic & Relevant	Timings/ Deadline	Actions/ Comments
Expand, re-house, organize the electronic catalog		Individual _____ Executive Director _____		20% (2,000 artifacts) of the total collection within one year after project implementation	
	Create design style sheets; terminology and spelling guidelines, scanning requirements Data collection Data entry Artifact storage procedures and corresponding forms	Individual _____ Executive Director _____		Within one month after hire	
	Create paid and volunteer job descriptions	Individual _____ Executive Director _____		Within one month after hire	
	Create and deliver two, three-hour workshop/ training sessions	Individual _____ Executive Director _____		Within one month after hire	
	Conduct and document monthly reviews with individuals to track progress	Individual _____ Executive Director _____		Once individual staff trained, by month five of hire date	

SMARTer Objectives			Name / Department: Project Manager		
Objective	Measures	Agreed By	Is it Realistic & Relevant	Timings/ Deadline	Actions/ Comments
Draft a collection development plan, present to Collections Committee	Updated electronic catalog Lessons learned during implementation	Individual _____ Executive Director _____		Commence month 11 after project implementation	
Ensure long-term and sustainable preservation use and interpretation of the collection.	Use curatorial policies and procedures to train personnel and volunteers	Individual _____ Executive Director _____		Commence one year after project implementation	
	Document, evaluate, and compare our experiences to previous	Individual _____ Executive Director _____		Commence month 11 after project implementation	
Assess interest in partnership development and model for similar-sized museums advocate for preservation	Contact CLHO	Individual _____ Executive Director _____		Month 8 after implementation	
	Track inquiries, meetings, and presentations. Record number of new agencies contacted each month	Individual _____ Executive Director _____		Commence one year after project implementation	
	Design and implement surveys: Website, Convenience sample paper, OBE for one / series of programs			Artifacts cataloged, re-housed, scanned and loaded on website Commence month 12 after implementation	

SMARTer Objectives		Name / Department: Assistant Project Manager			
Objective	Measures	Agreed By	Is it Realistic & Relevant	Timings/ Deadline	Actions/ Comments
I. Expand, re-house, organize the electronic catalog	Enter _____ artifacts into PastPerfect per week	Individual _____ Project Manager		_____ entered within one year after project implementation	
	Participate in training as required	Individual _____ Project Manager		On-going	
	Document errors and corrective measures from metadata review Report first review results to Project Manger	Individual _____ Project Manager		Monthly On-going	
II. Draft a collection development plan, present to Collections Committee	Support Project Manager as needed	Individual _____ Project Manager		On-going	
III. Ensure long-term and sustainable preservation use and interpretation of the collection.	Support Project Manager collect and report first review results to update training modules, policies and procedures	Individual _____ Project Manager		On-going	

SMARTer Objectives			Name / Department: Assistant Project Manager		
Objective	Measures	Agreed By	Is it Realistic & Relevant	Timings/ Deadline	Actions/ Comments
IV. Assess interest in partnership development and model for similar-sized museums advocate for preservation	Support Project Manager present findings and deliver training modules collect as needed	Individual _____ Project Manager _____		On-going	

SMARTer Objectives			Name / Department: Data-entry personnel Catalogers, and Scanner Operators / Storage Technicians		
Objective	Measures	Agreed By	Is it Realistic & Relevant	Timings/ Deadline	Actions/ Comments
I. Expand, re-house, organize the electronic catalog	Enter artifacts error free into PastPerfect _____ per week	Individual _____ Project Manager _____		_____ entered within one year after project implementation	
	Scan and store _____ under Project Manager direction per week	Individual _____ Project Manager _____		On-going	
	Participate in training as required	Individual _____ Project Manager _____		On-going	Participate in training as required
II. Draft a collection development plan, present to Collections Committee	Support Project Manager as needed	Individual _____ Project Manager _____		On-going	

SMARTer Objectives			Name / Department: Data-entry personnel Catalogers, and Scanner Operators / Storage Technicians		
Objective	Measures	Agreed By	Is it Realistic & Relevant	Timings/ Deadline	Actions/ Comments
III. Ensure long-term and sustainable preservation use and interpretation of the collection.	Attend updated training modules Participate as specialist in training workshops, as needed	Individual _____ Project Manager _____		On-going	
	Support Project Manager deliver training modules collect as needed	Individual _____ Project Manager _____		On-going	

APPENDIX G. BYLAWS

BY-LAWS OF THE DERBY HISTORICAL SOCIETY OF DERBY, CONNECTICUT, INC.

ARTICLE I

Name

The name of this organization shall be the Derby Historical Society of Derby, Connecticut, Inc.

ARTICLE II

Purpose

A regional non-profit historical Society, the Derby Historical Society serves the area composed of, and influenced by, the original Township of Derby in 1675.* Its purpose shall be to foster and promote study, discussion, and interest in the history of this area; as well as to discover and collect any property or material which may preserve, establish and/or illustrate this history. It will function within the meaning of Sec. 501(C)(3) of the Internal Revenue Code of 1954. The Society may consider acting as fiscal agent for other organizations with a similar mission. The Society is multicultural and does not discriminate as to the race, creed or sexual orientation of its membership.

ARTICLE III

Membership and Dues

Section 1. There shall be the following classes of membership -- regular, life, business associate and honorary membership, or such categories as determined by the Board of Directors.

Section 2. Dues. The fiscal year of this Society is from January 1 to December 31. Members shall pay annual dues, the amount of which will be established by the Board of Directors.

ARTICLE IV

Board of Directors

Section 1 Nomination and Election of Directors. Members for the Board of Directors of this Society shall be nominated by the Nominating Committee which shall present the slate to the Board of Directors prior to the annual meeting. The election shall take place at the regular annual meeting of the Society at which time **nominations** may be made from the floor with the consent of the nominee.

Section 2. Duties and composition. The Board of Directors shall act as the governing board, setting policy and making decisions concerning the Society and its activities. It shall be the sole authority with regard to disposal of any or all real properties of the Society. The Board of Directors shall be composed of the four (4) Officers plus a minimum of six (6) elected members and a maximum of twenty-one (21) elected members. All Officers and Directors of this Society shall be members in good standing and shall abide by its By-Laws and Policies. They shall serve without compensation.

Section 3. Meetings. Meetings of the Board shall be held monthly or whenever necessary to transact the business of the Society. A quorum shall consist of a simple majority of the Board of Directors. A member of the Board of Directors who has a conflict of interest on an issue before the board is obligated to recuse himself/herself from the discussion and vote, by leaving the room.

Section 4. Resignations of Directors. The written resignation of a Director shall be effective upon its presentation and acceptance at the next Board meeting.

* In 1675, the Township of Derby included present- day Ansonia, Derby, Oxford and Seymour as well as parts of Beacon Falls, Shelton and Woodbridge.

Section 5. Vacancies: The Board of Directors may fill any vacancy in its elected membership to serve until the next Annual Meeting of the Society.

Section 6. Emeritus. Individuals who have served a minimum of 9 years on the Board shall be considered for emeritus status by the Board of Directors. They may serve on the Advisory Board.

Section 7. Advisory Board: Members of the Society who can be called upon to advise the Board of Directors shall be known as the Advisory Board. It will be composed of individuals who wish to contribute their expertise for furthering the mission of the Society. The Board of Directors must approve membership on this Board.

ARTICLE V Officers

Section 1. The **Officers of this Society** shall consist of a President, Vice-President, Recording Secretary, and Treasurer. They shall support and uphold the By-Laws of the Society.

Section 2. Nomination and Election of Officers. The Officers and Board of Directors of this Society shall be nominated by the Nominating Committee and elected at the regular annual meeting of the Society. Nominations may be made from the floor with the consent of the nominee.

Section 3. Term of Office. The President and Vice-President shall serve a two year (2) term and may serve for two consecutive terms. They may not be re-elected to such office until at least two year(s) have elapsed after completion of the term for which he/she was last elected. The Treasurer and Recording Secretary may hold office for an unlimited number of terms.

Section 4. Vacancy If the duties of any office cannot be fulfilled, the Board of Directors may fill the office from its membership for the unexpired term.

Section 5. Duties of Officers.

- (a) **President.** The President of this Society shall preside over all meetings of the Society, of the Board of Directors and of the Executive Committee. The President shall appoint chairs of committees, standing or special, may recommend committee composition and may serve with a vote on any committee. He/she shall call special meetings of the Society when necessary.

- (b) **Vice-President.** The Vice-President shall preside at all meetings of the Society or the Board of Directors in the absence of the President. In the event of a vacancy in the Presidency, the Vice-President shall serve in that capacity until the election of a successor.
- (c) **Recording Secretary** The Recording Secretary shall record the proceedings of every meeting of the Board of the Directors and the annual meeting of the Society. He/she shall prepare the minutes for distribution by the Administrative Assistant to the Board members.
- (d) **Treasurer.** The Treasurer shall pay all bills and report at each Board meeting on the state of the finances of the Society (general funds and endowment) together with a statement of receipts and disbursements since the last report. The Treasurer shall receive dues, gifts, contributions, or other revenue for deposit in bank accounts approved by the Board of Directors.

The Treasurer shall present his /her books for audit annually to auditors approved by the Board of Directors.

ARTICLE VI *Professional Staff*

Section 1. Executive Director The Board of Directors shall select the Executive Director who shall be the chief administrator of the Society, and will be compensated according to his/her qualifications.

Section 2. Duties. The Executive Director shall report to the Executive Committee of the Society but ultimately be responsible to the Board of Directors. The Executive Director shall devote his/her time to the mission of the Society and shall act in accordance with his/her job description. He/she will be responsible for directing the activities and operations of the Society in accordance with its purposes and policies. The Executive Director shall make recommendations concerning the establishment of policies.

The Executive Director shall be a member *ex officio*, without vote, of all permanent committees and shall attend all meetings of the Board of Directors. He/she shall recommend appointment or removal of employees, and new staff positions or deletion of such positions to the Executive Committee.

ARTICLE VII *Curator*

Section 1. Curator. The Board of Directors shall select the Curator who will serve at the discretion of the Board. The Curator shall follow the policies approved by the Board of Directors.

When a curator is a volunteer (non-paid), he/she shall be a member of the Board of Directors. The Curator shall chair the Accessions Committee which shall be responsible for recommending policy for accessions and deaccessions procedures to the Board of Directors. The Curator shall report deaccession of any article to the Board one (1) month prior to action.

ARTICLE VIII
Permanent Committees

The President upon assuming office may establish the following committees of the Society, composed of a minimum of three (3) members: Accessions Committee, Building Committee, Educational Committee, Executive Committee, Membership Committee, Planning and Development Committee, and Publicity Committee. The President may appoint such special committees as necessary according to the direction of the Board. The President and Executive Director shall serve on each committee in an ex officio capacity. The chairpersons of the Committees shall be members of the Board. Other members of the committees shall be selected by the chairpersons of said committees. All Committees may propose Policies and Procedures which will be subject to approval by the Board of Directors. All committee reports shall be submitted to the Board of Directors. All Committees will act in accordance with the Policies and Procedures of the Board of Directors.

- (a) The **Accessions Committee** shall recommend policies to the Board of Directors for acquiring and disposing of artifacts and shall assist the curator in cataloging and maintaining the collections. The Committee will also be responsible for arranging any loans of articles with the approval of the Board of Directors.
- (b) The **Building Committee** shall be responsible for overseeing the maintenance of the Society's buildings and shall report to the Board of Directors about their condition, and make recommendations.
- (c) The **Education Committee** shall be responsible for the educational programs of the Society.
- (d) The **Executive Committee** shall consist of the President, Vice-president, Treasurer and Secretary and one additional individual selected by vote from the Board. This committee shall act for the Board in an emergency. The Committee shall oversee the Professional Staff.
- (e) The **Finance Committee** shall be responsible for the sound management of the various accounts and investments. The Committee shall review the compensation of employees and all expenses of the Society. It will make fiscal recommendations to the Board.
- (f) The **Membership Committee** shall be responsible for maintaining up-to-date records of membership in the Society and to solicit new members for the Society.
- (g) The **Planning and Development Committee** The committee shall aid the Executive Director to identify grant sources and to develop applications. It will be responsible for the annual fund-raising campaign and for organizing special events.
- (j) The **Publicity Committee** shall be responsible for aiding the Executive Director in publicizing the Society and its events in the printed and electronic media. The Newsletter will be under the domain of this committee.

ARTICLE IX

Meetings

Meetings of the Society shall be held annually and as necessary. Meetings shall be conducted in accordance with regular parliamentary procedure as set forth in Robert's Rules of Order.

ARTICLE X

By-law Amendments

These By-laws may be amended by a two-thirds vote of the members present at any regular or special meeting of the Society, provided that a copy of the proposed amendments shall have been furnished with a notice of such meeting.

Judith Augusta
Edward Brickett
John Brady
Timothy Dillon, Esq.
Mary J. Mycek, Chair
Marian O'Keefe
Kevin O'Mara
Jeremiah Vartelas

Committee on Revision of the By-Laws

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