

# TENNESSEE CIVIL WAR PRESERVATION ASSOCIATION STRATEGIC PLAN

THE MISSION OF THE TENNESSEE CIVIL WAR PRESERVATION ASSOCIATION (TCWPA) IS TO PROTECT, INTERPRET AND MAKE ACCESSIBLE TENNESSEE'S SURVIVING CIVIL WAR BATTLEFIELDS AND CONTRIBUTING LANDSCAPES FOR THE BENEFIT OF PRESENT AND FUTURE GENERATIONS.

(Top three levels of emphasis indicated in red)

## **Goal A. Develop and implement an effective site preservation strategy for battlefields and contributing landscapes**

Objective 1. Increase protection, interpretation and accessibility to forty (40) of the most significant battlefield sites by 2011

- Strategy a. Contribute financially to sites that meet TCWPA Challenge Grant criteria
- Strategy b. Facilitate activities of interested individuals and organizations
- Strategy c. Develop priorities based upon battlefield information Tennessee Battlefield Assessment Project (TBAP) and other relevant factors

Objective 2. Develop effective networks and partnerships to leverage site preservation

- Strategy a. Develop a network of local interest groups that promote acquisition of significant battlefields
- Strategy b. Partner with other non-governmental organizations that have similar purposes and interests
- Strategy c. Establish communications with local and regional land use planning entities
- Strategy d. Create a state legislative battlefield caucus
- Strategy e. Create a caucus of local government officials
- Strategy f. Increase communications and coordination with federal and state agencies that have common or shared missions
- Strategy g. Promote landowner stewardship of battlefield resources

**Objective 3. Establish and maintain fund raising capabilities**

- Strategy a. Implement initiatives and programs recommended by the Fund Raising Committee
- Strategy b. Use Challenge Grant Program to leverage funding
- Strategy c. Develop a marketing strategy for fund raising

## **Goal B. Develop and manage influential information and education services**

### **Objective 1. Describe and organize the Tennessee Battlefield Assessment Project (TBAP)**

data to guide site preservation priorities and strategies

Strategy a. Continue current TBAP initiatives

Strategy b. Develop and implement an analytical process to identify themes and criticality

Objective 2. Develop and present programs and activities to enhance awareness, understanding, and appreciation about site preservation and the organization

Strategy a. Implement the Flag Program

Strategy b. Participate in exhibits at shows and similar venues

Strategy c. Publish quarterly newsletter

Strategy d. Maintain an up-to-date website

Strategy e. Develop DVD explaining organization mission and activities

Strategy f. Ensure that programs are relevant to the widest possible audience

Strategy g. Award and recognize individuals and organizations that exemplify the mission of TCWPA

Objective 3. Develop a database and assessment structure for characterizing contributing landscapes

Strategy a. Utilize the Survey of Civil War Era Military Sites in Tennessee and other sources to inventory potential sites

Strategy b. Develop supporting program to implement an assessment process

Strategy c. Develop and implement an analytical process to identify themes and criticality

## **Goal C. Develop and maintain effective organizational capacity that is capable of responding to opportunities**

### **Objective 1. Achieve financial viability**

Strategy a. Evaluate outsourcing options

Strategy b. Explore funding and technical support assistance from Civil War Preservation Trust (CWPT), Tennessee Historical/Wars Commission, and other state agencies, foundations and organizations that fund similar programs

Objective 2. Develop human resources and organizational governance capable of meeting

present and future needs

- Strategy a. Expand capabilities through volunteers
- Strategy b. Expand staff to implement programs
- Strategy c. Ensure that by-laws and related policies are up-to-date

Objective 3. Develop and expand Board leadership capabilities

- Strategy a. Recruit diverse interests in background, skill sets, experiences, geographic representation, and value to the organization
- Strategy b. Increase exposure and involvement of Board in other organizational activities, events and initiatives
- Strategy c. Reduce operational responsibilities of Board members and emphasize governance

Objective 4. Develop and expand membership

- Strategy a. Prepare publications about membership and organizational activities
- Strategy b. Identify opportunities to involve membership in more activities
- Strategy c. Consider options for conducting membership drives
- Strategy d. Increase Board role in membership recruitment
- Strategy e. Emphasize membership growth as part of all program activities
- Strategy f. Develop options for increasing the identity of TCWPA

5-6-06