

CITY OF BRUNSWICK

601 Gloucester Street * Post Office Box 550 * Brunswick * Georgia * 31520-0550 * (912) 267-5500

Cosby H. Johnson, Mayor
Felicia M. Harris, Mayor Pro Tem
John A. Cason III, Commissioner
Julie T. Martin, Commissioner
Kendra L. Rolle, Commissioner

City Attorney
Brian D. Corry

City Manager
Regina M. McDuffie

AGENDA

BRUNSWICK CITY COMMISSION MEETING

WEDNESDAY, MARCH 16, 2022 AT 6:00 P.M.

HYBRID MEETING

1229 NEWCASTLE STREET, 2nd FLOOR

&

VIRTUAL TELECONFERENCE VIA ZOOM

STREAMED LIVE AT THE BELOW WEB ADDRESSES:

<https://www.facebook.com/citybwkga>

or

<https://cityofbrunswick-ga-gov.zoom.us/j/92561591973>

CALL TO ORDER **INVOCATION **PLEDGE OF ALLEGIANCE

PUBLIC COMMENT PERIOD

1. Robbie Tucker to address the Commission Regarding Code Enforcement.
2. Naomi Speakman to address the Commission Regarding Naming a Park or Area in Park after her late husband Otheler Speakman.

PRESENTATION

3. Anita Collins, Board member of Coastal African American Historic Preservation Commission (CAAHPC) to give a Presentation regarding CAAHPC's Updated Strategic Plan. **(Encl. 1)**

UPDATE

4. Executive Director Brunswick Downtown Development Authority Mathew Hill to give an update on the activities / statistics of the Main Street / Downtown Development Authority. **(Encl. 2)**

APPOINTMENT(S)

5. Boards and Authority -
 - I. Glynn County Board of Health - One Appointment (*Mayoral Appointment*)
 - II. Urban Redevelopment Agency - One Appointment (*Mayoral Appointment*)
 - III. Tree Board - One Appointment

CONSENT AGENDA ITEM(S)

6. Consider Approval of March 2, 2022, Regular Scheduled Meeting Minutes. *(subject to any necessary changes.) (N. Atkinson) (Encl. 3)*

ITEM(S) TO CONSIDER FOR APPROVAL

7. Consider Approval of Contract with Republic Services of Georgia, LP for Sanitation Collection Services, Including Garbage Collection, Recycling Collection, Yard Waste Collection and Bulk Pick-Ups. *(R. McDuffie / G. Alberson) (Encl. 4)*

EXECUTIVE SESSION

Coastal African American Historic Preservation Commission

(CAAHPC) 2021 – 2024 Strategic Plan Outline

PRIMARY STRATEGIC FOCUS ITEMS

- F1. African American Historic Preservation in Glynn County
 - Objectives: O4., O5., O8.
 - Goals: G4., G5., G8., G15., G16., G17.
 - Programs: P4., P5., P6.
 - Projects: J1., J2., J3., J7.
 - Action Items: A1., A2., A3., A4., A5., A6., A30., A31., A32., A33., A34.
- F2. Supportive Role of Other Historic Preservation Organizations
 - Objectives: O1., O3., O7., O8., O12., O13., O15., O18.
 - Goals: G1., G3., G11., G13., G15., G16.
 - Programs: P2., P3., P7., P9., P10.
 - Projects: J1., J13.
 - Action Items: A12., A14., A17., A18., A25.
- F3. Strategic Planning
 - Objectives: O6., O7., O10., O11., O15., O16., O18.
 - Goals: G10., G13.
 - Programs: P9., P10.
 - Projects: J14.
 - Action Items: A18., A19., A20., A21.
- F4. Funding and Other Resources
 - Objectives: O9., O10., O12., O14., O16., O17., O20.
 - Goals: G5., G6., G8., G9., G10., G11., G12.
 - Programs: P6., P7., P9., P10.
 - Projects: J1., J7., J8., J9., J10., J12., J13.
 - Action Items: A2., A10., A11., A13., A14., A15., A17., A22., A23., A24., A25., A27., A29.

SECONDARY STRATEGIC FOCUS ITEMS

➤ F5. Public Relations

- Objectives: O1., O2., O7., O10., O13., O15., O18., O19., O20.
- Goals: G1., G2., G3., G7., G12., G13., G15.
- Programs: P1., P3., P8., P9., P10.
- Projects: J4., J11., J12., J13.
- Action Items: A7., A11., A12., A16., A18., A21., A24., A25.

➤ F6. Collaborations and Partnerships

- Objectives: O1., O3., O12., O13.
- Goals: G1., G2., G3., G5., G11.
- Programs: P1., P2., P3., P6., P7.
- Projects: J7., J9.
- Action Items: A1., A2., A3., A4., A5., A6., A9., A10., A12., A13., A14., A17., A18., A23., A25., A26., A27., A28.

➤ F7. Administrative Excellence

- Objectives: O6., O7., O11., O12., O14., O15., O16., O17., O18.
- Goals: G1., G3., G5., G6., G9., G10., G14.
- Programs: P2., P3., P7., P9.
- Projects: J7., J8., J9., J10., J14.
- Action Items: A8., A9., A11., A12., A15., A16., A18., A20., A21., A22., A23., A28.

➤ F8. Diversity

- Objectives: O6., O10., O12., O13., O14., O19.
- Goals: G2., G3., G12., G13., G14.
- Programs: P1., P3., P8., P9., P10., P11.
- Projects: J11., J12., J13.
- Action Items: A7., A9., A12., A18., A23., A25., A27.

OBJECTIVES

- O1. Maintain and leverage a collaborative relationship with other historic preservation organizations
- O2. Ensure all students are exposed to the cultural heritage and achievements of African Americans in the coastal communities
- O3. Create a seamless pathway for the community to participate in preserving African American history and heritage
- O4. Document and preserve, for public use, stories of coastal African American legends as told by African Americans, and others, that live or lived in the community
- O5. Collect and document history of significant sites, professions, people, etc. that tell the story of African Americans in the coastal community correctly and completely
- O6. Acquire leadership that can implement and manage the strategic plan
- O7. Raise public awareness about the organization and initiatives
- O8. Increase preservation of African American history and heritage
- O9. Secure sufficient funding for effective and efficient program/project implementation and operation
- O10. Demonstrate excellence in all operational matters
- O11. Employ strategic plan & accountability measures
- O12. Leverage available and accessible resources
- O13. Facilitate an inclusive and collaborative environment for historic preservation
- O14. Execute a succession plan to develop the next generation of African American historic preservationists
- O15. Exercise transparency in all organizational matters
- O16. Implement operational and fiscal governance
- O17. Exercise fiscal responsibility
- O18. Demonstrate measurable value to stakeholders
- O19. Establish community representation and involvement
- O20. Build and maintain public trust

GOALS

- G1. Quarterly meetings with other historic preservation organizations
- G2. Establish K-16 curriculum items focused on Coastal African American history and cultural heritage
- G3. Host an annual event for African American historic preservationist organizations
- G4. Schedule and complete at least 10 oral history interviews
- G5. Identify and retain the services of at least 1 highly qualified individual in each of the following fields: academic researcher, historic preservationist, writer/author
- G6. Hire a highly qualified part time executive director who will implement and execute the 2021 – 2024 Strategic Plan
- G7. Develop and implement a branding strategy including a comprehensive written branding and public relations strategic plan, a press kit, and branded materials for commission use
- G8. Initiate all preservation programs and projects stated in the 2021 – 2024 Strategic Plan
- G9. Raise funds for 2021 – 2024 operations and planned projects and programs based on individual committee budgets and a comprehensive commission operating budget
- G10. Associate every expenditure of human and capital resources with the 2021 – 2024 Strategic Plan, to be documented in quarterly financial reports and a cumulative quadrennial report on the CAAHPC's progress
- G11. Formalize at least 2 new strategic alliances
- G12. Host at least 1 sponsored event to introduce the public to the Commission
- G13. Increase community awareness of the CAAHPC and its mission by 30% in the Brunswick city limits and 15% in the remaining Glynn County area outside of the city
- G14. Develop a comprehensive short term succession plan for the next generation of African American historic preservationists
- G15. Biannual planning meetings with the Brunswick Golden Isles Convention and Visitors Bureau
- G16. Quarterly planning meetings with a representative of the Gullah Geechee Cultural Heritage Corridor
- G17. Complete the Headmaster's House Museum renovation project

PROGRAMS

- P1. Board of Education Curriculum Program
- P2. Relationship Management Program w/ Black Historic Preservation Foundation (BHPF)
- P3. Annual Event for African American Preservationist in Glynn County
- P4. Oral History Preservation Program
- P5. Written History Preservation Program
- P6. Resource Strategic Alliance Program
- P7. Fundraising and Capital Program
- P8. Social Media Program
- P9. Public Information Program
- P10. Community Outreach Program
- P11. Program and Project Database of Glynn County African American Historic Preservation Initiatives

PROJECTS

- J1. Renovate Headmaster's House into Office/Museum
- J2. Designate Selden Park's Headmaster's House as a Historic Site
- J3. Designate Selden Park's Altamaha Canal as a Historic Site
- J4. Branding Strategic Plan
- J5. BHPF Branding Plan & Strategy (BHPF only - not listed in CAAHPC plan)
- J6. Downtown Museum (BHPF only - not listed in CAAHPC plan)
- J7. Identify Academic Institutions for Resource Partnership
- J8. Talent Search for Executive Director
- J9. Build Resource Database
- J10. Develop Operating Budget
- J11. Develop Public Relations Plan & Strategy
- J12. Develop Press Kit
- J13. Event Planning
- J14. Write, Publish, and Implement Short-Term Strategic Plans

ACTION ITEMS

- A1. Obtain federal historic designation of Selden Park Headmaster's House
- A2. Design renovations for African American museum housed in Selden Park's Headmaster's House
- A3. Write or have written the history of Selden Institute
- A4. Obtain local historic designation of Selden Park or Headmaster's House
- A5. Obtain local historic designation of Selden Park's Altamaha Canal
- A6. Write or have written the history of Altamaha Canal at Selden Park
- A7. Develop PR and marketing strategies - branding
- A8. Gather materials/information [for CAAHPC needs per committee]
- A9. Create and maintain Commission contact database
- A10. Collaborate with County on Certified Local Government designation
- A11. Design and produce: stationary, business cards, signs, a logo, etc. - branding
- A12. Create and maintain organization calendar (including meetings with preservation colleagues and civic leaders)
- A13. Research Certified Local Government requirements and opportunities with City and County
- A14. Identify Fundraising Collaboration Opportunities with BHPF
- A15. Write job description and qualifications for Executive Director
- A16. Designate and train a spokesperson
- A17. Provide BHPF with information on programs/projects for funding assistance
- A18. Meet with stakeholders to review and provide feedback on the Strategic Plan
- A19. Develop an outline version for the published version of the Strategic Plan
- A20. Finalize Strategic Plan
- A21. Develop PR and communication plan to release Strategic Plan to the public
- A22. Develop operating budget
- A23. Develop and conduct skills survey of available resources
- A24. Gather information and documentation for press kit
- A25. Schedule and organize events
- A26. Build database of affinity organizations
- A27. Build database of academic Institutions for resource planning
- A28. Meet with Selden Park Advisory Board regarding Headmaster's House renovation plans

- A29. Prepare proposal to BGICVB for funding Headmaster's House museum renovation
- A30. Identify oral historians in Glynn County
- A31. Define methodology for capturing oral history
- A32. Obtain equipment and supplies for oral history program
- A33. Form affinity relationship(s) for skills in oral history
- A34. Schedule and conduct oral history interviews

COMMITTEES

Public Relations/Marketing

- **General Description:** The *Public Relations/Marketing Committee* works to further the overall mission of the Coastal African American Historic Preservation Commission by managing marketing efforts for all CAAHPC events and assets, leading all branding development efforts, managing all CAAHPC social media accounts, and designating a committee member to serve as the official spokesperson for the CAAHPC. This committee will frequently work in partnership with the Special Events Committee.
- **Liaison with:** Glynn County, City of Brunswick, Partner Entities, News Sources, General Public
- **Programs:** P8., P9.
- **Projects:** J4., J11., J12.
- **Action Items:** A7., A8., A9. (create and maintain), A11., A12. (create and maintain), A16., A21., A24.

Governance

- **General Description:** The *Governance Committee* works to further the overall mission of the Coastal African American Historic Preservation Commission by ensuring consistent implementation of the strategic plan and by-laws, leading recruitment efforts for executive director and conducting annual evaluations of the selected candidate, assisting with succession planning, producing quadrennial reports on the progress of the CAAHPC, and spearheading Certified Local Government and other historic designations. This committee will frequently work in partnership with the Finance, Administrative, and Facilities Committees.
- **Liaison with:** Executive Director, County/City Managers, County/City Attorneys
- **Programs:** N/A
- **Projects:** J2., J3., J8., J14.
- **Action Items:** A1., A4., A5., A8., A9. (contribute), A10., A12. (contribute), A13., A15., A18., A19., A20.

COMMITTEES

Finance

- **General Description:** The *Finance Committee* works to further the overall mission of the Coastal African American Historic Preservation Commission by overseeing all fundraising efforts and donations, managing the commission's budget, producing quarterly financial reports, and communicating with foundations and grant writers/sources regarding funding needs. This committee will frequently work in partnership with the Governance and Special Events Committees, as well as the Black Historic Preservation Foundation (BHPPF).
- **Liaison with:** Foundation (BHPPF), Glynn County Grant Writer, City of Brunswick Grant Writer
- **Programs:** P2., P7.
- **Projects:** J10.
- **Action Items:** A8., A9. (contribute), A12. (contribute), A14., A17., A22., A23., A29.

Administrative

- **General Description:** The *Administrative Committee* works to further the overall mission of the Coastal African American Historic Preservation Commission by overseeing the oral/written history programs and other education initiatives (K 12 curriculum, university programming partnerships, etc.), spearheading succession planning for local historians/preservationists, and conducting skills/needs assessments and arranging appropriate training opportunities. This committee will frequently work in partnership with the Governance Committee.
- **Liaison with:** Administrative Points of Contact, County/City Clerks, Glynn County Board of Education, Local Schools & Academic Institutions
- **Programs:** P1., P4., P5., P6.
- **Projects:** J7., J9.
- **Action Items:** A3., A6., A8., A9. (contribute), A12. (contribute), A27., A30., A31., A32., A33., A34.

COMMITTEES

Facilities

- **General Description:** The *Facilities Committee* works to further the overall mission of the Coastal African American Historic Preservation Commission by leading development of the Selden Park Headmaster's House Museum master plan, overseeing execution of the Museum project, conducting routine inspections and ensuring proper maintenance of the Museum and all other assets, and managing historic site asset identification and preservation. This committee will frequently work in partnership with the Finance and Governance Committees.
- **Liaison with:** Selden Park Program Manager, Selden Park Advisory Board, Preservationists Partners
- **Programs:** N/A
- **Projects:** J1.
- **Action Items:** A2., A8., A9. (contribute), A12. (contribute), A28., A29.

Special Events

- **General Description:** The *Special Events Committee* works to further the overall mission of the Coastal African American Historic Preservation Commission by planning and executing all special events for the commission, leading volunteer recruitment and management, engaging in community outreach efforts and maintaining a community event calendar. This committee will frequently work in partnership with the Finance and Public Relations/Marketing Committees.
- **Liaison with:** Volunteers, Event Space & Resource Points of Contact, Community Members
- **Programs:** P3., P10., P11.
- **Projects:** J13.
- **Action Items:** A8., A9. (contribute), A12. (contribute), A25., A26.

Strategic Plan Revision Executive Summary

October 2013 the Coastal African American Historic Preservation Commission (CAAHPC) was created by a joint resolution of the City of Brunswick, Georgia and Glynn County, Georgia. Subsequent to the formation of the Coastal African American Historic Preservation Commission a strategic plan was developed in 2015 and submitted to the City of Brunswick, Georgia and Glynn County, Georgia. As time has elapsed the CAAHPC recognized the need to revise/update the strategic plan and submit the updated strategic plan to the City of Brunswick, Georgia and Glynn County, Georgia.

The Coastal African American Historic Preservation Commission operates within the framework of the bylaws created when established October 2013. The updated strategic plan mirrors the initial strategic plan that aligns with Article II of the bylaws. Article II defines the purpose of the Coastal African American Historic Preservation Commission and identifies the bold necessity both the city and county governmental bodies recognized and united by action to create the powerful Coastal African American Commission.

Though the bylaws define broadly, the following seven Article II precepts do not limit the long-range strategic purpose and mission of the Coastal African American Historic Preservation Commission in:

- (a) promoting African American history, property, and heritage in around the City and County;
- (b) pursuing the preservation and revitalization of properties that are of historical and cultural value and significance to the City of Brunswick and Glynn County;
- (c) researching and making recommendations to the board of commissioners of both the City and County regarding the development and implementation of programs designed to enhance and promote African American historic preservation;
- (d) promoting and raising awareness of Glynn County's African American historical assets to others both within and outside Glynn County;
- (e) developing clear and concise standards for designating properties or land as historically significant to African American history and heritage and to make recommendations to the City and County for approval of same;
- (f) examination and identification of assets of African American historical significance in the City and County using standards adopted by the City and County;
- (g) building and developing partnerships and relationships with other organizations and associations to further the purpose and mission of the CAAHPC.

Key to the success of the CAAHPC is establishing and maintaining collaborative partnerships with other preservationists, community groups, and departments within local, state, and national government that have common goals and interest in historic preservation; specifically African American historic preservation.

Equally important is the CAAHPC's focus on funding, especially to attract the skill-set needed to ensure the proper handling of historic assets and management of real and virtual resources while establishing and navigating public and private partnerships that support the mission of CAAHPC.

Barriers and weaknesses are addressed organically within the strategic plan.

Developed in the strategic plan are short-term strategies that support the long-term vision and strategy identified in the bylaws. The first priority of the strategy session was to gain consensus about the priority of objectives. Thus the CAAHPC were able to define goals achievable in the short-term while moving the CAAHPC closer to realizing the long-term goals as defined.

The strategic plan for 2021-2024 is more detailed than normally found in strategic plans. However, the level of detail, which is a hybrid of a strategic plan and business plan, helps the accountable maintain focus and prioritize resources, and gives the CAAHPC and its stakeholders the ability to evaluate and measure success incrementally.

From June 2021 – August 2021 the CAAHPC developed a strategic plan that consists of:

4 primary Strategic Focus statements

- African American Historic Preservation in Glynn County
- Supportive Role of Other Historic Preservation Organizations
- Strategic Planning
- Funding and Other Resources

4 secondary Strategic Focus statements

- Public Relations
- Collaborations and Partnerships
- Administrative Excellence
- Diversity

20 Objectives

17 Goals

11 Programs

14 Projects

34 Action Items

6 Committees

- Public Relations/Marketing
- Governance
- Finance
- Administrative
- Facilities
- Special Events

**COASTAL AFRICAN AMERICAN HISTORIC PRESERVATION COMMISSION
STRATEGIC PLAN 2021 – 2024**

Original Strategic Planning Session: August 15, 2015

*Strategic Plan updated June 2021 - August 2021

LETTER FROM EXECUTIVE
Judge Orion Douglas will write

The following strategic focus, goals, objectives and action items that comprise our strategic plan are designed to facilitate and stabilize operations while moving forward the vision for the Coastal African American Historic Preservation Commission developed in 2013 by the City of Brunswick and Glynn County. The constraints of limited resources and the challenge of a start-up organization have not and will not dilute the audacious yet achievable goals CAAHPC has set for itself over the plan's three-year period. Instead, the commission is more determined than ever to work with our stakeholders and partners to eliminate the barriers in the path of our march to success.

The Short-Term Strategic Plan 2016-2018 serves as a roadmap for building an organization capable of achieving the historic preservation goals defined by both Glynn County and the City of Brunswick in their respective strategic plans, and in the documents that created the Coastal African American Historic Preservation Commission.

The strategic purpose for creating CAAHPC is threefold: To focus on preserving African American history and heritage in Glynn County while serving as a resource to support the plans of other preservationist in our community and bring synergy to these plans under a single banner of African American historic preservation supported by Glynn County and the City of Brunswick.

As with any endeavors of this magnitude, leadership is critical and cannot be an afterthought or hobby for the individual, but a full-time position that is responsible operationally and has measurable expectations. The details of the strategic plan clearly points out the need to have such leadership, to navigate the execution of strategic actions and manage the plethora of resources and relationships necessary to realize expected results.

Therefore, the Coastal African American Historic Preservation Commission has asked Glynn County and the City of Brunswick to allocate resources necessary to hire an Executive Director and fund that office.

SPECIAL THANKS

**Glynn County Board of Commissioners
City of Brunswick Board of Commissioners
Mayor Cornell Harvey
Previous Mayor, Bryan Thompson
Selden Park & Selden Park Advisory Board
Black Historic Preservation Foundation
Scott McQuade, President & CEO Golden Isles Convention & Visitors Bureau
Alan "Jerome" Clark, Previous Glynn County Commissioner
Jeanne Cyriaque, African American Programs Coordinator, GA DNR Historic Preservation Division
Josh Rogers, President & CEO NewTown Macon, Previous Executive Director Historic Macon Foundation
Pastor Troy A. Moody, Pastor and Founder Kingdom Builder Church, Brunswick, GA**

PARTICIPANTS

**County Commissioner, Allen Booker
Janice Britton
Alan "Jerome" Clark
Anita Collins
Laverne Cooper
Judge Orion Douglass
Roosevelt Harris Jr.
Kevin Pullen
Amy Roberts
Calvin Waye
Brandi Whitfield
James Yancey, Esq.**

2021-2024 COMMISSIONERS

**Chairperson, Jason Vaughn
Vice Chairperson, Dr. Lisa Nyabinghi
Secretary, Shauntay Harris
Anita Collins
Roosevelt Harris Jr.
Kevin Pullen
Elisia Scott**

EXECUTIVE SUMMARY

The Coastal African American Historic Preservation Commission (CAAHPC) was created and established October 16, 2013 by a joint resolution of the City of Brunswick, Georgia and Glynn County, Georgia. CAAHPC consist of seven (7) citizen members: four (4) members are appointed by Glynn County Board of Commissioners; two (2) members are appointed by the City of Brunswick Board of Commissioners; and one (1) member is appointed by Glynn County Board of Commissioners after providing Glynn County Board of Education the opportunity to make recommendations for such appointment.

CAAHPC is located in the historic Headmaster's House at Selden Park, which received a \$15,000 budget increase in August 2014, to make improvements to the Headmaster's House after the Selden Park Advisory Board approved CAAHPC's use of the facility.

The strategic plan was built on the foundation of Article II of the Bylaws for CAAHPC. The bylaws broadly define, but not limit the long-range strategic purpose and mission for the Coastal African American Historic Preservation Commission to:

- a. promote African American history, property, and heritage in and around the City and County; **(LS.1)**
- b. pursue the preservation and revitalization of properties that are of historical and cultural value and significance to the City of Brunswick and Glynn County; **(LS.2)**
- c. research and make recommendations to the board of commissioners of both the City and County regarding the development and implementation of programs designed to enhance and promote African American historic preservation; **(LS.3)**
- d. promote and raise awareness of Glynn County's African American historical assets to others both within and outside of Glynn County; **(LS.4)**
- e. develop clear and concise standards for designating properties or land as historically significant to African American history and heritage and to make recommendations to the City and County for approval of same; **(LS.5)**
- f. examine and identify assets of African American historical significance in the City and County using standards adopted by the City and County; **(LS.6)** and
- g. Build and develop partnerships and relationships with other organizations and associations to further the purpose and mission of the CAAHPC. **(LS.7)**

Key to the success of this Commission is establishing and maintaining collaborative partnerships with other preservationists, community groups, and departments within local, state, and national government that have common goals and interest in historic preservation; specifically, African American historic preservation.

Equally important is the Commission's focus on funding, especially to attract the skill-set needed to ensure the proper handling of historic assets and management of real and virtual resources, while establishing and navigating public and private partnerships that support our mission.

Barriers and weaknesses are addressed organically within the strategic plan. Existing barriers are addressed "head on" in the plan. One such barrier is the lack of adequate funding for basic operating necessities. Funding represents a huge barrier and weakens the Commission's ability to achieve or complete even the more rudimentary strategic action items in the plan. Members of CAAHPC are

*Strategic Plan updated June 2021 - August 2021

voluntary with limited skills and experience in operations management and historic preservation. Currently, there are no paid positions, and consulting resources have been employed to assist in developing this strategic plan.

CAAHPC made a decision to develop short-term strategies that support the long-term vision and strategy outlined in the Joint Resolution and Bylaws for CAAHPC. The first priority of our strategy session was to gain consensus about the priority of objectives. This allowed the CAAHPC to define goals achievable in the short-run, while moving the Commission closer to realizing the long-term goals as defined.

The Strategic Plan for 2021 – 2024* is more detailed than normally found in strategic plans. However, this level of detail, which is a hybrid of a strategic plan and business plan, helps the accountable maintain focus and prioritize resources, and gives CAAHPC and our stakeholders the ability to evaluate and measure success incrementally.

As a result of the Strategic Planning Session held at the Selden Park’s Headmaster’s House August 15, 2015, CAAHPC developed a strategic plan that consists of:

- 4 primary Strategic Focus
 - African American Historic Preservation in Glynn County
 - Supportive Role of Other Historic Preservation Organizations
 - Strategic Planning
 - Funding and Other Resources
- 4 secondary Strategic Focus
 - Public Relations
 - Collaborations and Partnerships
 - Administrative Excellence
 - Diversity
- 20 Objectives
- 17 Goals
- 11 Programs
- 14 Projects
- 34 Action Items
- 6 Committees
 - Public Relations/Marketing
 - Governance
 - Finance
 - Administrative
 - Facilities
 - Special Events

**COASTAL AFRICAN AMERICAN HISTORIC PRESERVATION COMMISSION
STRATEGIC PLAN 2021 – 2024**

STRATEGIC PLANNING METHODOLOGY

Preparation began early third quarter 2014 to develop the first Short-Term Strategic Plan for the Coastal African American Historic Preservation Commission (CAAHPC). A consultant was hired to provide Board Training for the newly established commission.

Board Training included a brief introduction to Board Assessment, Committee and Assignments, Logical Modeling for Strategic Thinking and Planning, and various methodologies for tracking Projects and Programs. Two keynote speakers were invited: Jeanne Cyriaque, with the Georgia Department of Natural Resources, Historic Preservation Division, and Josh Rogers, President and CEO of NewTown Macon and previous Director of Preservation and Special Projects at NewTown Macon, Economic Regeneration Manager for the City of Macon, and Executive Director of Historic Macon Foundation.

Ms Cyriaque presented African American Success Stories in Preservation. Mr. Rogers shared strategies, tips, and techniques that help the City of Macon leverage their historic preservation initiatives to economically revitalize parts of their central city.

After the Board Training Session, there was a consensus among CAAHPC members that a separate meeting was needed to focus on developing the details of a strategic plan. In September 2015 the same consultant was invited to facilitate the Strategic Planning Session for CAAHPC.

Prior to the session, each member of CAAHPC was asked to complete an anonymous survey of strategic plan concerns and ideas. CAAHPC invited The Black Historic Preservation Foundation to participate and attend the strategic planning process, as both organizations were created at the same time and under a single, initial vision of collaboration. The one-day planning session produced what is now considered the CAAHPC Short-Term Strategic Plan for 2016 – 2018.

The Strategic Planning Session started with a review of how and why the organization came into existence, with a brief review of the organization's accomplishments since its establishment. The group discussions methodically walked through the primary elements of strategic planning: vision, mission, goals, and objectives. The "break-out groups" were able to further drill down into the strategic plan to develop initial action plans.

This Strategic Plan reflects the rapidly changing and priority shifting economic, political, and social environment in which the organization will operate. As a result, the strategic plan incorporates elements that allow CAAHPC to operate in a more organic, flexible, and virtual way without compromising the basic nature of planning: foresight of vision, mission, objectives, goals, and tactics.

The Strategic Plan was designed to allow multi-tasking as much as possible and leveraging strategic actions as often as possible. Therefore, many planned strategic actions items support multiple strategic goals and objectives. This leveraging allows CAAHPC to realize a higher return on invested resources, while moving several projects and programs forward with a single action.

What follows is the three-year strategic plan for the CAAHPC.

SHORT-TERM STRATEGIC PLAN 2021 - 2024

VISION STATEMENT

The Coastal African American Historic Preservation Commission (CAAHPC) is a vital resource to and partner with the citizens of Glynn County, educators, and fellow preservationists for preserving and promoting African American historic and cultural assets and making them accessible to the public in innovative and engaging ways that attract increasing numbers of local, national, and international visitors to Glynn County, creating an economic stimulus that bolsters our local economy and improves the socioeconomic level of our community.

GENERAL MISSION STATEMENTS

Our mission is to educate the public about African American history and heritage in Glynn County and beyond, and revitalize our community for economic growth and development through preserving our rich history. ~2013

To benefit and enrich the citizens and visitors of the City and County, by raising awareness and promoting matters of African American historical significance in the City and County. ~2014

Our mission is to promote African American history, property, and heritage around the City of Brunswick and Glynn County. ~ 2015

STRATEGIC FOCUS STATEMENT

CAAHPC's primary focus is the preservation of African American historic and cultural assets in the City of Brunswick, Georgia and Glynn County, Georgia. As a new Commission, CAAHPC's initial strategy will also focus on building an operations infrastructure, establishing priorities for projects and programs, and securing the necessary human and capital resources to deliver the successful results that our stakeholders and the community deserve.

STRATEGIC FOCUS #1 – African American Historic Preservation in Glynn County

Objectives

1. Document and preserve, for public use, stories of coastal African American legends as told by African Americans, and others, that live or lived in the community **(O.4)**
2. Collect and document history of significant sites, professions, people, etc. that tell the story of African Americans in the coastal community correctly and completely **(O.5)**
3. Increase preservation of African American history and heritage **(O.8)**

Goals

- A. Identify and retain the services of at least 1 highly qualified individual in each of the following fields: academic researcher, historic preservationist, writer/author **(G.5) – August 2022**
- B. Schedule and complete at least 10 oral history interviews **(G.4) – February 2023**
- C. Initiate all preservation programs and projects stated in the 2021 – 2024 Strategic Plan **(G.8) – September 2024**
- D. Biannual planning meetings with Brunswick Golden Isles Convention and Visitors Bureau **(G.15) – Biannually beginning October 2021**
- E. Quarterly planning meetings with a representative of the Gullah Geechee Cultural Heritage Corridor **(G.16) – Quarterly beginning August 2021**
- F. Complete the Headmaster's House Museum renovation project **(G.17) – September 2024**

Programs

1. ***Oral History Preservation Program (P.4)***
2. ***Written History Preservation Program (P.5)***
3. ***Resource Strategic Alliance Program (P.6)***

Projects

1. ***Renovate Headmaster's House into Office/Museum (J.1)***
2. ***Designate Selden Park's Headmaster's House as a Historic Site (J.2)***
3. ***Designate Selden Park's Altamaha Canal as a Historic Site (J.3)***
4. ***Identify Academic Institutions for Resource Partnership (J.7)***

Strategic Action Items

1. **Obtain federal historic designation of Selden Park Headmaster's House**
2. **Design renovations for African American museum housed in Selden Park's Headmaster's House (A.2)**
3. **Write or have written the history of Selden Institute (A.3)**
4. **Obtain local historic designation of Selden Park or Headmaster's House (A.4)**
5. **Obtain local historic designation of Selden Park's Altamaha Canal (A.5)**
6. **Write or have written the history of Altamaha Canal at Selden Park (A.6)**
7. **Identify oral historians in Glynn County (A.30)**
8. **Define methodology for capturing oral history (A.31)**

- 9. Obtain equipment and supplies for oral history program (A.32)**
- 10. Form affinity relationship(s) for skills in oral history (A.33)**
- 11. Schedule and conduct oral history interviews (A.34)**

STRATEGIC FOCUS #2 – Supportive Role of Other Historic Preservation Organizations

Objectives

1. Maintain and leverage a collaborative relationship with other historic preservation organizations **(O.1)**
2. Create a seamless pathway for the community to participate in preserving African American history and heritage **(O.3)**
3. Raise public awareness about the organization and initiatives **(O.7)**
4. Increase preservation of African American history and heritage **(O.8)**
5. Leverage available and accessible resources **(O.12)**
6. Facilitate an inclusive and collaborative environment for historic preservation **(O.13)**
7. Exercise transparency in all organizational matters **(O.15)**
8. Demonstrate measurable value to stakeholders **(O.18)**

Goals

- A. Quarterly meetings with other historic preservation organizations **(G.1)** – Quarterly beginning October 2021
- B. Host an annual event for African American historic preservationist organizations **(G.3)** – June 2022
- C. Formalize at least 2 new strategic alliances **(G.11)**– June 2022
- D. Increase community awareness of the CAAHPC and its mission by 30% in the Brunswick city limits and 15% in the remaining Glynn County area outside of the city **(G.13)**– September 2023
- E. Biannual planning meetings with the Brunswick Golden Isles Convention and Visitors Bureau **(G.15)** – Biannually beginning October 2021
- F. Quarterly planning meetings with a representative of the Gullah Geechee Cultural Heritage Corridor **(G.16)** – Quarterly beginning August 2021

Programs

1. **Relationship Management Program with Black Historic Preservation Foundation (BHPF) (P.2)**
2. **Annual Event for African American Preservationist in Glynn County (P.3)**
3. **Fundraising and Capital Program (P.7)**
4. **Public Information Program (P.9)**
5. **Community Outreach Program (P.10)**

Projects

1. **Renovate Headmaster's House into Office/Museum (J.1)**
2. **Event Planning (J.13)**

Strategic Action Items

1. **Create and maintain organization calendar (including meetings with preservation colleagues and civic leaders) (A.12)**
2. **Identify fundraising collaboration opportunities with BHPF (A.14)**
3. **Provide the BHPF with information on programs/projects for funding assistance (A.17)**
4. **Meet with stakeholder to review and provide feedback on strategic plan (A.18)**

5. Schedule and organize events (A.25)

STRATEGIC FOCUS #3 – Strategic Planning

Objectives

1. Acquire leadership that can implement and manage the strategic plan (O.6)
2. Raise public awareness about the organization and initiatives (O.7)
3. Demonstrate excellence in all operational matters (O.10)
4. Employ strategic plan & accountability measures (O.11)
5. Exercise transparency in all organizational matters (O.15)
6. Implement operational and fiscal governance (O.16)
7. Demonstrate measurable value to stakeholders (O.18)

Goals

- A. Associate every expenditure of human and capital resources with the 2021 – 2024 Strategic Plan, to be documented in quarterly financial reports and a cumulative quadrennial report on the CAAHPC's progress (G.10) - Quarterly beginning February 2022
- B. Increase community awareness of the CAAHPC and its mission by 30% in the Brunswick city limits and 15% in the remaining Glynn County area outside of the city (G.13) – September 2023

Programs

1. **Public Information Program (P.9)**
2. **Community Outreach Program (P.10)**

Projects

1. **Write, Publish, and Implement Short-Term Strategic Plan (J.14)**

Strategic Action Items

1. **Meet with stakeholders to review and provide feedback on the Strategic Plan (A.18)**
2. **Develop an outline version for the published version of the Strategic Plan (A.19)**
3. **Finalize Strategic Plan (A.20)**
4. **Develop PR and communication plan to release Strategic Plan to the public (A.21)**

STRATEGIC FOCUS #4 – Funding and Other Resources

Objectives

1. Secure sufficient funding for effective and efficient project/program implementation and operation **(O.9)**
2. Demonstrate excellence in all organizational matters **(O.10)**
3. Leverage available and accessible resources **(O.12)**
4. Execute a succession plan to develop the next generation of African American history preservationists **(O.14)**
5. Implement operational and fiscal governance **(O.16)**
6. Exercise fiscal responsibility **(O.17)**
7. Build and maintain public trust **(O.20)**

Goals

- A. Raise funds for 2021 – 2024 operations and planned projects and programs based on individual committee budgets and a comprehensive commission operating budget **(G.9)** – February 2023
- B. Associate every expenditure of human and capital resources with the 2021 – 2024 Strategic Plan, to be documented in quarterly financial reports and a cumulative quadrennial report on the CAAHPC's progress **(G.10)** – Quarterly beginning February 2022
- C. Formalize at least 2 new strategic alliances **(G.11)** – June 2022
- D. Identify and retain the services of at least 1 highly qualified individual in each of the following fields: academic researcher, historic preservationist, writer/author **(G.5)** – August 2022
- E. Hire a highly qualified part time executive director who will implement and execute the 2021 – 2024 Strategic Plan **(G.6)** – October 2022
- F. Initiate all preservation programs and projects stated in the 2021 – 2024 Strategic Plan **(G.8)** – September 2024
- G. Host at least 1 sponsored event to introduce the public to the Commission **(G.12)** – February 2022

Programs

1. **Fundraising & Capital Program (P.7)**
2. **Resource Strategic Alliance Program (P.6)**
3. **Public Information Program (P.9)**
4. **Community Outreach Program (P.10)**

Projects

1. **Renovate Headmaster's House into Office/Museum (J.1)**
2. **Identify Academic Institutions for Resource Partnership (J.7)**
3. **Talent Search for Executive Director (J.8)**

*Strategic Plan updated June 2021 - August 2021

4. ***Develop Press Kit (J.12)***
5. ***Event Planning (J.13)***
6. ***Build Resource Database (J.9)***
7. ***Develop Operating Budget (J.10)***

Strategic Action Items

1. ***Design renovations for African American museum housed in Selden Park's Headmaster's House (A.2)***
2. ***Provide BHPF with information on programs/projects for funding assistance (A.17)***
3. ***Design and produce: stationary, business cards, signs, a logo, etc. - branding (A.11)***
4. ***Develop operating budget (A.22)***
5. ***Develop and conduct skills survey of available resources (A.23)***
6. ***Research Certified Local Government requirements and opportunities with City and County (A.13)***
7. ***Prepare proposal to BGICVB for funding Headmaster's House museum renovation (A.29)***
8. ***Collaborate with County on Certified Local Government designation (A.10)***
9. ***Identify Fundraising Collaboration Opportunities with BHPF (A.14)***
10. ***Write job description and qualifications for Executive Director (A.15)***
11. ***Gather information and documentation for press kit (A.24)***
12. ***Schedule and organize events (A.25)***
13. ***Build database of academic Institutions for resource planning (A.27)***

STRATEGIC FOCUS #5 – Public Relations

Objectives

1. Maintain and leverage a collaborative relationship with other historic preservation organizations **(O.1)**
2. Ensure all students are exposed to the coastal cultural heritage and achievements of African Americans in the coastal communities **(O.2)**
3. Raise public awareness about the organization and initiatives **(O.7)**
4. Demonstrate excellence in all operational matters **(O.10)**
5. Facilitate an inclusive and collaborative environment for historic preservation **(O.13)**
6. Exercise transparency in all organizational matters **(O.15)**
7. Demonstrate measurable value to stakeholders **(O.18)**
8. Establish community representation and involvement **(O.19)**
9. Build and maintain public trust **(O.20)**

Goals

- A. Quarterly meetings with other historic preservation organizations **(G.1)** – Quarterly beginning October 2021
- B. Establish K-16 curriculum items focused on Coastal African American history and cultural heritage **(G.2)** - May 2023
- C. Host an annual event for African American historic preservationist organizations **(G.3)** – June 2022
- D. Develop and implement a branding strategy including a comprehensive written branding and public relations strategic plan, a press kit, and branded materials for commission use **(G.7)** – April 2022
- E. Host at least 1 sponsored event to introduce the public to the Commission **(G.12)** – February 2022
- F. Increase community awareness of the CAAHPC and its mission by 30% in the Brunswick city limits and 15% in the remaining Glynn County area outside of the city **(G.13)** – September 2023
- G. Biannual planning meetings with the Brunswick Golden Isles Convention and Visitors Bureau **(G.15)** – Biannually beginning October 2021

Programs

1. **Board of Education Curriculum Program (P.1)**
2. **Annual Event for African American Preservationist in Glynn County (P.3)**
3. **Social Media Program (P.8)**
4. **Public Information Program (P.9)**
5. **Community Outreach Program (P.10)**

Projects

1. **Branding Strategic Plan (J.4)**
2. **Develop Public Relations Plan & Strategy (J.11)**
3. **Develop Press Kit (J.12)**
4. **Event Planning (J.13)**

Strategic Action Items

*Strategic Plan updated June 2021 - August 2021

- 1. Develop PR and marketing strategies - branding (A.7)**
- 2. Design and produce: stationary, business cards, signs, a logo, etc. - branding (A.11)**
- 3. Create and maintain organization calendar (including meetings with preservation colleagues and civic leaders) (A.12)**
- 4. Designate and train a spokesperson (A.16)**
- 5. Meet with stakeholders to review and provide feedback on the strategic plan (A.18)**
- 6. Develop PR and communication plan to release Strategic Plan to the public (A.21)**
- 7. Gather information and documentation for press kit (A.24)**
- 8. Schedule and organize events (A.25)**

STRATEGIC FOCUS #6 – Collaborations and Partnerships

Objectives

1. Maintain and leverage a collaborative relationship with other historic preservation organizations **(O.1)**
2. Create a seamless pathway for the community to participate in preserving African American history and heritage **(O.3)**
3. Leverage available and accessible resources **(O.12)**
4. Facilitate an inclusive and collaborative environment for historic preservation **(O.13)**

Goals

- A. Quarterly meetings with other historic preservation organizations **(G.1) – Quarterly beginning October 2021**
- B. Establish K-16 curriculum items focused on Coastal African American history and cultural heritage **(G.2) - May 2023**
- C. Host an annual event for African American historic preservationist organizations **(G.3) – June 2022**
- D. Identify and retain the services of at least 1 highly qualified individual in each of the following fields: academic researcher, historic preservationist, writer/author **(G.5) – August 2022**
- E. Formalize at least 2 new strategic alliances **(G.11)– June 2022**

Programs

1. ***Board of Education Curriculum Program (P.1)***
2. ***Relationship Management Program with Black Historic Preservation Foundation (BHPF) (P.2)***
3. ***Annual Event for African American Preservationist in Glynn County (P.3)***
4. ***Resource Strategic Alliance Program (P.6)***
5. ***Fundraising and Capital Program (P7)***

Projects

1. ***Identify Academic Institutions for Resource Partnership (J.7)***
2. ***Build Resource Database (J.9)***

Strategic Action Items

1. ***Obtain local historic designation of Selden Park or Headmaster's House (A.4)***
2. ***Obtain local historic designation of Selden Park's Altamaha Canal (A.5)***
3. ***Obtain federal historic designation of Selden Park Headmaster's House (A.1)***
4. ***Design renovations for African American museum housed in Selden Park's Headmaster's House (A.2)***
5. ***Write or have written the history of Selden Institute (A.3)***
6. ***Create and maintain organization calendar (including meetings with preservation colleagues and civic leaders) (A.12)***
7. ***Write or have written the history of Altamaha Canal at Selden Park (A.6)***
8. ***Create and maintain Commission contact database (A.9)***
9. ***Collaborate with County on Certified Local Government designation (A.10)***

*Strategic Plan updated June 2021 - August 2021

- 10. Research Certified Local Government requirements and opportunities with City and County (A.13)**
- 11. Identify Fundraising Collaboration Opportunities with BHPF (A.14)**
- 12. Provide BHPF with information on programs/projects for funding assistance (A.17)**
- 13. Meet with stakeholders to review and provide feedback on the Strategic Plan (A.18)**
- 14. Develop and conduct skills survey of available resources (A.23)**
- 15. Schedule and organize events (A.25)**
- 16. Build database of affinity organizations (A.26)**
- 17. Build database of academic institutions for resource planning (A.27)**
- 18. Meet with Selden Park Advisory Board regarding Headmaster's House renovation plans (A.28)**

STRATEGIC FOCUS #7 – Administrative Excellence

Objectives

1. Acquire leadership that can implement and manage the Strategic Plan **(O.6)**
2. Leverage available and accessible resources **(O.12)**
3. Exercise fiscal responsibility **(O.17)**
4. Implement operational and fiscal governance **(O.16)**
5. Exercise transparency in all organizational matters **(O.15)**
6. Execute a succession plan to develop the next generation of African American history preservationists **(O.14)**
7. Raise public awareness about the organization and initiatives **(O.7)**
8. Employ strategic plan & accountability measures **(O.11)**
9. Demonstrate measurable value to stakeholders **(O.18)**

Goals

- A. Hire a highly qualified part time executive director who will implement and execute the 2021 – 2024 Strategic Plan **(G.6)** – October 2022
- B. Develop a comprehensive short term succession plan for the next generation of African American historic preservationists **(G.14)** – May 2023
- C. Quarterly meetings with other preservation organizations **(G.1)** – Quarterly beginning October 2021
- D. Host an annual event for African American historic preservationist organizations **(G.3)** – June 2022
- E. Raise funds for 2021 – 2024 operations and planned projects and programs based on individual committee budgets and a comprehensive commission operating budget **(G.9)** – February 2023
- F. Associate every expenditure of human and capital resources with the 2021 – 2024 Strategic Plan, to be documented in quarterly financial reports and a cumulative quadrennial report on the CAAHPC's progress **(G.10)** – Quarterly beginning February 2022
- G. Identify and retain the services of at least 1 highly qualified individual in each of the following fields: academic researcher, historic preservationist, writer/author **(G.5)** – August 2022

Programs

1. **Annual Event for African American Preservationist in Glynn County (P.3)**
2. **Fundraising and Capital Program (P.7)**
3. **Public Information Program (P.9)**
4. **Relationship Management Program (P.2)**

Projects

1. **Talent Search for Executive Director (J.8)**
2. **Identify Academic Institutions for Resource Partnership (J.7)**
3. **Build Resource Database (J.9)**
4. **Develop Operating Budget (J.10)**
5. **Write, Publish, and Implement Strategic Plan (J.14)**

Strategic Action Items

*Strategic Plan updated June 2021 - August 2021

- 1. Gather materials/information [for CAAHPC needs per committee] (A.8)**
- 2. Create and maintain Commission contact database (A.9)**
- 3. Design and produce: stationary, business cards, signs, a logo, etc. - branding (A.11)**
- 4. Create and maintain organization calendar (including meetings with preservation colleagues and civic leaders) (A.12)**
- 5. Write job description and qualifications for Executive Director (A.15)**
- 6. Designate and train a spokesperson (A.16)**
- 7. Meet with stakeholders to review and provide feedback on the strategic plan (A.18)**
- 8. Finalize Strategic Plan (A.20)**
- 9. Develop PR and communication plan to release Strategic Plan to the public (A.21)**
- 10. Develop operating budget (A.22)**
- 11. Develop and conduct skills survey of available resources (A.23)**
- 12. Meet with Selden Park Advisory Board regarding Headmaster's House renovation plans (A.28)**

STRATEGIC FOCUS #8 – Diversity

Objectives

1. Acquire leadership that can implement and manage the strategic plan (O.6)
2. Demonstrate excellence in all operational matters (O.10)
3. Leverage available and accessible resources (O.12)
4. Facilitate an inclusive and collaborative environment for historic preservation (O.13)
5. Execute a succession plan to develop the next generation of African American history preservationists (O.14)
6. Establish community representation and involvement (O.19)

Goals

- A. Establish K-16 curriculum items focused on Coastal African American history and cultural heritage (G.2) - May 2023
- B. Host an annual event for African American historic preservationist organizations (G.3) – June 2022
- C. Host at least 1 sponsored event to introduce the public to the Commission (G.12) – February 2022
- D. Increase community awareness of the CAAHPC and its mission by 30% in the Brunswick city limits and 15% in the remaining Glynn County area outside of the city (G.13) – September 2023
- E. Develop a comprehensive short term succession plan for the next generation of African American historic preservationists (G.14) – May 2023

Programs

1. *Board of Education Curriculum Program (P.1)*
2. *Annual Event for African American Preservationist in Glynn County (P.3)*
3. *Social Media Program (P.8)*
4. *Public Information Program (P.9)*
5. *Community Outreach Program (P.10)*
6. *Program and Project Database of Glynn County African American Historic Preservation Initiatives (P.11)*

Projects

1. *Develop Public Relations Plan and Strategy (J.11)*
2. *Develop Press Kit (J.12)*
3. *Event Planning (J.13)*

Strategic Action Items

1. *Develop PR and marketing strategies - branding (A.7)*
2. *Schedule and organize events (A.25)*
3. *Build database of academic institutions for resource planning (A.27)*
4. *Develop and conduct skills survey of available resources (A.23)*
5. *Meet with stakeholders to review and provide feedback on the Strategic Plan (A.18)*
6. *Create and maintain organization calendar (including meetings with preservation colleagues and civic leaders) (A.12)*
7. *Create and maintain Commission contact database (A.9)*

*Strategic Plan updated June 2021 - August 2021



SUBJECT: Main Street / DDA Update

COMMISSION ACTION REQUESTED ON: March 16, 2022 Presentation/Update Agenda

PURPOSE: Annual review and update on the activities / statistics of the Main Street / Downtown Development Authority.

HISTORY: The City of Brunswick activated its Downtown Development Authority in 1981. Brunswick has been an accredited Main Street community since 1986 and a Georgia Exceptional Main Street since 2017. Each month, the DDA submits a Community Activity Report to the DCA. These reports track key indicators that gauge the success of the Main Street program.

Today's presentation provides a summary of activities reported during CY 2021.

BUDGET INFORMATION: N/A.

OPTIONS: Informational only.

DEPARTMENT RECOMMENDATION ACTION: N/A.

DEPARTMENT:

Prepared by: Mathew Hill, Executive Director, Brunswick Downtown Development Authority.

Regina McDuffie
City Manager

3/7/22
Date

OFFICIAL MINUTES
BRUNSWICK CITY COMMISSION MEETING
WEDNESDAY, MARCH 2, 2022
AT 6:00 P.M.
HYBRID MEETING
1229 NEWCASTLE STREET, 2nd FLOOR
&
VIRTUAL TELECONFERENCE VIA ZOOM
STREAMED LIVE AT THE BELOW WEB ADDRESSES:

<https://www.facebook.com/citybwkga>

or

<https://cityofbrunswick-ga-gov.zoom.us/j/96476454119>

PRESENT: Honorable Mayor Cosby Johnson, Mayor Pro-Tem Felicia Harris ~*via zoom*, Commissioner John Cason III, Commissioner Julie Martin and Commissioner Kendra Rolle

CALL TO ORDER: Mayor Johnson - *meeting began at 6:00 p.m.*

INVOCATION: Minister Shawn Slay ~ Greater Works Than These Ministries

PLEDGE OF ALLEGIANCE – Recited by all in attendance

ADDENDUM TO AGENDA:

Commissioner Martin made a motion to defer item number nine (9) until April 6, 2022 commission meeting ~ “Consider Approval of Country Boy Cooking Norwich Commons Fund Revolving Loan Application.”; seconded by Commissioner Cason. Motion passed unanimously by a vote of 5 to 0.

RECOGNITION(S), PRESENTATION(S), & AWARD(S)

1. Proclamation Presentation to Susan Bates, Owner of Tipsy McSway’s Neighborhood Bar and Grill; Recognizing the Business 10-Year Anniversary.
Proclamation accepted with gratitude.

PUBLIC HEARING(S) - ALCOHOL BEVERAGE LICENSE(S) – (New) – (R. Belew)

2. Consider Approval Alcohol Beverage License:

Name of Business	Business Owner/Manager	Business Address	Permit Type
JP’s Wine & Spirits	Owner/Manager: Winton McNair III	3304 Glynn Ave. Brunswick, GA	Retail sale of beer, wine, and distilled spirits.
Fine Food Mart	Owner/ Manager: Shilpesh Patel	2006 Parkwood Dr. Brunswick, GA	Retail sale of beer & wine

Mayor Johnson opened the floor for anyone wanting to speak in favor or opposition of the new alcohol beverage license for JP’s Wine & Spirits.

No one came forth to address the commission.

Commissioner Cason made a motion to approve the above-referenced new alcohol license for **JP’s Wine & Spirits**; seconded by Commissioner Martin. Motion passed unanimously by a vote of 5 to 0.

Mayor Johnson opened the floor for anyone wanting to speak in favor or opposition of the new alcohol beverage license for Fine Food Mart.

No one came forth to address the commission.

Commissioner Martin made a motion to deny the new alcohol license for **Fine Food Mart**; seconded by Mayor Pro Tem Harris. Motion passed unanimously by a vote of 5 to 0.

CONSENT AGENDA ITEM(S)

3. Consider Approval of February 16, 2022, Regular Scheduled Meeting Minutes. *(subject to any necessary changes.) (N. Atkinson)*
Commissioner Martin made a motion to approve the above-referenced minutes; seconded by Commissioner Cason. Motion passed unanimously by a vote of 5 to 0.
4. Consider Approval of Resolution No. 2022-02 ~ New Enterprise Zone on Gloucester Street. *(M. Hill)*
Commissioner Cason made a motion to approve the above-referenced resolution; seconded by Commissioner Martin. Motion passed unanimously by a vote of 5 to 0.

**

Commissioner Cason addressed Russia's invasion of Ukraine and asked City Attorney Corry and City Manager McDuffie to prepare a resolution in support for Ukraine.

**

ITEM(S) TO CONSIDER FOR APPROVAL

5. Consider Approval of Financial Reports as of January 31, 2021. *(K. Mills)*
Commissioner Martin made a motion to approve the above-referenced reports as submitted; seconded by Commissioner Cason. Motion passed unanimously by a vote of 5 to 0.
6. Consider Approval of Proposal from Pond & Company for Design of the Intersection Improvements at U.S. Highway 17, Gloucester Street, and Lanier Boulevard. *(G. Albersen)*
Commissioner Martin made a motion authorizing the Mayor to sign agreement with Pond & Company in the amount of \$98,518 for design of the Lanier-Gloucester intersection improvements; seconded by Commissioner Rolle. Motion passed by a vote of 4 to 1 with Commissioner Cason opposing.
7. Consider Approval to Purchase a Chevrolet Silverado 3500 Truck with Dump Body from Alan Jay Fleet Sales in the Amount of \$56,693. *(G. Albersen)*
Commissioner Cason made a motion to approve the above-referenced purchase; seconded by Commissioner Martin. Motion passed unanimously by a vote of 5 to 0.
8. Consider Approval of a Contract Amendment with Swindell Construction for Construction of the Fourth Avenue Segment of the Martin Luther King, Jr. Boulevard Multi-Use Trail. *(G. Albersen)*
Commissioner Martin made a motion authorizing the Mayor to sign a contract amendment with Swindell Construction in the amount of \$182,822.48 for construction of the Martin Luther King, Jr. Boulevard Multi-Use Trail; seconded by Commissioner Rolle. Motion passed unanimously by a vote of 5 to 0.
9. Consider Approval of Country Boy Cooking Norwich Commons Fund Revolving Loan Application. *(T. Stegall)*
The above-referenced item was deferred until the April 6, 2022 commission meeting.
10. Consider Approval of Revisions to the Back to Business Brunswick Program. *(M. Hill)*
Commissioner Martin made a motion to approve the changes to the above-referenced program; seconded by Commissioner Rolle. Motion passed unanimously by a vote of 5 to 0.

EXECUTIVE SESSION

Commissioner Martin made a motion to hold an executive session to discuss litigation; seconded by Commissioner Cason. Motion passed unanimously by a vote of 5 to 0.

RECONVENE FROM EXECUTIVE SESSION

Mayor Johnson announced no action was taken.

Commissioner Martin made a motion to adjourn; seconded by Commissioner Rolle. Motion passed unanimously by a vote of 5 to 0.

MEETING ADJOURNED – *meeting adjourned at 9:09 p.m.*

/s/Cosby H. Johnson
Cosby H. Johnson, Mayor

Attest: /s/ Naomi D. Atkinson
Naomi D. Atkinson
City Clerk



SUBJECT: SANITATION CONTRACT – REPUBLIC SERVICES OF GEORGIA, LP

COMMISSION ACTION REQUESTED ON: March 16, 2022

PURPOSE:

Approval of a contract with Republic Services of Georgia, LP for sanitation collection services, including garbage collection, recycling collection, yard waste collection and bulk pick-ups.

HISTORY:

The City provides waste collection services for all residential and commercial properties within the city limits. Since 2013, the service has been provided by contractors. Waste Management held the initial contract for the service through 2017, and Republic Services has held the contract from 2017 through the present time. The Republic contract has been extended one year beyond the initial contract term but is scheduled to end in April 2022.

Services provided through the sanitation contract include collection of household garbage, collection of recyclable materials, and collection of yard debris. Each property is also allowed one scheduled pick-up of bulk items per month. The cost of this waste collection service is billed on the annual property tax statement for the majority of property owners in the city, but there are a few who are billed on a quarterly or monthly basis.

FACTS AND ISSUES:

City staff prepared and advertised a Request for Proposals for sanitation collection services. Responses were received from two vendors – Republic Services of Georgia and Waste Pro. The proposals were evaluated by a team of staff members from the Public Works department, Purchasing office, and the City Manager. The proposal from Republic Services received the higher score. The evaluation team then began discussions with Republic to finalize the terms of the agreement.

The proposed agreement includes the following services for each property within the city:

- Weekly collection of household garbage
- Bi-weekly collection of recyclable goods
- Weekly collection of yard debris
- Scheduled pick-up of bulk goods (one pick-up per month, 12 annually)

The proposed annual cost of the services for each property owner is as follows:

Residential service (garbage, recycling, yard, bulk)	\$306.00
Commercial service (garbage, yard, bulk)	\$402.00
Commercial Recycling Add-on	\$153.00
Additional Carts for Garbage	
Residential	\$90.00
Commercial	\$126.00
Backdoor service	No Charge

This cost will be an annual increase of \$40 over the current rates for residential service. These rates will be included on the tax bill which will be mailed in October 2022. The fees will cover services provided January 1 through December 31, 2023.

Educational material will be prepared and distributed to all property owners within the City prior to implementation of the contract. The material is intended to remind residents of items such as allowable recycling materials (glass will not be allowed), proper placement of collection carts, and acceptable yard waste piles. Contamination of the recycling stream is a problematic issue for the contractors, and significant efforts will be made to keep household garbage out of the recycling stream. If a residence is found to be placing household garbage in the recycling cart on more than two occasions, that recycling cart will be removed and replaced with a second garbage can.

Republic will also accept glass for recycling, bulk items, and construction debris at their facilities on Young Lane and on Habersham Street.

BUDGET INFORMATION:

The cost of this contract will be billed by Republic Services on a monthly basis at the rates provided.

OPTIONS:

1. Authorize the Mayor to sign an agreement with Republic Services of Georgia for sanitation collection services in the City of Brunswick.
 2. Do not authorize the Mayor to sign an agreement with Republic Services of Georgia for sanitation collection services in the City of Brunswick.
 3. Take no action at this time.
-

DEPARTMENT RECOMMENDATION ACTION:

Authorize the Mayor to sign an agreement with Republic Services of Georgia for sanitation collection services in the City of Brunswick.

DEPARTMENT: Engineering

Prepared by: Garrow Alberson, P.E., Director of Engineering and Public Works

ADMINISTRATIVE COMMENTS:

ADMINISTRATIVE RECOMMENDATION:

Authorize the Mayor to sign an agreement with Republic Services of Georgia for sanitation collection services in the City of Brunswick.

Regina McDuffie

City Manager

3/8/2022

Date

Important Tax Billing Information

Your Garbage Rate will change with the upcoming 2023 Billing Cycle.

Fees for City solid waste collection/disposal services for residential and commercial customers are as follows:

<u>Residential</u> (one cart-including garbage, yard trash and recycling)	\$25.50 per month	\$306.00 annual
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<u>Commercial</u> (one cart-including garbage and yard trash)	\$33.50 per month	\$402.00 annual
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<u>Commercial–Recycling add on</u> (one cart)	\$12.75 per month	\$153. annual
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Additional cart for garbage
(charged an additional service charge)

Residential -	\$ 7.50 per month	\$ 90.00 annual
Commercial -	\$10.50 per month	\$126.00 annual

The payment of the 2023 Residential Sanitation Service Fees be billed for an annual period (January 1st through December 31st), under the guidelines of the City of Brunswick Code of Ordinances, through the City of Brunswick Tax Collections Office as an assessment on the 2022 Tax bill.

“A Cleaner Brunswick Campaign”

The City of Brunswick is renewing its contract with Republic Services for the collection of household waste, yard trash, recyclables, and bulk waste. The City’s goal is to promote cleanliness throughout the community and work to ensure that the waste services are provided at the highest level. The City, Republic Services and the residents all have responsibilities in this endeavor.

The City’s Responsibility:

Provide excellent customer service and adequate information to our customers.

Support the administration and operation of waste collection services.

Ensure that the contractor meets its obligations as put forth in the service agreement.

Republic Services Responsibility:

Pick up every container on the scheduled routes,
Pick up yard waste weekly, ensuring that the waste is not left risking contamination,
Pick up recyclables bi-weekly,
Pick up bulk waste on regular garbage pick-up days per call-in by residents,
Ensure the containers and/or carts are properly maintained and/or replaced as needed.

Brunswick Residents Responsibility:

Call Customer Service at (912) 267-5512 or visit our website for information,
Place trash containers properly at the curb on their respective pick-up day,
Ensure that yard waste is properly placed in the appropriate size and manner,
Ensure that recyclables are properly disposed in the recycling container,
Call in to (912) 267-3703 for Bulk Waste pick-up, up to twelve (12) times per year.

REMINDERS!

Only Place **Household Garbage** in the cart marked:



Only Place **Accepted Recyclables** in the cart marked:



What's Changed?

The garbage fee charged on the annual tax bill will change with the 2023 tax billing cycle. The annual rate will increase by \$40.00.

The cost of adding an additional chart will decrease to only \$7.50 per month or \$90.00 annually.

Recycling carts will be removed if contamination is detected more than twice.

Every resident will be given twelve (12) Bulk Waste pickups per year (you must call in to receive this service).

Call (912) 267-3703 for Bulk Waste Pick Up

What's stayed the Same?

Your day for Garbage pickup will remain the same

Your day for Recycling pickup will remain the same

Yard waste will be picked up weekly, the requirements are the same

Requirements for Bulk Waste are the same

Call (912) 267-5512 for Customer Service and more information

Let's Talk Recycling!!

Recycling is important to Everyone.

Recycling will reduce the amount of waste disposed of in local and regional landfills and save natural resources.

Please follow Recycling guidelines.

Please only place accepted recyclables in the Recycling cart.

Do not place household garbage in the Recycling cart.

Household Garbage contaminates the recyclables.

Recycling carts will be removed if contamination is detected more than twice.

Do your part, Help save the planet. 😊

Let's all work together for A Cleaner Brunswick!

What Has Changed?

The garbage fee charged on the annual tax bill has increased by \$40 for the 2023 tax billing cycle. There is now a discounted rate for an additional garbage can. Recycling carts will be removed if tagged more than 2x for contamination and may be fined. Every resident who is up to date on their taxes is allotted 12 Bulk pickups per year.

What has stayed the same?

Your scheduled pickup day has remained the same for Garbage, Recycling and yard waste pickups.

All Services need a 3-foot clearance for pickup of Cans, Yard Waste and Bulk Pick-ups. CALL for Bulk Pick-up service at (912) 267 3703.

City of Brunswick

601 Gloucester street, Brunswick Ga 31520

[Recipient Name]
[Address]
[City, ST ZIP Code]

City of Brunswick

In Partnership with
Republic Services





Curbside Garbage

The City of Brunswick has contracted Republic Services to provide Curbside garbage collection to the residents in the city limits.

The annual fee of \$306.00 is included on the property tax bill. This fee covers 1 garbage cart for weekly household garbage, 1 recycle cart for bi-weekly pick up, weekly yard waste removal and 12 Bulk pick-ups per year, to cover miscellaneous goods and white goods. If you currently do not have curbside pickup, please contact customer service to set up an account at (912) 267 5512.

Additional Services

- Extra Carts
- Backdoor Service

Recycling

Please recycle only the items below.

PLASTICS

Recycle plastics #1 thru #7. Look on the bottom of containers for a number inside the recycling arrows.

METAL CANS, ALUMINUM FOIL, ALUMINUM FOIL PANS

Recycle all food and beverage metal cans - steel, tin, bi-metal and aluminum.

CARDBOARD, NEWSPAPER AND MAGAZINES

You can also include newspaper inserts, catalogs, paperback books, phone books & brochures.

PAPER FOOD CONTAINERS

Recycle food boxes including juice boxes, egg, ice cream & milk cartons, and cereal & pasta boxes. NO PIZZA BOXES.

PAPER

Recycle envelopes, office paper, junk mail, greeting cards & file folders. Shredded paper should be put in a paper bag.

Other Helpful Hints: Yard waste is taken to a compost facility and cannot contain trash or miscellaneous debris. If it is mixed with other debris, it will not be picked up. Yard waste limbs cannot be longer than 4 feet or more than 4 inches in diameter. Leaves and limbs may be placed together at the curb, in front of the paying property. Community piles at cul de sacs and empty lots are not the responsibility of Republic Services.

Bulk Waste consists of white goods, furniture or excess miscellaneous debris that should be bagged or boxed. Items should be placed at curb after scheduling pickup, by calling 267 3703.

Drop Off Locations

The following items are accepted at Republic Services Drop Off Locations.

Located at 550 Young Lane & 5052 Habersham Street
Monday – Friday
8am - 4pm.

White Goods/Bulky Items
Construction Debris
Glass Recycling

Cost starts at \$35 per truck load, depending on weight.

Items that are not accepted at drop off locations or as Bulk Pickups include:

- Paint
- Tires
- Hazardous Materials
- Car Batteries
- Dead Animals

Contact Us

City of Brunswick
601 Gloucester street
Brunswick, Ga 31520

912 267 3703
bgravley@cityofbrunswick-ga.gov

Visit us on the Web:
www.brunswickga.org