

# HISTORICAL SOCIETY OF CARROLL COUNTY STRATEGIC ACTION PLAN



*Historical Society*  
of CARROLL COUNTY  
*Explore • Learn • Belong*

2023 - 2025

2024 Edition



**The Historical Society of Carroll County connects the past to the present and makes the County's vibrant history tangible, relevant, and meaningful for today's diverse communities and for generations to come.**

**W**e are thrilled to share with the membership and public the Society's 2023-2025 Strategic Action Plan. The Plan is an ever-evolving document that will be updated and reposted online as items are changed or accomplished. In addition to carrying on our existing programming and services, we will aim to accomplish the enclosed action items over the next several years. Readers will note projected budget ranges assigned with each action item. Although these numbers will continue to be refined, we do believe they are realistic, and represent a close estimate of what financial resources will be necessary to accomplish our many tasks. Certain tasks can be completed with little to no funds and readers will note the term *low impact* when we anticipate these figures to be nominal, despite the required allocation of staff and volunteer time.

The Society's Plan is also buttressed by the spectacular bequest and subsequent sale of nearly 100 acres of preserved farm land in Carroll County by Eleanor and Daniel Shipley. The lion's share of proceeds will be placed in long-term investment, a percentage will be utilized for operations, and the remaining funds will seed significant campus improvements on the immediate horizon. Furthermore, another bequest by the Bare Family Trust will galvanize our efforts.

The Society's Gala, Annual Fund, Bluegrass Event, County Grant Support, and Membership continue to be major financial pillars, thanks to all who care deeply about our county's past. If you are not yet a member, and this Plan inspires you, please consider joining at this critical juncture for our organization. A membership form is included on the back cover of this plan. Furthermore, the success of our Plan hinges on volunteer engagement and committee support. If you are interested in potential committee service email us at [info@hsccmd.org](mailto:info@hsccmd.org)

Our Plan is ambitious and there is much work to be done. But, with your help, and our collective passion for history, we will succeed in implementing the actions outlined. On behalf of the Board, Staff and Membership, thank you for your support, encouragement and ongoing commitment to Carroll County history!

A handwritten signature in white ink, reading "Jason D. Allain". The signature is fluid and cursive, with a large initial "J".



**Key Fact:**



The Society was  
founded in 1939

Mary Shellman, 1878

# Goal 1: Strengthen Outreach & Forge Lasting Partnerships

**Goal Summary:** HSCC's future will only be as strong as the lasting partnerships it develops in the coming years. Goal 1 of our Plan aims to strengthen and formalize partnerships and outreach, not only with the various historical organizations in the county but with other non-profits and corporate partners that have a stake in county history. Realizing this vision will take time and experimentation. We will actively invite the community and potential partners to share ideas with the Society about how we might work together in creative and unique ways.

## **Key Objectives:**

- Develop sustainable outreach workflows for the recruitment and retention of partners, members, donors and volunteers.
- Make programming more accessible, involving wider community input.
- Maintain an organizational culture of outreach and community engagement where the “public comes first” in all Society operations. Measure this objective by participating in museum industry organizational evaluations.
- Finalize vision statement for the Society by the end of the current Plan where outreach and partner cultivation is more prominently featured and emphasized.
- Develop a robust volunteer program; fully coordinated and integrated into Society operations.

# Action Items:

STARTED

IN PROGRESS

COMPLETED

**Form County Historic Sites and Museums Consortium in partnership with Celebrating America Committee**

Timeframe, 2024

Lead, Executive Director/Outreach and Events Director/  
Outreach Committee

Projected Budget, Low Impact



**Make Society newsletter more accessible to public and non-members**

Timeframe, 2024

Lead, Executive Director/Board

Projected Budget, Low Impact



**Establish press release/community calendar workflow to market and promote HSCC initiatives and events**

Timeframe, 2024

Lead, Outreach Committee/Outreach and Events Director

Projected Budget, Low Impact



**Complete Outreach calendar for county-wide tabling/booth event participation and purchase new booth/display materials**

Timeframe, 2024

Lead, Outreach and Events Director/ Outreach Committee

Projected Budget, \$2,500



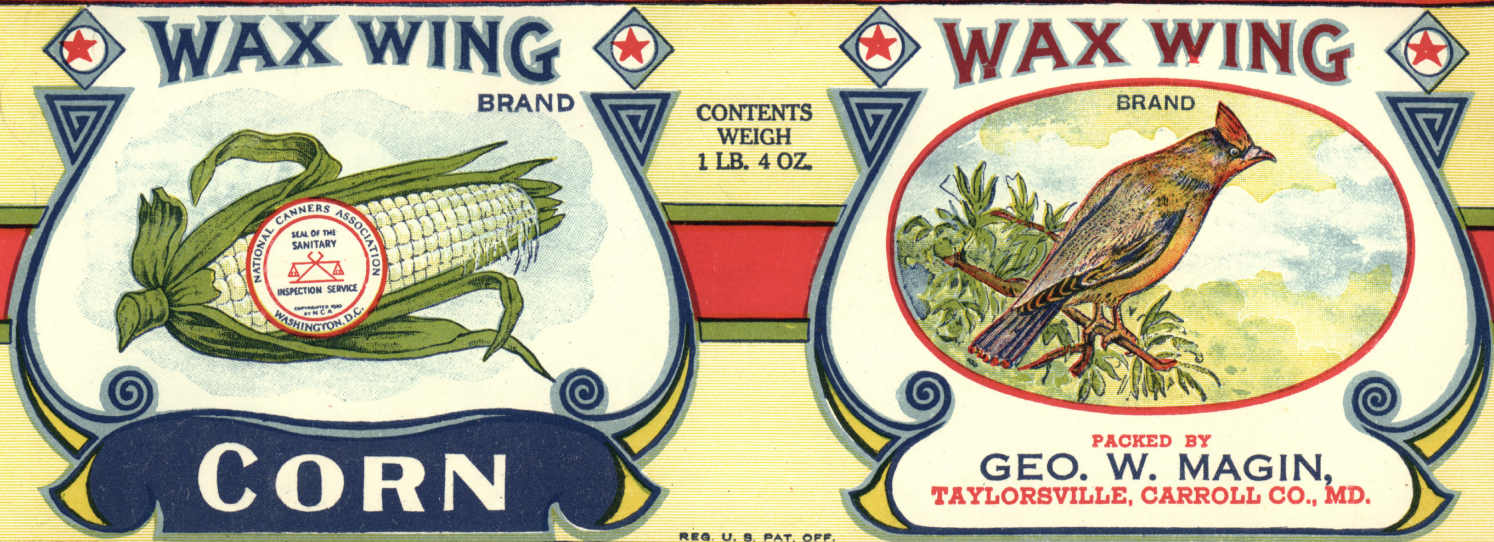
**Formalize partnership with Carroll County Public Library, Carroll County Genealogical Society, and Carroll County Public School Libraries for free research passes for HSCC library and possible workshop collaboration**

Timeframe, 2024

Lead, Outreach and Events Director

Projected Budget, Low Impact





Carroll County Canning Label c.1950

The Historical Society of Carroll County is an important educational institution in Carroll County, which uses materials and knowledge of the past to explore topics of timeless relevance and current public interest and benefit. Inside and outside the walls of its buildings, HSCC encourages broad engagement in the diversity of experiences it offers. It develops and deploys its collections, knowledge, connections, and expertise to build relationships among individuals, organizations, educational programs, and communities to enhance understanding and to engender a pride of place. The Society offers a compelling reason to live in and to visit Carroll County.

STARTED

IN PROGRESS

COMPLETED

**Reestablish Volunteer Luncheon with opportunities to serve orientation for prospective volunteers**

Timeframe, 2024

Lead, Outreach and Events Director/Outreach Committee

Projected Budget, \$500-\$1,000



**Revamp and grow Tour Guide program and establish regular student work-study positions**

Timeframe, 2024

Lead, Outreach and Events Director/Outreach Committee

Projected Budget, \$500-\$1,000



**Expand Sundae Scoop event into a larger family-focused history event**

Timeframe, 2024

Lead, Program Committee/Outreach Committee/  
Outreach and Events Director

Projected Budget, \$2,500-\$5,000



**Develop new homeschool program to replace Past Times for Children program**

Timeframe, 2024

Lead, Outreach Committee/ Outreach and Events Director/  
Education Intern

Projected Budget, \$1,500-\$3,000



**Launch annual teacher/educator open house & professional development program**

Timeframe, 2024

Lead, Outreach and Events Director/Outreach Committee

Projected Budget \$500-\$750





STARTED

IN PROGRESS

COMPLETED

**Maintain regular BLT recordings, editing and channel uploading**

Timeframe, 2024

Lead, Outreach and Events Director/Program Committee

Projected Budget, \$3,000-\$3,500

**Expand Annual Meeting guest speaker recruitment**

Timeframe, 2024

Lead, Executive Director/Outreach and Events Director/  
Program Committee

Projected Budget, \$1,000

**Complete new Society Website and Rebranding Project**

Timeframe, 2024

Lead, Executive Director/Staff/Board

Projected Budget, \$10,000-\$20,000 (website) (logo  
development, in-kind)**Launch new biennial history conference in partnership with  
Carroll Community College**

Timeframe, 2024

Lead, Staff/Ad-Hoc Committee

Projected Budget, \$5,000-\$7,500

**Develop Board recruitment matrix to align with HSCC  
outreach objectives**

Timeframe, 2024

Lead, Board Chair/Nominating Committee

Projected Budget, Low Impact



STARTED

IN PROGRESS

COMPLETED

**Establish “Youth Advisory Committee” with Board-approved parameters to expand engagement with younger audiences**

Timeframe, 2024

Lead, Outreach and Events Director/Outreach Committee/  
Executive Director/Board

Projected Budget, Low Impact



**Explore feasibility with partners of commemorating 85<sup>th</sup> Anniversary with “House that Jacob Built” play production**

Timeframe, 2024

Lead, Outreach and Events Director/Outreach Committee/  
Executive Director/Program Committee

Projected Budget, \$5,000-\$7,500



**Update educational trunk program in coordination with Carroll County Public Schools**

Timeframe, 2024

Lead, Outreach and Events Director/Outreach Committee

Projected Budget, \$2,000-\$4,000



**Non-profit corporate history partnership development in Cockey’s (Women’s club archives etc.)**

Timeframe, 2024

Lead, Executive Director/Library Committee/Curator

Projected Budget, \$1,500-\$3,000





Sherman-Fisher-Shellman House, 1933



**Key Fact:**

**Annual Operating Budget:**  
**\$425,000**

STARTED

IN PROGRESS

COMPLETED

**Create County Historical Places Recognition program for county wide sites and places of significance in conjunction with phased updating of Carroll County Maryland Inventory of Historic Places with hired consultant**

Timeframe, 2025

Lead, Outreach and Events Director/Outreach Committee/  
Program Committee

Projected Budget, \$5,000-\$8,500



**Become a lead partner in the Semiquincentennial celebrations and coordination**

Timeframe, 2025

Lead, Executive Director/Outreach and Events Director/  
Ad-hoc Committee

Projected Budget, \$2,000-\$5,000



**Expand Outreach and Events Director position to full-time**

Timeframe, 2024

Lead, Executive Director/Board Chair/Board/  
Executive Committee

Projected Budget, \$8,000-\$10,000



# Board and Staff

## OFFICERS

Chair

Vice Chair

Secretary

Treasurer

## Name

Lynn Wheeler

James M. Shriver, III

Jennifer Munch

Tyler J. Codd

## Staff

Jason Illari, Executive Director

Laura Bankard, Outreach & Events Director

Beverly Staub, Development Assistant

Cathy Rose, Bookkeeper

Stephanie Eckard, Collections Manager

Kyle Wichtendahl, Archivist/Library Assistant

## TRUSTEES

Glenn S. Bair

Thomas C. Beach, IV

Larry Bohn

Dale R. Bowman

William L. Brown

Joe Dominick

Charles O. Fisher, Jr.

Samuel V. Greenholtz

Bernard L. Jones, Sr.

Josh Kohn

Debbie Leazer

William Palm

Douglas P. Velnoskey

Commissioner

Tom Gordon,

Ex-officio



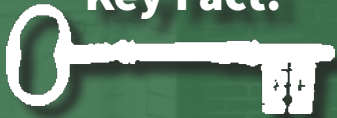
Board and Staff at Shellman House 2024



## Key Fact:

6 paid staff &  
17-member Board  
of Trustees

**Key Fact:**



*Carroll History Journal*  
published annually &  
Newsletter 4 times per year



House That Jacob Built, 1957

# Goal 2: Beautify and Optimize Society Spaces

**Goal Summary:** In order to enhance the visitors experience and attract repeat patrons, HSCC must continue to beautify its campus and make it easier for the public to engage with our spaces. A significant amount of time and planning will be dedicated to solving the Society's collections and exhibits challenges. While the Society's Properties Committee will still maintain a vital role in maintaining our current structures, an Ad-hoc Space Planning Committee will be formed to spearhead a longer-range vision for Society spaces and report space needs and plans to the Board and an Ad-Hoc Capital Campaign Committee (see goal 4).

## **Key Objectives:**

- Utilize HSCC buildings, rooms and spaces to full capacity to enhance the community's engagement with the Society's downtown Westminster campus.
- Create multi-year phased campus Master Plan in coordination with Space Planning Committee, Board of Trustees, Industry Experts and Stakeholders.

# Action Items:

STARTED

IN PROGRESS

COMPLETED

**Complete Sherman-Fisher-Shellman House exterior and interior repairs & rent temporary climate controlled space for collections as required to complete project**

Timeframe, 2024

Lead, Executive Director/Properties Committee

Projected Budget \$90,000- \$100,000 (already secured)



**Cockey's and Kimmey structural analysis completed**

Timeframe, 2024

Lead, Executive Director/Board Chair/Properties Committee/  
Space Planning Committee

Projected Budget, \$7,500-\$10,000



**Examine Emerald Hill lease and make determination of Society's objectives for use in consultation with City of Westminster**

Timeframe, 2024

Lead, Executive Director/Board Chair/Board/  
Space Planning Committee

Projected Budget, Low Impact



**Clear Cockey's third floor to make ready for future use, explore possibility student history paper archive in honor of Mike Eaton to replace bedroom furniture**

Timeframe, 2024

Lead, Executive Director/Properties Committee/  
Space Planning Committee

Projected Budget, \$5,000-\$7,500



**Create & Implement Temporary Exhibits Plan**

Timeframe, 2024

Lead, Curator/Exhibits & Collections Committee/  
Space Planning Committee

Projected Budget, \$5,000-\$10,000





STARTED

IN PROGRESS

COMPLETED

**Reestablish seasonal and anniversary exterior decorating schedule for campus buildings**

Timeframe, 2024

Lead, Outreach and Events Director/Properties Committee

Projected Budget, \$1,000-\$2,000



**Complete Kimmey Bookshop remodel/relaunch and align Shop web presence with Bookshop objectives**

Timeframe, 2024

Lead, Outreach and Events Director

Projected Budget, \$1,500-\$3,000



**Begin draft development of an Interpretive Plan for Sherman-Fisher-Shellman House second floor**

Timeframe, 2024

Lead, Curator/Exhibits and Collections Committee/  
Properties Committee/Space Planning Committee

Projected Budget, \$5,000-\$7,500



**Audit all directional and informational signage and install new wayfinding on HSCC campus in accordance with City guidelines**

Timeframe, 2024

Lead, Executive Director/Board Chair/Properties Committee/  
Space Planning Committee

Projected Budget, \$5,000-\$10,000



**Complete Gardens donor recognition signage project**

Timeframe, 2024

Lead, Properties Committee

Projected Budget, \$2,500



STARTED

IN PROGRESS

COMPLETED

**Walkway hardscaping around HSCC buildings and parking lot repair (if in line with long range campus plans)**

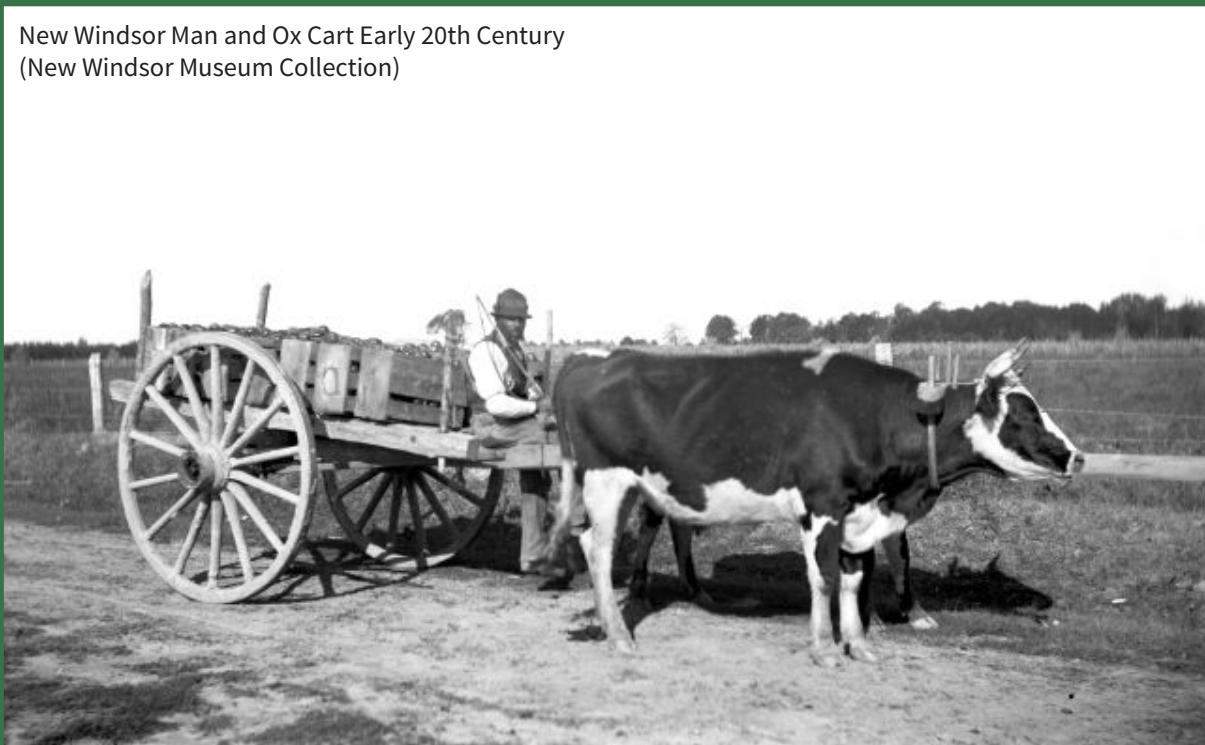
Timeframe, 2024

Lead, Executive Director, Space Planning Committee, Properties Committee

Projected Budget, \$125,000-\$150,000



New Windsor Man and Ox Cart Early 20th Century  
(New Windsor Museum Collection)



# Funds

**HSCC stewards several project fund accounts designated for special initiatives. Contributions of any amount can be made to support these projects.**

Collection Care and Conservation Fund

*New!* Campaign Shellman Tour Expansion Fund

Acquisitions & Exhibits Fund

Outreach and Education Fund

Sophia Jean Brown Hall Fund (General Support)

Digital Library Fund

*New!* Campaign Library Move Fund

*New!* Campaign Accessibility Fund

**The Society also maintains investment funds to support mission-critical operations. Reach out to HSCC to discuss a variety of options for contributing to these funds.**

Endowment Fund (Interest utilized for Operational Support)

Shipleigh Endowment Fund (utilized for Shellman Support)

Operating Fund (Rainy Day Support)

*New!* Reserve Fund

*New!* Carroll 250 Fund



School Tour of Shellman 2023

**Key Fact:**

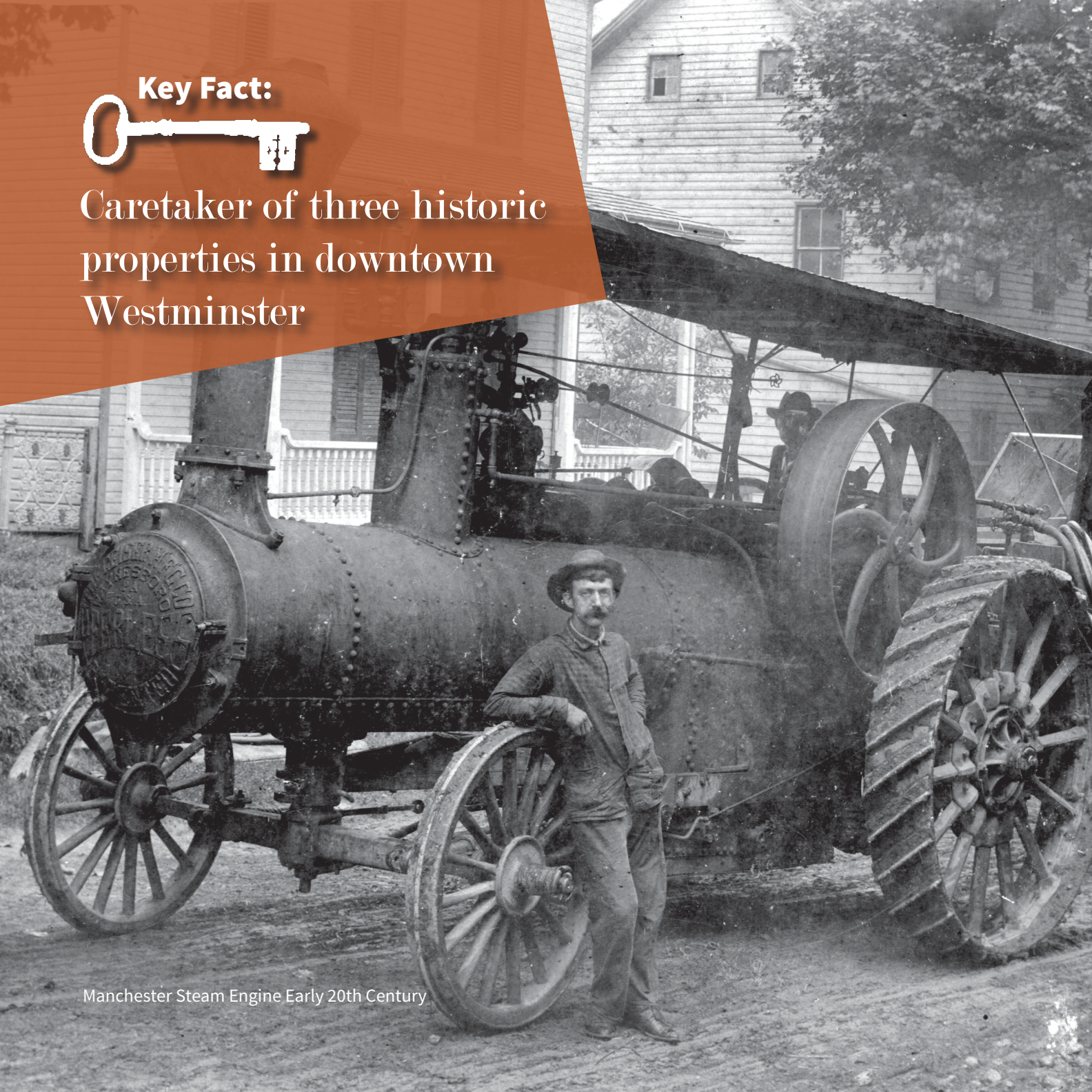


The society is a 501(c)3 private educational organization with 550+ members

**Key Fact:**



Caretaker of three historic  
properties in downtown  
Westminster



Manchester Steam Engine Early 20th Century

# Goal 3: Ensure Financial Sustainability

**Goal Summary:** The Society's mission will be enhanced through strategic growth of programs and services. In order for this growth to be maintained, financial capacity must increase. Philanthropic support must go hand-in-hand with a Society-wide culture of service towards the community, donors, members and patrons based on trust, transparency and a collective commitment to mission.

## **Key Objectives:**

- Completion of a long-term budget forecast to incrementally increase the Society's operational budget.
- Secure funding for expanded HSCC paid staff to meet the demands of increased programming and services and align all staff duties and assignments to meet requirements of current and future plans.
- Maintain implementation of best financial practices and standards across all operations.

# Action Items:

STARTED

IN PROGRESS

COMPLETED

**Create Strategic Action Plan video with community testimonials with production firm**

Timeframe, 2024

Lead, Executive Director/Development Committee

Projected Budget, \$5,000-\$7,500



*Now Free!*

**Reevaluate HSCC rates and fees for operational-related services (launch free admission for tours)**

Timeframe, 2024

Lead, Executive Director/Outreach and Events Director/Curator/  
Library Committee/Program Committee

Projected Budget, Low Impact



**Review staff job descriptions and evaluation procedures and create staffing plan aligned with long-term budget planning**

Timeframe, 2024

Lead, Executive Director/Executive Committee/Board

Projected Budget, Low Impact



**Conduct an internal review of all vendor invoices to determine rebidding feasibility**

Timeframe, 2024

Lead, Executive Director/Finance Committee

Projected Budget, Low Impact



**Develop and promote HSCC's paid Intern and Scholarship Opportunities**

Timeframe, 2024

Lead, Outreach and Events Director/Outreach Committee

Projected Budget, \$500-\$1,000



STARTED

IN PROGRESS

COMPLETED

**Develop position descriptions for two new part-time staff positions**

a. Librarian/Historian b. Collections Assistant  
 Timeframe, 2024  
 Lead, Executive Director/Board Chair/Board/  
 Executive Committee  
 Projected Budget, \$25,000-\$35,000 (if hiring proceeds)



**Revamp business membership program**

Timeframe, 2024  
 Lead, Executive Director/Development Committee/  
 Outreach Committee/Board  
 Projected Budget, Low Impact



**Review Board term limits, seat availability and fundraising roles and responsibilities**

Timeframe, 2024  
 Lead, Executive Director/Governance Committee/Board  
 Projected Budget, Low Impact



**Move HSCC to a calendar year from a July 1-June 30 Fiscal Year**

Timeframe, 2025  
 Lead, Executive Director/Finance Committee/Board  
 Projected Budget, \$2,500-\$4,000



**Develop multi-year Gala Fundraising Strategy with Gala and Development Committee**

Timeframe, 2024  
 Lead, Executive Director/Development Committee/  
 Gala Committee/Ad-Hoc Space Planning Committee  
 Projected Budget, Low Impact



STARTED

IN PROGRESS

COMPLETED

### Kick-off Society Golf Tournament Fundraiser

Timeframe, 2024

Lead, Executive Director/Development Committee/  
Ad-hoc Golf Planning Committee

Projected Budget, Low Impact



Westminster Parade Elephant c. 1925



# Committees

## **STANDING COMMITTEES:**

### **Development Committee**

Douglas P. Velnoskey

### **Executive Committee**

Lynn Wheeler

### **Exhibits and Collections Committee**

James Shriver

### **Finance Committee**

Tyler Codd

### **Governance Committee**

Charles Fisher, Jr.

### **Library Committee**

William Palm

### **Outreach Committee**

Debbie Leazer

### **Programs Committee**

Lynn Wheeler

### **Publications Committee**

Kyle Wichtendahl



Library Research Volunteers 2023

## **AD-HOC COMMITTEES:**

### **Bluegrass, Bourbon and Bocce**

Jennifer Munch

### **Legacy Gala**

Debbie Leazer

Josh Kohn

### **Campus Transitions Committee**

James Shriver

### **Campus Capital Campaign Committee**

Chair TBD

### **Golf Tournament Fundraiser Committee**

Sam Greenholtz



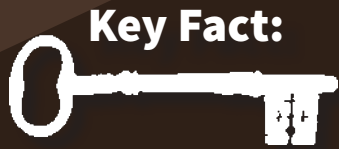
Car novelty wind-up toy from  
HSCC Collections c. 1910

# Goal 4: Expand Care & Access to Collections and Historical Resources

**Goal Summary:** Carroll Countians have many stories to tell and HSCC must provide the means to make this possible. Currently, HSCC cannot physically expand its exhibit or historical program offerings, and the vast majority of its collections are locked away in storage. Although there are many details to iron out, we believe that with the community's help and the Society's perseverance, the Society can successfully complete a campaign that is appropriately scaled for HSCC's immediate and long-term needs. In the meantime, care and access to collections can be enhanced through obtainable action steps.

## **Key Objectives:**

- Market HSCC's 85th birthday in 2024 to bring greater awareness to the public about HSCC's collections, historical resources and mission.
- Implement significant campus improvements for the expanded care, exhibition and interpretation of the Society's collections by the close of the Plan.
- Expedite immediate collections care, access and interpretation with increased Exhibits and Collections Committee activity and engagement .



Steward of  
40,000 objects  
including rare  
books, art,  
manuscript,  
artifacts and  
ephemera



Margaret E. Bucky Quilt, 1857

# Action Items:

STARTED      IN PROGRESS      COMPLETED

**Complete install of new collections and archival database in library for search access for patrons and volunteers**

Timeframe, 2024  
 Lead, Executive Director/Curator and Library Committee  
 Projected Budget, \$1,000



**Write Collecting Plan to pinpoint collecting objectives to increase collections depth and diversity and limit collecting redundancies**

Timeframe, 2024  
 Lead, Curator/Exhibits and Collections Committee  
 Projected Budget, Low Impact



**Finish Emergency Buildings and Collections Preparedness Plan**

Timeframe, 2024  
 Lead, Curator/Properties Committee  
 Projected Budget, Low Impact



**Develop and Launch Online Collections Hub and Digital Library**

Timeframe, 2024  
 Lead, Executive Director/Staff/Ad-Hoc Committee  
 Projected Budget, \$15,000-\$25,000



**Update Photographic Reproduction and Distribution Policy and Fees**

Timeframe, 2024  
 Lead, Executive Director/Curator/Library Committee  
 Projected Budget, Low Impact



STARTED

IN PROGRESS

COMPLETED

**Review Collections Management Policy and update *as needed* according to AAM Standards and Best Practices**

Timeframe, 2024

Lead, Curator/Exhibits and Collections Committee

Projected Budget, Low Impact



**Analyze collection storage needs and formulate storage space action plan**

Timeframe, 2025

Lead, Executive Director/Curator/Exhibits & Collections Committee/ Space Planning Committee

Projected Budget, Low Impact



**Form Campus Campaign Committee to continue implementation of Space Planning Committee recommendations**

Timeframe, 2024

Lead, Executive Director/Board Chair/Board

Projected Budget, Low Impact



**Development Committee to help inform Campus Campaign Committee of possible fundraising goal(s) for Campus Improvements**

Timeframe, 2024

Lead, Development Committee/Development Chair/ Executive Director/Board Chair

Projected Budget, TBD



## New for 2024!

HSCC's Space Planning Committee, led by Jim Shriver, wrapped up their work in April 2024. The committee was tasked by the Board to examine the Society's campus and create a master plan for our buildings, walkways, and surrounding landscape. We are thrilled to share that the Board of Trustees approved the committee's recommendations at their May 2024 meeting.

### Three-overarching campus-wide improvements noted in the recommendations include:

- Commencement of accessibility improvements of the walkways, entrances, and parking lot. The outpouring of Gift for the Cause support at the 2024 Gala resulted in \$76,000 raised for this work, which will be matched dollar for dollar from the generous 2023 Shipley family and Bare family bequests.
- Begin preliminary planning to move the Society's library and manuscripts to Cockey's and open the Shriver-Weybright Room in Kimmey for temporary exhibits, receptions, and special programs. HSCC will employ an interior designer for the new library space which will take on the aesthetic of a classic "private" library while at the same time provide modern technology for patrons and researchers.
- Expansion of the Society's educational and interpretive offerings into the second floor of the Sherman-Fisher-Shellman House upon completion of the window repair project. HSCC will start with the installation of an early 20th century bedroom dedicated to the life and work of Mary Shellman. From there the Society will continue to develop and implement similar "period rooms" to uncover the many untold stories of the house. Furthermore, as part of the Society's celebration of 85 years, walk-in tours of the Shellman House are now free.

*Now Free!*



Mary Shellman/  
Princess Annabella

# Now's the time to become a member!

With the roll-out of the Society's 3-Year Strategic Action Plan, there is no better time to join the Society or pass on the gift of membership to a friend or family member. Membership is affordable and meaningful. Business memberships are also available.

## All memberships include:

- Subscription to *The Courier* newsletter to keep current with Society news & upcoming event information
- Subscription to the *Carroll History Journal*, featuring original and scholarly articles about unique aspects of county history
- Free use of the research library's genealogical sources, archival news articles, books, and historical manuscripts
- Invitations to Annual Meeting, special events, education programs, exhibit openings, lectures, workshops and more
- Discounted admission to *Box Lunch Talks* and other events
- Discount on purchases at the Kimmey Bookshop

The easiest way to join now is to visit the Society's membership page at <https://hsccmd.org/get-involved/membership/> If you are already a member, there is nothing more to do. Thank you!

## Want to join or have questions? See below!



Bluegrass, Bourbon & Bocce Attendees 2022

Name:

Email:

Telephone:

\_\_\_ I would like to join the Society in support of the 2023-2025 Strategic Action Plan at the one-time 50% discounted price for *the first year*. (Enclosed is my payment. See pricing on Jason's cover letter.) (If paying online you will note the special discounted price – enter STRATEGICACTIONPLAN )

If providing the membership as a gift, please include recipient name and address here:

\_\_\_ I am not sure of my membership status as an individual or business member. Please email me more information about my membership status (want to save a stamp? Email us at [info@hsccmd.org](mailto:info@hsccmd.org) to obtain your membership status)