

# HISTORIC COLUMBIA FOUNDATION

## STRATEGIC PLAN

*2006-2011*

### THE VISION

By highlighting *people, places and progress* of Columbia and Richland County and focusing on strategic partnerships by 2011 Historic Columbia Foundation will ensure that historic preservation and local history are key drivers in the community's economic development and quality of life, and that the organization is the local leader in heritage tourism.

### THE MISSION

The mission of Historic Columbia Foundation is to nurture, support and protect the historical and cultural heritage of Columbia and Richland County through programs of advocacy, education and preservation.

### STRATEGIC GOALS

1. Historic Columbia Foundation is the leader in the identification, documentation and preservation of historic structures and artifacts, neighborhoods, landscapes and cultural traditions.
2. Historic Columbia Foundation is the primary advocate for the role of local history and preservation in developing a sense of community, educating the public about the past and creating an environment for economic opportunity.
3. Historic Columbia Foundation has the organizational capacity and the working partnerships to effectively fulfill its mission.

GOAL 1: Historic Columbia Foundation is the leader in the identification, documentation and preservation of historic structures and artifacts, neighborhoods, landscapes and cultural traditions.

## OBJECTIVES

- 1.1 Exemplify the best practices for historic preservation
  - 1.1.1 Restore the Woodrow Wilson Family Home to the 1870s, when the future 28<sup>th</sup> President and his family resided there
  - 1.1.2 Develop and implement a cyclical plan to address the capital needs at each HCF property
  - 1.1.3 Assert institutional interest in historic properties outside current stewardship
    - 1.1.3.1 Maintain and expand HCF easement program
      - a. Develop internal process
      - b. Develop marketing and educational materials
    - 1.1.3.2 Assess options to institute revolving fund program
    - 1.1.3.3 Study HCF's role as an actor in local real estate market
- 1.2 Restore, reconstruct and install gardens at the Woodrow Wilson Family Home, Mann-Simons Cottage, Hampton-Preston Mansion, Robert Mills House and Seibels House.
- 1.3 Develop a program of study to address *people, places and progress* as historic themes in Columbia and Richland County
  - 1.3.1 Research, document and collect information for the interpretation of local history
    - 1.3.1.1 Organize internal information to identify and fill interpretive gaps
    - 1.3.1.2 Collect and organize existing neighborhood and local histories
    - 1.3.1.3 Establish forum to collect oral histories and historic images
  - 1.3.2 Identify, research and collect historic artifacts for the interpretation of local history
    - 1.3.2.1 Develop new acquisitions and artifact conservation plan

- 1.3.3 Identify, document and research historic properties in Columbia and Richland County
  - 1.3.3.1 Establish vertical and electronic files on National Register and Local Landmark Buildings in Columbia and Richland County
  - 1.3.3.2 Expand and enhance HCF's Landmarks List (5-10 per year)
  - 1.3.3.3 Develop 1-2 neighborhood and/or district histories per year
  - 1.3.3.4 Update existing surveys of Columbia and Richland County
  - 1.3.3.5 Present recommendations for (#) local additions to the National Register of Historic Places

GOAL 2: Historic Columbia Foundation is the primary advocate for the role of local history and preservation in developing a sense of community, educating the public about the past and creating an environment for economic opportunity.

OBJECTIVES:

- 2.1 Showcase the *people, places and progress* of Columbia and Richland County through comprehensive, holistic and fully integrated public programming and educational materials.
  - 2.1.1 Provide public programs including, but not limited to lectures, town meetings, panel discussions, film screenings and guided tours
    - 2.1.1.1 Special interest groups (buildings trade and property professionals, historic home owners, African-American community, families, amateur and professional historians, garden clubs, historic neighborhood residents, etc.)
  - 2.1.2 Maintain and expand relationships with local schools
    - 2.1.2.1 Develop curriculum-based programs for historic house museums and existing and new specialty tours
    - 2.1.2.2 Develop outreach programs (traveling trunks, interactive website, after-school activities)
  - 2.1.3 Explore options for interpretation at all historic properties
  - 2.1.4 Develop print and electronic media
    - 2.1.4.1 Develop self-guided walking tours, which address historic neighborhoods, districts and thematic issues of local history and preservation
    - 2.1.4.2 Develop web-based timeline which incorporates chronological and thematic approach to local history and preservation
- 2.2 Educate opinion leaders, stakeholders and the general public on the economic and societal benefits of historic preservation
  - 2.2.1 Establish forum for business and community leaders
  - 2.2.2 Work with local economic development groups to establish materials to draw new business and development to Columbia
- 2.3 Serve as a resource for technical and historical information on preservation and local history.

2.3.1 Compile and maintain active technical and historical information files

2.3.2 Compile existing and develop locally appropriate technical information

2.3.3 Actively solicit scholarly materials

2.3.4 Establish forum to provide public access

2.3.4.1 Electronic/web presences

2.3.4.2 Physical preservation resource center (West Flanker)

2.3.4.3 Presentation venues

2.4 Operate recognition programs for advocacy, education and preservation

2.4.1 Annual preservation awards

2.4.2 Annual awards of excellence

2.4.3 Annual volunteer awards

2.4.4 Tours of exemplary projects in progress

GOAL 3: Historic Columbia Foundation has the organizational capacity and working partnerships to effectively fulfill its mission.

OBJECTIVES:

- 3.1 Develop funding to support the needs of the organization
  - 3.1.1 Establish and implement a development plan
  - 3.1.2 Double the current operating budget in 5 years.
    - 3.1.2.1 Increase city and county funding
    - 3.1.2.2 Increase grant and foundation funding
    - 3.1.2.3 Increase donations
      - 3.1.2.3.1 Increase corporate participation
      - 3.1.2.3.2 Increase individual participation
    - 3.1.2.4 Earned Revenue
      - 3.1.2.4.1 Rentals
      - 3.1.2.4.2 Tours
      - 3.1.2.4.3 Museum Shop
      - 3.1.2.4.4 Programs/Special Events
  - 3.1.3 Raise \$3.5 million in a capital campaign in 5 years.
    - 3.1.3.1 Woodrow Wilson Family Home
    - 3.1.3.2 Robert Mills House
    - 3.1.3.3 Mann-Simons Cottage
    - 3.1.3.4 Hampton Preston Mansion
    - 3.1.3.5 Garden Restoration Project: Planning/Implementation
    - 3.1.3.6 Columbia History Center: Feasibility Study
    - 3.1.3.7 Endowment
- 3.2 Develop staffing structure to support efforts of HCF
  - 3.2.1 Develop and implement a 5 year staffing plan.
  - 3.2.2 Enhance the capacity of current staff through training and education.
    - 3.2.2.1 Competitive benefits and salaries
    - 3.2.2.2 Maintain national, regional and local professional affiliations
    - 3.2.2.3 Provide opportunities and support for continuing education
      - 3.2.2.3.1 Human Resources, Moore School of Business Executive Leadership, Rotary
      - 3.2.2.3.2 Decorative Arts Symposia: Williamsburg, MESDA
      - 3.2.2.3.3 Non-profit financial management

- 3.2.2.3.4 Preservation Leadership Training, SCAPA (certified planner), Realtors License, Appraiser (building) training
    - 3.2.2.3.5 Development/Fundraising related workshops (AFP, AAM)
  - 3.2.2.4 Support opportunities for publications
  - 3.2.2.5 Customer Service Training
  - 3.2.2.6 Leadership Columbia
  - 3.2.2.7 Mid-level Museum Management (JIMI)
- 3.3 Build a strong, involved Board of Trustees
  - 3.3.1 Develop Board of Trustees composition that reflects the community it serves and enhance capacity.
  - 3.3.2 Develop standard Board Orientation materials and handbook
  - 3.3.3 Use partnerships as recruiting base for BOT
- 3.4 Establish a dynamic Board of Directors and Advocates, Advisory Committee system and volunteer base
  - 3.4.1 Enhance the capacity of the volunteer base
    - 3.4.1.1 Recruit new volunteers and diversify (age, race, background)
    - 3.4.1.2 Develop new volunteer training program and update current handbook
    - 3.4.1.3 Ensure volunteer continuing education
    - 3.4.1.4 Develop clear lines of communication between Board, staff and volunteers
  - 3.4.2 Enhance involvement of residents in historic neighborhoods in protecting and promoting local history and preservation
    - 3.4.2.1 Establish council of historic neighborhood representatives
    - 3.4.2.2 Invite neighborhood representative to serve on Board of Directors and Advocates
    - 3.4.2.3 Assist in promoting current activities in historic neighborhoods
- 3.5 Strengthen organizational systems
  - 3.5.1 Enhance the technological capacity of HCF staff and offices
    - 3.5.1.1 Ensure that systems grow with staff and access meets needs of mission implementation
    - 3.5.1.2 Utilize technology to store and organize data. Provide systems and training which will ensure ability for analysis.

- 3.5.1.2.1 Access for internal activity tracking
    - 3.5.1.2.2 Museum Shop inventory software
    - 3.5.1.2.3 Transition from GiftMaker to new development software
  - 3.5.2 Develop cyclical plan for updating equipment and software
  - 3.5.3 Address effectiveness of internal processes and procedures
- 3.6 Raise the awareness of and involvement in HCF
  - 3.6.1 Market HCF in a highly visible manner
    - 3.6.1.1 Celebrate all successes
    - 3.6.1.2 Identify new market strategies to consistently communicate with general public, membership, boards and committees
    - 3.6.1.3 Enhance web presence
    - 3.6.1.4 Pursue interstate advertising
  - 3.6.2 Increase public involvement in HCF activities
    - 3.6.2.1 Increase tour attendance
      - 3.6.2.1.1 Schools
      - 3.6.2.1.2 Group
      - 3.6.2.1.3 Walk-in
    - 3.6.2.2 Increase program attendance
    - 3.6.2.3 Web Traffic
  - 3.6.3 Develop HCF Branded Products
    - 3.6.3.1 Museum shop/membership
    - 3.6.3.2 Calendar
    - 3.6.3.3 Historic postcard reproduction
    - 3.6.3.4 Historic Maps
    - 3.6.3.5 HCF Children’s logo branded products
  - 3.6.4 Identify and reach out to new stakeholder groups
    - 3.6.4.1 Employ targeted outreach strategies to involve and engage new partners and stakeholders
    - 3.6.4.2 Establish plan for targeted newsletter distribution
    - 3.6.4.3 Improve follow-up with those touched by programs, publications, visits to properties
    - 3.6.4.4 Provide venue for “check-in” with stakeholders
  - 3.6.5 Assess HCF accessibility to disabled and non-English speaking visitors. Develop plan to reach out to these audiences.
- 3.7 Study highest and best use of facilities

- 3.7.1 Develop and implement a facilities space usage plan
  - 3.7.2 Develop and implement collections storage plan
  - 3.7.3 Undertake a cost analysis of Big Apple
  - 3.7.4 Explore options for Museum Shop and orientation space
  - 3.7.5 Explore options for classroom space
- 3.8 Evaluate all current events for relevance and productivity
- 3.8.1 Utilize existing after-action reports to evaluate current programs, including, but not limited to: Jubilee, Holiday Tours, Parlor Lecture, Home and Garden Tour, Palladium events, Annual Meeting.
  - 3.8.2 Implement uniform evaluation of all HCF activities
- 3.9 Conduct regular strategic plan reviews and status reports with HCF Board.