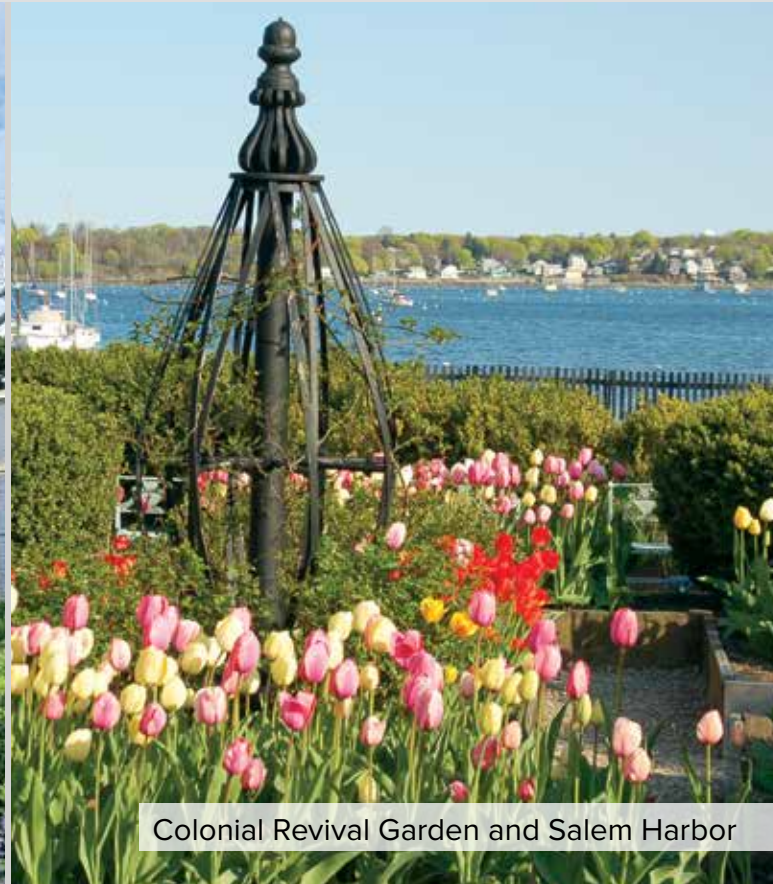




The House of the Seven Gables Circa 1668



Colonial Revival Garden and Salem Harbor



2019 ESL & Citizenship Class

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2018 Caribbean Connections Class

Caribbean Connections is a five-week summer enrichment program that aims to help Salem students discover untold stories and hidden connections between Salem and the Caribbean. The program offers students a chance to learn in English and Spanish about their heritage and see their history reflected in the building of our nation. Students are encouraged to think critically about their role in this evolving history as new residents of the United States.

INTRODUCTION

In celebrating the 350th anniversary of The House of the Seven Gables, we consider with pride the stories, people and events that shaped its remarkable history, and the altruistic mission of the Settlement Association as envisioned by founder Caroline Emmerton. Through its illustrious roles as a historic, architectural, and literary site and as a center for the community, The Gables continues its legacy of preservation, education, and community service.

The staff and Board of Trustees extend great appreciation to the many community leaders and members who provided input in the crafting of this strategic plan. Your collective vision for what The Gables could become will help frame our work as we build capacity and resources.

We are deeply grateful for the ongoing support of members, friends and benefactors and we extend special thanks to our Strategic Planning Task Force Members.

ACKNOWLEDGMENTS

STRATEGIC PLANNING TASK FORCE

Trustees

Ellen Dunn, President
Patricia Fae Ho, Vice President
Kevin Quinlan, Treasurer

Staff

Kara McLaughlin, Executive Director
Claudia Chuber, Development Operations Manager and Board Liaison

Volunteer Committee Members

William Cross
Laura Assade
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ORGANIZATIONAL OVERVIEW

Since 1910, The House of the Seven Gables Settlement Association (The Gables) has provided residents of Salem and visitors from around the world with a well-preserved, nationally recognized museum campus that educates visitors about early American architecture, Salem's maritime history, the lives of the Turner and Ingersoll families, and the literary legacy of Nathaniel Hawthorne, all while delivering community-based services to immigrant and at-risk youth and their families. The Gables uses its revenue from ticket and shop sales along with philanthropic dollars to fund the successful fulfillment of a difficult but important multifaceted mission to preserve and interpret our historic structures while providing needed services (settlement work) to the local community. In 2007, The Gables' campus was designated a National Historic Landmark District, a distinguished honor recognizing the careful stewardship, authenticity and national significance of the site.

The House of the Seven Gables Settlement Association continues today to fulfill the original and broad goals of our founder, Caroline Emmerton, with a modern approach.

VISION STATEMENT:

To preserve, share and continue the American story.

MISSION STATEMENT:

To be a welcoming, thriving historic site and community resource that engages people of all backgrounds in our inclusive American story.

OUR CORE VALUES:

- We value Caroline Emmerton's founding mission of preserving the legacy of our site to sustain our Settlement programs for local immigrants.
- We value our designation as a National Historic Landmark and the preservation of our buildings, collections and gardens.
- We value the literary legacy of Nathaniel Hawthorne.
- We value being a center of and for the community.
- We value education as a central tenet of our programming.



PLANNING PROCESS OVERVIEW

The result of our strategic planning process is a set of major goals and objectives that will be used to generate actionable work plans by leadership and staff. In crafting this plan, the strategic planning task force (SPTF) first created a context for planning by evaluating progress against prior years’ strategic plans and conducting an analysis of the organization’s strengths, opportunities, weaknesses and threats (SWOT). This process included gathering feedback from board, staff, community leaders, members, donors, and other stakeholders. Based on the findings from this evaluation and analysis, we devised strategies that capitalize on The Gables’ strengths and provide direction to overcome our weaknesses and threats. To make these strategies actionable within our organizational structure, we identified three major focus areas within which we specified major goals and objectives.

FINDING	STRATEGY
<p>The Gables has many stories to tell and many audiences to serve, with complexities in addressing all of them, especially in one or two visits or with one or two offerings.</p>	<p>In all aspects of engagement with visitors and immigrant clients, be multi-layered and seek deeper connections that draw people back to the campus with the conviction that there are aspects of The Gables which they have yet to discover.</p>
<p>The Gables has very high brand power and visitation levels, but also a high dependence on seasonally and economically sensitive single-visit admissions that do not convert to a commensurately high base of members, donors or immigrant clients. While name recognition is high, understanding of mission and work is low.</p>	<p>Develop messaging and product delivery to prospective and actual visitors, members, donors and immigrants that are as good as The Gables’ brand. Offer programs, services and products that prompt return visits to the site, and increase constituent engagement over many years to come.</p>
<p>Settlement activities are missionally vital but disconnected from the museum, and 100% dependent on cash flow from museum activities.</p>	<p>Focus settlement programs tightly on ways The Gables can serve immigrants uniquely well; include and engage them more with our campus. Seek philanthropic funding specifically for settlement work.</p>
<p>Persistent deficits have limited resources available to execute plans, resulting in uneven maintenance of historic properties and other negative outcomes.</p>	<p>While striving toward a breakeven budget, build a base of support sufficiently broad and deep that The Gables can enter a new phase of capital-raising and sustainable growth which will enable it to achieve its mission more fully. Develop more long-range plans and budgets and execute them more effectively, to address The Gables’ short-and long-term objectives.</p>

MAJOR GOALS AND OBJECTIVES BY FOCUS AREA

It is important in planning to consider how work to accomplish goals and objectives is organized and communicated. As a non-profit and historic house museum, we exist for the good of the public and are charged with using our resources as interpretive tools to share stories and impart knowledge. Our resources are our historic buildings, collections and landscapes. These core responsibilities can only be sustained with sufficient funding, supporting systems, and processes. We have chosen to organize our major goals and objectives into the following three major focus areas: Education, Interpretation, and Community Engagement; Preservation; and Organizational Sustainability. These goals and objectives are outlined below and are intended to align with the aforementioned strategies:

EDUCATION, INTERPRETATION AND COMMUNITY ENGAGEMENT:

Strengthen connections with diverse communities by linking past and present through engaging and deeply relevant experiences.

- Implement an interpretive plan that identifies and weaves together the most compelling stories and makes them relevant to the lives of our diverse audiences.
- Develop multiple, high-quality offerings that appeal and are accessible to diverse audiences; provoke thought, stimulate civil dialogue and encourage continuous engagement with our organization.
- Complete and implement a plan that identifies how to best support the integration and engagement of immigrants in our community in ways The Gables can serve them uniquely well.

PRESERVATION:

Preserve our historic buildings, collections and landscapes as centerpieces for convening our diverse audiences and understanding our American story.

- Update and continue to implement campus plan.
- Establish and adhere to preventive maintenance schedule and systems replacement plan.
- Improve stewardship of collections and archives.

ORGANIZATIONAL SUSTAINABILITY:

Strengthen organizational capacity to meet future challenges and seize opportunities.

- Increase, diversify, and smooth revenue stream.
- Improve operational infrastructure and systems.
- Develop compelling, targeted communications that clarify our mission and work.
- Adhere to best practices in governance, leadership, and staffing.

MAJOR GOALS AND OBJECTIVES BY FOCUS AREA

Tactical operational plans to achieve these high-level objectives have been developed by organizational leadership and staff. These tactical plans will weave the above strategies into them. In all aspects of work, staff will endeavor to:

- Adhere to professional standards for historic house museums as identified in AASLH StePs program.
- Incorporate our Settlement work into our museum programming; integrate our museum into our Settlement work.
- Strive to build community and ongoing engagement.

The Board of Trustees and staff of The House of the Seven Gables Settlement Association are looking forward to implementing this strategic plan in the coming months and years.

We ask for your support in preserving, sharing and continuing the American Story.



TOP LEFT: The House of the Seven Gables and Colonial Revival Garden.

TOP RIGHT: The Nathaniel Hawthorne Birthplace (Circa 1750).

BOTTOM LEFT: Students in our Caribbean Connections program.

A SPECIAL THANK YOU...

Thank you to the Staff of The House of the Seven Gables Settlement Association and to our Community Stakeholders.

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