



2019 – 2021 STRATEGIC PLAN SUMMARY
--Adopted March 24, 2019--

Mission Statement

The mission of Calumet and Cross Heritage Society is to preserve Brothertown Indian heritage and culture for future generations through storytelling and connecting individuals and communities. We hope to educate people about Brothertown Indian history and heritage. We are a nonprofit that is separate from the Brothertown Indian Nation, and we are not a tribal entity.

Goals, Objectives and Activities

Whenever possible Calumet and Cross will work in partnership with others to achieve the following goals:

- Encourage shape-note singing among Brothertown Indians;
- Promote a wider understanding of Brothertown history and culture;
- Provide support in placing Brothertown Indian sites on the National Register of Historic Places;
- Foster Brothertown Indian cemetery clean-up, maintenance and preservation; and
- Develop a digital and lending library for everyone to enjoy.

Current Resources: Calumet and Cross' greatest resource is the experience, knowledge, creativity and commitment of its board members. These individuals possess an extraordinary understanding of the Brothertown Indians' history, heritage and culture. Directors have worked as small business owners, in academia, in American Indian economic development, community development and fundraising, performing arts, cooperative education, military service and in leadership and organizational development.

Board members have begun a publications program. This includes assisting in the development of a Thomas Commuck Program Book used to promote this Brothertown Indian ancestor's Indian Melodies tune-book featuring shape-note hymns and anthems. We have also published a 2019 calendar featuring historical photographs of Brothertown Indians. The sale of these publications has resulted in a modest but positive fund balance of \$3,939.00 as we enter 2019. Board members have supported the start-up costs of Calumet and Cross and have personally provided financial contributions and sponsored online fundraising to support operations. Others have donated items that have generated revenue on eBay and the organization's website www.calumetandcross.org.

In addition to our website and Facebook page, we have amassed an Annotated Bibliography of authors who have written about Brothertown Indian history and heritage. We have also

developed a general information brochure and intend to use a videoconferencing platform (Zoom) to facilitate our educational efforts and outreach.

Organizational Challenges: Board members reside throughout the United States and while we meet via the Zoom platform, we do not have a central office where we can coordinate operations. We are incorporated in the State of Wisconsin but have no significant presence in the state. This could inhibit fundraising as many foundations and corporate giving programs prefer to support nonprofits with a local footprint. Other challenges include a lack of storage space for collected materials, few avenues to generate income and no equipment to assist in digitizing texts. We are also in need of volunteers who can assist us in aspects of our operations, including:

- Managing our social media presence;
- Assisting with web marketing, sales, record keeping and product distribution;
- Performing search engine optimization;
- Aiding communications – sending out brochures, news articles, newsletters, and external correspondences;
- Creating and maintaining a contact database;
- Compiling a list of digital articles, books and media;
- Maintaining and curating a library;
- Helping with research questions; and
- Working with the board of directors to coordinate grant writing and other fundraising.

Opportunities: Despite the challenges noted above, outreach efforts to Wisconsin foundations have begun. Of particular note is an October 2018 meeting with a local foundation to support a day-long shape-note singing event in Brothertown, Wisconsin. We are looking at holding this event around the Summer Solstice in 2020. The foundation may also have an interest in supporting a traveling exhibit of letters and photographs from the Otto Heller Brothertown Collection. This would have to be a joint effort with the Brothertown Indian Nation's Tribal Council and Tribal Historic Preservation Officer (THPO).

Calumet and Cross is registered on the federal government's System Awards Management database. This will allow Calumet and Cross to apply for and receive federal grants to support educational efforts.

We plan to continue to produce an annual calendar to both promote understanding of the Brothertown Indians and to raise funds for Calumet and Cross. Work for the 2020 calendar will begin in the first quarter of 2019 and conclude by the third quarter.

Other efforts will include increasing the interactivity of our blog and Facebook page by sponsoring events such as contests where participants may receive various Calumet and Cross promotional items. This will occur in the second half of 2019 and will assist us in building up our contact database.

Calumet and Cross will work throughout 2019 to identify Brothertown Indian sites in both Wisconsin and New York that are candidates for listing on the National Register of Historic Places. Our goal will be to work with the Brothertown THPO to identify the feasibility of listing three sites which could include structures, graves, cemeteries and other areas of significance in New York and Wisconsin.

We plan on forming a Library/Collections Committee in the first half of 2019. The Committee will develop the internal structure to aid in the sharing of digital resources.

Potential Confusion: It is possible that some people may confuse the work of Calumet and Cross with that of the Brothertown Indian Nation. Calumet and Cross does not see its role as supplementing tribal government efforts, rather it devotes time and resources to general historically-related activities. Clarity on this matter will remain a priority for us.