



HISTORICORPS®
WORKFORCE FOR SAVING PLACES

STRATEGIC PLAN 2021



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INTRODUCTION

We have ended our tenth year on an upbeat note, despite a late start due to the coronavirus epidemic. Our team rose to the occasion, securing financial assistance from the Federal CARES Act and developing effective protocols to keep our field staff and volunteers safe. We owe thanks to our friends at the Forest Service, other Federal land management agencies and NGO partners who stood with us and helped HistoriCorps to not only emerge from 2020 stronger than ever, but also put together a 2021 season that looks to be our biggest and most diverse yet.

This Strategic Plan is about HistoriCorps' next ten years; it is emblematic of the dynamic team that is shaping us to be responsive to the growing and changing needs of our partners, volunteers, and society. We start from a position of strength – with an excellent staff, an enthusiastic board, and a good financial position. . We are bringing on new board members who will help advise us on community outreach and education and fundraising efforts.

With a clear path ahead, this is a good time for me to retire. After eight years as Executive Director, I can reflect on the fact that we have tripled in size and our reputation in historic preservation circles is excellent. I am proud that we have built strong and enduring relationships with our partners and volunteers.

I want to thank everyone who has helped HistoriCorps become the national leader in a field we were instrumental in creating.

I can say with great satisfaction that we are positioned to achieve even greater heights in the next ten years, and I wish our HistoriCorps team nothing but success.



Townsend "Towny" Anderson, Executive Director of HistoriCorps

STRATEGIC PLANNING PROCESS

In 2019, HistoriCorps' Board of Directors and Executive Director looked towards HistoriCorps' tenth year, our bright future, and agreed that we were overdue for a strategic plan. For many fledgling non-profit organizations, growth occurs so quickly that collaborative, long-term planning is sidelined; day-to-day operations are the focus. This was the case for HistoriCorps, until now.

We launched this strategic planning effort at a board and staff retreat in November 2019, following our 9th project season. The first step was a collaborative SWOT analysis: identifying HistoriCorps' internal strengths and weaknesses, as well as our external opportunities and threats.

With this reflection in hand, Towny and I designed a strategic planning process inspired by several frameworks available online, my personal experience with strategic planning in the for-profit sector, and exemplary strategic plans such as one recently completed by our colleagues at History Colorado. My fellow Board Member, Dr. Holly Norton, participated in that effort and shared her insights from History Colorado. We established a Strategic Planning Subcommittee comprised of board members, administrative staff, and a senior representative of our field staff. We started at the very beginning: Who is HistoriCorps?

Our first order of business was to update the mission of HistoriCorps. Next, we identified six "core values" that define this organization and answer the call of our mission. We further defined each core value as a "guiding principle" and described their manifestations "in action," (inspired by the National Trust for Historic Preservation).

At this point, COVID-19 spread rapidly across the world and temporarily halted HistoriCorps' operations. Our committee members paused the strategic planning process for a while, focused on the crisis at hand, and finally reconvened in May 2020. We were relieved to turn our attention back to HistoriCorps' future and potential, beyond survival.

Throughout HistoriCorps' 10th project season, the committee drafted a set of three vision statements that describe the organization's disposition one year, five years, and ten years into the future. We explored many ideas about what HistoriCorps could become at each milestone. Finally, we identified specific goals and subsequent action plans that HistoriCorps can implement to achieve each vision. Looking ahead to 2021, we prescribed detailed actions and deadlines. We allowed more flexibility in the action plans for 2026 and 2031; there will be many opportunities for HistoriCorps' community, including our incoming Executive Director, to help define and implement those long-term visions. This is a living document for HistoriCorps' bright future.



Molly Fay, Board Member

COMMITTEE MEMBERS



MOLLY FAY, *Board Member* - Molly joins HistoriCorps' Board as an enthusiastic volunteer and historic preservation lover. She is a native of Denver and spends most of her time horseback riding and enjoying the outdoors. Currently, Molly is a Real Estate Strategic Planner at Lumen Technologies and a member of the global leadership team for the company's young professionals employee resource group. She has volunteered extensively with organizations in Juarez, New Orleans, and Harlan, KY as well as the Blackfeet Reservation in northern Montana. She holds a BA in American Studies and a MBA from La Salle University in Philadelphia, PA.

DR. HOLLY NORTON, *Board Member* - Dr. Norton received her BA in anthropology from the University of South Carolina, and an MA and PhD from Syracuse University in anthropology with her dissertation "Estate by Estate: The Landscape of the 1733 St. Jan Slave Rebellion." She has worked as an archaeologist conducting both prehistoric and historical archaeological investigations, as well as historical architectural surveys, for a variety of state and federal agencies and private environmental firms, including the South Carolina Department of Transportation and the National Park Service. Norton currently serves as the Colorado State Archaeologist and the Deputy State Historic Preservation Officer at History Colorado where she focuses on a variety of regulatory issues including the Section 106 process.



BART BERGER, *Board Member* - W. Bart Berger is a staunch Coloradoan, a fourth-generation Coloradan, entrepreneur, innovator and storyteller with a passion for preserving both the natural environment and the legacy of Colorado leadership, weaving the two together for future generations. Bart founded and now serves on the Board of Directors for the Denver Mountain Parks Foundation., For 21 years, he served on the Board of History Colorado. As chairman of the Board, he helped guide the organization from the Colorado Historical Society to History Colorado and build the History Colorado Center. Bart has also worked with a host of civic non-profits. In 2004, he founded the Denver Mountain Parks Foundation to restore and revitalize the historic Denver Mountain Park system. He is currently working with the City and HistoriCorps to transform the 1930s Morrison CCC camp into a learning campus for outdoor education and skills training.



COMMITTEE MEMBERS



PATRICK KENNEDY, *SENIOR Project Supervisor* - Patrick has been involved in hands-on historic building renovation since the early 70's. He began with residential and commercial buildings in Northern Kentucky and then log buildings. Relocation to central Kentucky in the early 80's he continued to work on all aspects of the renovation and restoration of historic log and wood frame buildings including window restoration. He accepted a position in 1997 with the Kentucky Heritage Council (KHC), the State Historic Preservation Office. He worked there for fifteen years as an advisor for historic building and covered bridge renovations throughout the State. During his tenure at KHC he set up a nationally recognized hands-on restoration skills program at Pine Mountain Settlement School with major assistance from Bob Yapp. Patrick continues his work in historic preservation as a go-to source fro historic building projects, contractor for special preservation projects, instructor at hands on education workshops and demonstrations, and supervisor for HistoriCorps volunteer projects.

TOWNY ANDERSON, *Executive Director* - Towny has over 40 years of experience with historic preservation. He has restored historic properties first as a craftsman, then a contractor, and later a developer and owner. He was an independent scholar, cum laude graduate of Middlebury College and attended the Preservation Leadership Training program of the National Trust for Historic Preservation. Towny served as Vermont's first appointed State Historic Preservation Officer, as a Director of the National Conference of State Historic Preservation Officer, as a Director of the National Conference of State Historic Preservation Officers and as chair of the Vermont Historic Preservation Advisory Council. He is a Senior Fellow of the American Leadership Forum. Towny co-wrote groundbreaking statewide legislation encouraging reinvestment in Vermont's historic downtowns. He was a founding board member of the MainStreet Steamboat Springs. Two of his certified historic rehabilitations projects received National Trust Preservation Honor awards. Appointed Executive Director of HistoriCorps in August 2012, Towny has brought together everything he loves about historic preservation - buildings, people, beautiful places, and education.



JASON WHITEHEAD, *Director of Operations* - Over the last 25 years Jason has worked to preserve numerous structures dating from the 17th to the 20th century in the U.S., England, and Ireland. Jason received his BA in History from Virginian Commonwealth University and completed a rigorous apprenticeship program in historic masonry trades at Colonial Williamsburg becoming the first to reach the title Master of Masonry Trades. A key element of this work was the making, firing, and laying of handmade bricks using only traditional tools and techniques. He also specialized in developing lime mortars and plasters for use in preservation work. A native of Virginia, Jason is based near Richmond, VA with his family and farm.

COMMITTEE MEMBERS



CHARLOTTE HELMER, *Project Manager* - Charlotte brings a passion for collaborative preservation projects and particularly enjoys working in the backcountry. She studied architecture, museums, and outdoor leadership at Smith College and holds an M.S. in Historic Preservation from the University of Oregon. Charlotte previously worked for the Pacific Northwest Preservation Field School and Olympic National Park. As a Crew Leader and Project Supervisor, Charlotte co-led HistoriCorps projects in OR, CA, NV, WY, CO, MO, and NY from 2016-2018. Today, she manages HistoriCorps' architectural history projects and preservation projects in the West.

LIZ RICE, *Workforce Manager* - Liz brings a decade of experience in program development and management, specializing in cultural and environmental stewardship projects. Liz has spent more than three years in national service positions, first as an AmeriCorps VISTA developing youth stewardship programs in the Four Corners area, and later as a Peace Corps Volunteer in the Philippines. Liz has a personal understanding of the incredible power volunteers can contribute to accomplishing organizational and community goals; and as an experienced traveler and outdoors-lover, she enjoys helping others explore new places and give back to their communities in meaningful ways. Liz is an alumna of Indiana University - Bloomington's esteemed School of Public and Environmental Affairs and is currently pursuing a Masters in Environmental Policy and Management through the University of Denver. She lives in Denver with her family.



TEGAN GUDMUNDSON, *Funds and Relationship Manager* - Tegan is a long-time resident of Colorado, originally from Vancouver British Columbia. After several years in the event and hospitality industry in many roles, she turned her focus towards non-profits and has been working as a development and fundraising manager for the past two years. She joins HistoriCorps with a bachelor's degree in Business Management from Metropolitan State University of Denver. Tegan is an avid outdoor adventurer, movie and music lover and in her off time she is hiking through the Rockies or going to concerts. Tegan is based at HistoriCorps' headquarters in Morrison, CO.



MISSION STATEMENT

Foster a preservation ethic by engaging volunteers in saving historic places.



OUR VALUES

Craftsmanship

Guiding Principle - Historic preservation craftsmanship is a standard of excellence and an unwavering commitment to quality encompassing everything from knowledge of the advantages and limits of construction materials in specific applications to the experience-based use and understanding of hand and/or power tools to replicate the original design, construction, and appearance.

In Action - We are mindful of doing our best, and that doing our work well is our reward. We utilize a network of preservation specialists to supplement field-experienced project managers, to provide quality control checks on final scopes of work, to coach and mentor field staff, and to improve project best practices through peer learning. We regularly train managers and field staff in supplemental ‘hands-on’ traditional skills.

Integrity

Guiding Principle – We follow best practices and foster strong, collaborative partnerships. We value authenticity, transparency, and trust. We communicate openly about our strengths and challenges, and we collaborate to improve and thrive.

In Action – We demonstrate skill and craftsmanship. We uphold best practices to preserve and restore the physical integrity of each historic resource. We exemplify professional conduct and we act in good faith, presuming good intentions. We look for opportunities to learn from each other. We work together to overcome mistakes and we share responsibility for every outcome.

Challenge

Guiding Principal - We embrace challenge as integral to personal and organizational growth. Challenges prompt us to continually evaluate what we do, where we go, and how we work. Challenge is the fertile ground in which our personal and professional growth takes root.

In Action - We boldly take on new opportunities and experiences. We offer adventures that take volunteers beyond the bounds of everyday life. We design each project to bring a wealth of new skills in an environment conducive to bettering our community and our selves.

OUR VALUES

Experiential Learning

Guiding Principle - We teach by doing, and participants gain knowledge and experience in a safe, welcoming, immersive, team-centered and supportive environment.

In Action - We seek partners who align with our capabilities and mission. We select preservation work that is hands-on, collaborative and enriching for all participants.

Community: Accessibility, Inclusion, and Diversity

Guiding Principle - We value and respect all members of our community and embrace the unique contributions every person gives to support our shared success. We are at our best when we support diverse perspectives, backgrounds, and experiences at all levels of this organization.

In Action - We ask for, listen to, and consider diverse points of view. We recruit and support individuals and groups who are underrepresented in our organization and profession. We strive to make historic preservation projects accessible and inclusive. We work to minimize physical, financial, and social barriers. We work to help our preservation community grow, diversify, and evolve.

Stewardship

Guiding Principle - HistoriCorps is a steward of historic resources, and we are stewards of HistoriCorps.

In Action - We ensure that every action and initiative we take is in the best interests of HistoriCorps and its mission. In doing this, we achieve the greatest benefit for our partners and the historic resource. Through the work of HistoriCorps, we convey and actively promote stewardship to everyone we touch.



ONE YEAR VISION

HistoriCorps’ organizational culture and financial strength are its foundation for sustainability.

Objective	Goals	Action Items	Target Date, Implementers
Organizational Culture: Become a teamwork-focused, inclusive workforce with a common mission and message	1. Build a diverse Board that supports HistoriCorps’ mission of historic preservation training and education	a. Replace two retiring board members	3/31/2021 Board Chair, Executive Director
		b. Engage all Board members in nonprofit Board training	3/31/2021 Board Chair, Executive Director
	2. Implement marketing/communications strategy to engage new partners, volunteers, and donors	a. Hire/contract marketing outreach communications position	10/31/2021 Executive Director, Workforce Manager, Development Manager, Director of Operations
		b. Develop and implement coordinated marketing/outreach messaging plan based on our mission statement	1/22/2021 Director of Operations
	3. Optimize staff performance and collaboration	a. Formalize mentoring and performance management	1/22/2021 Director of Operations
		b. Identify opportunities to improve teamwork between field and administrative staff	1/22/2021 Director of Operations
	4. Ensure field staff is invested in the culture and mission of HistoriCorps	a. Structure Field Staff Training to cover topics that emphasize HistoriCorps’ inclusive and equitable culture	5/7/2021 Director of Operations, Workforce Manager



ONE YEAR VISION

HistoriCorps’ organizational culture and financial strength are the foundation for sustainability.

Objective	Goals	Action Items	Target Date, Implementers
Financial Strength: Adopt a fiscal strategy that leverages HistoriCorps’ nonprofit mission and improves internal efficiencies	1. Reduce financial risks to HistoriCorps	a. Implement professional development for Project Managers, including project estimating and risk management	5/7/2021 Director of Operations
		b. Collaborate with Project Supervisors at project development stage	5/7/2022 Director of Operations
		c. Collect and analyze data to improve accuracy of project estimating	1/1/2022 Director of Operations
	2. All Board members meet or exceed contribution expectations	a. Executive Director sets fundraising goal and the Board leads efforts to meet this goal, aligned with the annual development plan	1/1/2022 (Ongoing) Board Chair, Executive Director, Development Manager
	3. Accelerate reduction of CPI debt	a. Board actively seeks opportunities to reduce or eliminate CPI debt	1/1/2022 Board Chair



FIVE YEAR VISION

Diversified projects, organizational culture, and initiatives forge HistoriCorps into the exemplary leader of experiential historic preservation learning for volunteers and youth.

Objective	Goals	Action Items	Implementers
Diversify project partnerships: Expand our sphere of impact to serve more diverse partners, places, and communities	1. Achieve a balance of federal, state, and local partnership projects	a. Support new partnerships by offering pro bono services such as site visits and project proposals	Director of Operations
		b. Expand our network by attending conferences, connecting with state-level agencies and non profits	Executive Director, Director of Operations
	2. Preserve sites whose histories have been typically underrepresented in historic preservation work	a. Develop relationships with organizations and funders that work to preserve such sites and histories	Executive Director, Director of Operations, Development Manager
		b. Direct potential partners to likely grantors	Development Manager, Director of Operations
Objective	Goal	Action Items	Implementers
Diversify Organizational Culture: Become a community of diverse, capable individuals who serve a shared mission	1. Grow and retain a diverse staff and Board that reflects our core values	a. Recruit qualified staff and Board members, especially from demographics typically underrepresented in historic preservation work	Chair of the Board, Executive Director, Director of Operations, Workforce Manager
		b. Provide training and mentorship for preservation professionals from a variety of backgrounds and demographics	Executive Director, Director of Operations
		c. Build and maintain a pool of project supervisors and crew leaders available to deploy on single projects and/or on short notice	Director of Operations
		d. Host recruiting events for field staff	Director of Operations
		e. Pursue opportunities to employ one or more field staff year-round	Director of Operations

FIVE YEAR VISION

Diversified projects, organizational culture, and initiatives forge HistoriCorps into the exemplary leader of experiential historic preservation learning for volunteers and youth.

Objective	Goals	Action Items	Implementers
Diversify Initiatives: Create new opportunities to advance our mission	1. Broaden workforce participant profile	a. Leverage marketing and outreach to expand volunteer base into new markets and demographics	Workforce Manager, Development Manager
		b. Increase youth corps involvement in projects	Workforce Manager, Director of Operations
	2. Adapt current and adopt new project models to better serve diverse partners and workforces	a. Tailor workforce to project needs	Workforce Manager, Director of Operations
		b. Offer for-fee workshops in preservation skills	Workforce Manager, Director of Operations
		c. Offer weekend or single-day opportunities	Workforce Manager, Director of Operations
		d. Offer opportunities in urban environments	Workforce Manager, Director of Operations
		e. Leverage Denver Parks and Recreation partnership opportunities	Executive Director, Workforce Manager, Director of Operations
		f. Establish HistoriCorps preservation youth corps	Workforce Manager, Director of Operations
		g. Expand into and incorporate an archaeology program	Workforce Manager, Director of Operations
		h. Build administrative capacity to sufficiently develop and launch new initiatives	Executive Director, Workforce Manager, Director of Operations
	3. Expand donor base and Development capacity	a. Capitalize on initiatives to reach new donors and sponsors	Executive Director, Development Manager
		b. Connect with donors through meaningful engagement opportunities	Executive Director, Development Manager
		c. Leverage opportunities such as planned giving and bequests of historic structures as a fundraising strategy	Executive Director, Development Manager

TEN YEAR VISION

Leveraging the strength of its volunteer program, endowment, and expertise, HistoriCorps inspires and expands the preservation community by investing in workforce development programs and projects of importance to historically under-represented populations.

Objective	Goals	Action Items	Implementers
Invest in workforce development programs: Workforce training and engagement model leads preservation advancement	1. Provide a nationally-acclaimed preservation training program	a. Develop curricula to train participants in leadership and volunteer workforce management skills	Director of Operations, Workforce Manager
		b. Utilize our Denver Mountain Parks campus for in-person, multiday programming and training	Director of Operations
		c. Develop sponsorships to support training	Development Manager
		d. Launch immersive, project-based, hands-on historic preservation training	Director of Operations
	2. Fully intergrate a preservation youth corps with core programs	a. Achieve accreditation for full membership in The Corps Network and access AmeriCorps funding	Executive Director
	3. Maintain competitive edge in historic preservation work on public lands	a. Lead the conversation in connecting historic preservation to archaeology, sustainability, public lands stewardship, and outdoor recreation	Executive Director, Board of Directors
		b. Staff and Board participate in policy and legislative advocacy	Executive Director, Board of Directors
		c. Achieve national recognition for HistoriCorps' workforce and training model	Executive Director, Board of Directors
Objective	Goals	Action Items	Implementers
Invest in projects of importance to historically under represented population: HistoriCorps provides financial support and expertise to serve the preservation needs of priority communities	1. Establish endowment capable of match-funding one or more priority projects annually	a. Expand Development department capacity	Development Manager, Executive Director, Board of Directors
		b. Establish endowment	Executive Director, Board of Directors, Development Manager (To be launched 2026)
		c. Seek funding partners that will support priority projects	Development Manager, Executive Director, Board of Directors
	2. Establish advisory committee to support this program	a. Recruit committee members with relevant experience, connections, and networks	Executive Director, Board of Directors, Director of Operations (To be launched 2026)

RE-EVALUATION OF THE STRATEGIC PLAN

This is a living document for HistoriCorps’ bright future. The Executive Director and the Board of Directors shall reconvene the committee and update the Strategic Plan on an annual basis.



HistoriCorps is a 501(c)(3) not for profit organization. Donations help HistoriCorps achieve these grand and achievable goals.

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