

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 (BHPF).
- **Liaison with:** Foundation (BHPF), 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.