

COASTAL AFRICAN AMERICAN HISTORIC PRESERVATION COMMISSION
STRATEGIC PLAN 2021 – 2024

Original Strategic Planning Session: August 15, 2015

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)**