



Strategic Plan
— 2024 —



Welcome to the Union Mills Homestead Foundation strategic plan. Much thought has been given to the plan presented in this document. This plan, while prepared as part of our 5-year planning process, is directed to a longer-range organizational vision. The planning process is never fully complete. If you have suggestions which will improve the site or our stewardship of it, you are encouraged to contact us at info@unionmills.org.

Introduction

The history of America can be shared in many ways, but what better way than through authentic stories of family, homelife, hard work, and innovation. The plan presented to you here reflects our commitment to continue preserving and sharing the remarkable efforts of the Shriver family at Union Mills. Their stories bring insights to how our community, region, and nation have changed and grown. Our sincere thanks to the many people who contributed to and participated in the planning process. Together we will pursue our vision to be a leading historic site inspiring all of us to embrace innovation and change.



Kyle Dalton
Executive Director



Tony Eckard
Strategic Planning Committee Chair

Vision

Union Mills Homestead will be a leading historic site inspiring Americans to embrace innovation and change.

Mission

Preserving and sharing authentic stories of determination and innovation of the Shriver family at the Union Mills Homestead and Grist Mill in Carroll County, Maryland, illustrating the entrepreneurial spirit of American families.

Our success in making this vision a reality depends on our ability and willingness to take intentional actions that move us forward as an organization, a community, and as individuals.



Core Values

Stewardship: Commitment to responsible care and management of the Union Mills Homestead's authentic historical materials; dedication to a preservation culture to ensure the original authenticity of historic resources.

Integrity: Fidelity to the truth and committed reliance on authentic stories, spaces, and things to interpret Union Mills' history and broader historical patterns and themes.

Accessibility: Striving to be inclusive and offering meaningful opportunities for diverse participation with organizational programs and museum resources.

Transparency: Adopting a culture of trust and accountability relating to all organizational resources.

Collaboration: Commitment to building meaningful relationships with people inside and outside of the Foundation, enabling informed and inclusive decision-making; willingness to join with other museums and organizations in partnerships to advance the Foundation's mission.

Professionalism: Commitment to a culture of excellence and dedication to museum standards, ethics, and best practices; treating all with respect.

Sustainability: Sensitivity to careful management of organizational resources such that they will be a valued asset for future generations, not a burden; and the protection of natural and cultural environments to minimize the impact of the museum and its visitors on those environments.

Photo, left—Sam Riley presenting at a Carroll County Birthday Celebration. Dylan Slagle photo, Permission from Baltimore Sun Media. All Rights Reserved.

Outreach & Education

STRATEGIC INITIATIVE #1

Promote lifelong learning by actively engaging the community (locally and globally) with our site, stories, and collections.

To achieve this, we will:

- Align events, programming, and other activities around outreach which fosters more engagement with local communities and expands awareness and utilization of the site and its collections.
- Expand and diversify programming to include additional partnerships with outside organizations and groups, incorporating broader portions of the community into Union Mills Homestead experiences and fostering a welcoming and inclusive environment.
- Update the Union Mills Homestead Marketing Plan to incorporate values and initiatives set forth in this Strategic Plan.
- Broaden educational relevancy and efficacy through assessment and recurring evaluation to assure needed changes to educational, interpretive, and programming content.
- Expand niche utilization of the site.



Governance & Staffing

STRATEGIC INITIATIVE #2

Expand human capital assets to advance Union Mills Homestead's impact on the community.

To achieve this, we will:

- Review organizational structure to develop updated staffing and governance models.
- Determine executive leadership needs.
- Assess and expand staffing required to direct and provide educational and conservation work.
- Expand volunteer and membership base.
- Provide professional development and training opportunities for volunteers, staff, and leadership that enhance organizational capacity and foster a respectful, diverse and inclusive workplace.

Photos:

Left—Kyle Dalton presenting to local teachers.

Right—Union Mills Homestead staff.



Finances

STRATEGIC INITIATIVE #3

Revise financial structure (budgeting, record keeping and reporting) to support long-range planning for a sustainable and dynamic future.

To achieve this, we will:

- Analyze the cost of expanded staffing models.
- Prioritize preservation needs and timing of capital projects.
- Pursue new sources of operating revenue.
- Review current financial and management reports and expand if necessary.

Photos:

Left—The Corn Roast, a time-honored tradition and fundraiser that supports our mission.

Right—Roof restoration on the house.



Site Conservation

STRATEGIC INITIATIVE #4

Improve physical spaces to enhance visitor experiences and organizational capacity.

To achieve this, we will:

- Commence a comprehensive review of the Union Mills Homestead's facilities and site amenities and develop a site master plan addressing major needs.
- Develop a Preservation Plan that focuses on preservation of the site's historic structures, while also addressing site accessibility and visitor safety.
- Develop the site's physical spaces to ensure they are sufficiently secure and conditioned to house the artifact collection to archival standards.
- Develop a Cultural Landscape Plan that ensures the grounds, architectural features, and other improvements on the site are developed and maintained in an authentic manner advancing and sustaining the mission and goals of the organization.



How we get there

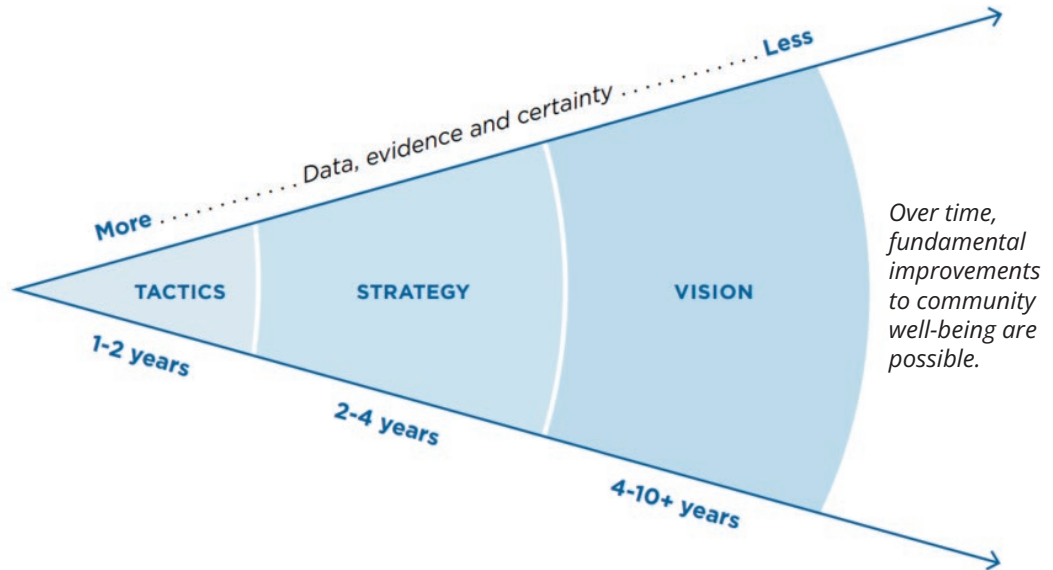
The Union Mills Homestead Foundation recognizes the important role that the museum plays in supporting each visitor's ever-changing understanding of our community's past. Union Mills' spirit of adapting to change will continue throughout this plan.

Vision is our long-term view for the future of the Union Mills Homestead as a longstanding member of the Carroll County community in Maryland.

Strategic Initiatives reflect the direction Union Mills Homestead Foundation is heading and the priorities for our organization.

Under the strategic initiatives are goals and objectives which are the tactical steps (tasks) that Union Mills' staff, board, and volunteers can do every day to achieve our vision.

The Time Cone:



The time cones shows us that tactics, strategy, and vision are all, simultaneously, part of strategic planning but receive different emphasis based on how far you are looking into the future.

Acknowledgements

Many individuals played key roles in the development of this plan. This is the key to our success. We are grateful for their support and innovative spirit that drive the Union Mills Homestead forward.

Special Thanks To Our Community

Our Visitors
Carroll County Board of Commissioners & Staff
Union Mills Homestead Foundation Board of Governors
Union Mills Homestead Foundation Membership
Dedicated Volunteers
Community Partners
Union Mills Homestead Staff

Union Mills Homestead Foundation

Board members:

Samuel Riley, President
Stan Yeakel, Vice President
James M. Shriver, III, Treasurer
Tony Eckard
Henry Franklin
Beth Hill
Helen Hosfeld
William Klinger
Helen Macsherry
Richard Mancini
Jane Sharpe
Sharon Sheppard
B. Frank Shriver
Christine Shriver
David Shriver
Ferdinand Ruppel

Honorary:

Dr. Cornelius Darcy
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Pat Shirley

Ex Officio:

Bryan Bokey, Carroll County Department of Public Works

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