



# STRATEGIC PLAN

## 5-YEAR PLAN: 2023-2027

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### *Mission:*

*To Share the Rich History of Ormond Beach through Education and Preservation*

## I. INTRODUCTION

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The Ormond Beach Historical Society, Inc. (OBHS) first Strategic Plan was developed using a survey sent to 1,700 people, including board members, members, volunteers, donors, elected officials, and community members of Ormond Beach. Seventy-three people filled out the survey and returned it digitally. Four people delivered the survey in print. Additionally, we held three strategic planning sessions with 28 people actively participating in the discussions. This was a golden opportunity for the Society to take an honest look at itself, evaluate its challenges and opportunities, and make meaningful and dynamic changes for the future. The Executive Director summarized the data and presented a draft for Board approval.

The OBHS Strategic Plan sets forth the Society's aspirations for FY2023-FY2027. It embraces and contemplates what is possible, unrestricted by the pragmatic considerations of specific resource availability. It is meant to stretch the Society's thinking to enable it to serve the community's and all stakeholders' needs and to reaffirm our cultural institution's significant role. It serves as Society's blueprint for development in the next five years. It should be annually reviewed and revised if needed.

The OBHS Strategic Plan is meant to be a living document that can be flexible enough to change according to new opportunities or budgets. An annually-approved Work Plan will be created, guided by the strategic goals and areas and/or a Two-Year Action Plan. The plans will be tied to this Strategic Plan. They will set out priorities connected to the budget for the fiscal year, including staff, activities, financial resources, and evaluation criteria for each priority. Funding for items with cost factors will heavily rely on grants, donations, fundraisers, rental revenues, and memberships.

## II. WEAKNESSES, STRENGTHS, AND TRENDS

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### A. Weaknesses

Visibility in community  
Not enough engagement with younger generations  
Community awareness  
Cannot intervene when an important historical site is threatened  
Inability to get the word out about Society's existence  
Lack of new ideas  
Lack of active members and Board members  
Not enough funding  
Publicity to the general public  
Society seems elite and exclusive  
Not enough education or awareness of what it is, what it does, what it stands for and why anyone should be involved  
Lack of financial resources to purchase/repair/preserve properties of historical significance  
Lack of financial support from the community and split priorities  
Fundraising, marketing, and storytelling  
Need more creative programs  
Aging membership and leadership  
Board is too large  
Outreach to younger members of our community  
Outreach to school is missing  
There are other days in the week besides Saturday and Sunday  
Engaging in community-wide events  
Imagination and lack of money  
Diversity  
Reactive instead of proactive  
Leadership planning and development  
Lack of transparency  
Not many or enough volunteers  
Lack of diversity on the Board  
Potential burn-out of the same dedicated volunteers  
Lack of involvement with the locals and reaching out, making our presence known  
Appealing to a broader audience  
No central place for visitors to view/learn about the history of Ormond Beach  
Board's trust in the professional Executive Director  
Lack of a robust marketing plan and social media

### B. Strengths

Dedicated and friendliness of volunteers  
Dedicated members who are engaged  
Executive Board  
Dedicated and friendly employees  
Key people who have the experience to move our Society forward  
Record of preserving historical sites and educating citizens about them

Those who are working for the organization and who are tireless in their efforts, people who are so committed to the OBHS' future  
Excellent presentations and friendly people  
A good group that cares about our local history & protecting it  
Successes have been achieved concerning historical ground/buildings/artifacts saved to date  
Saturday events  
Projects to save our Ormond Beach past  
Welcome center, tours, and free programs  
Wonderful historic buildings (McDonald House, Anderson-Price) the Society maintains and uses  
Ability to follow through on getting places marked for historic preservation  
Knowledge of the history of the area, AP building, oversight of the Three Chimneys  
Ability to provide educational programs for both adults and children  
Good programming  
Historic markers  
Our strength is our pride and willingness to care for all of Ormond Beach  
Information about programs advertised well  
The speaker program is wonderful: keep up the good work  
The fact that you started the OBHS  
Strong outreach to the community via history lectures and the articles in History Happenings  
Website is excellent  
Developing a historical museum is a highly worthy project to serve both the community and anyone of any age or educational background, with research on our local and area history  
Preserving the rich history of Ormond Beach and educating residents so it will live on for all generations to come

### **C. Trends**

*Trends Watch 2022* publication per American Alliance of Museums

*Five pillars of community strength and resilience*

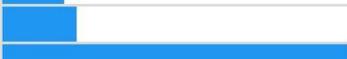
1. Education for our children
2. Livable communities for our elders
3. Mental health
4. Emergency response in the face of disasters
5. A human-centered culture of sustainability

### III. STATISTICS OF TWO SURVEY QUESTIONS

#### A. Who would you like OBHS to serve?

Answer Choice	0%	100%	Number of Responses	Responses Ratio
Community of Ormond Beach			54	73%
OBHS Membership			3	4%
Families			3	4%
Students			0	0%
Seniors			2	2%
Veterans			0	0%
People of Non-Caucasian Lineage			1	1%
Adults (41-65 Years Old)			0	0%
Adults Under 40			0	0%
Youth			0	0%
Children 6 and Under			1	1%
Other			9	12%
<b>Total Responses</b>			<b>73</b>	<b>100%</b>

#### B. Next five years: which factors should be considered in thinking strategically about the future of OBHS?

Answer Choice	0%	100%	Number of Responses	Responses Ratio
New Ormond Beach Museum of History			7	9%
Community Partnerships			8	10%
New Sources of Revenue			9	12%
Innovative Exhibits, Programs, and Events			41	56%
Other			8	10%
<b>Total Responses</b>			<b>73</b>	<b>100%</b>

### IV. STRATEGIC GOALS

- A. Develop and open the new Ormond Beach Museum of History & MacDonald House Welcome Center and contribute to improving the quality of life in Ormond Beach.
- B. Bring more awareness of the MacDonald House, the Anderson-Price Memorial Building, the Three Chimneys Archaeological Site, the Hotel Ormond Cupola, the Nathan Cobb Cottage, and other historic structures and sites.
- C. Expand the preservation efforts at the Anderson-Price Memorial Building and the Nathan Cobb Cottage, complying with the Secretary of Interior’s Guidelines for

Historic Preservation and following Standards and Best Practices established by the American Alliance of Museums for OBHS collections.

- D. Provide outstanding educational programs about Ormond Beach's history and preservation to diverse audiences, including the surrounding community and visitors to Ormond Beach.
- E. Increase the visibility of OBHS.
- F. Achieve & maintain financial stability.
- G. Re-brand the Society.
- H. Maintain existing partnerships and foster new partnerships.
- I. Seek accreditation with the American Alliance of Museums.
- J. Become a Smithsonian Affiliate.

## **V. STRATEGIC OBJECTIVES**

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### **Goal A**

1. Raise \$2.5M for the development of the new museum in the next five years.
2. Assure a 50-year lease with the City of Ormond Beach for the new museum.

### **Goal B**

1. Give quarterly community presentations about the new museum and Society's programs and events.
2. Better marketing and promotion of all education programs, exhibits, historic preservation activities, and events by considering at least three paid ads per year and free media publicity such as letters to the editor, interviews, and articles.
3. Increase social media presence by 5%.
4. Implement the open house concept at the Anderson-Price Memorial Building, Nathan Cobb Cottage, and the Three Chimneys annually.
5. Have representation in different city & county committees.

### **Goal C**

1. Create a master maintenance plan for the Anderson-Price Memorial Building and Nathan Cobb Cottage and update it annually.
2. Continue ongoing maintenance and preservation of the Anderson-Price Memorial Building, Nathan Cobb Cottage, and the Three Chimneys Archaeological Site throughout the year.
3. Focus equally on historic buildings we own.
4. Be 100% proactive.
5. Register 100% of collections in PastPerfect.

#### **Goal D**

1. Develop at least one innovative program per year.
2. Create Education Plan for the AP building, the Nathan Cobb Cottage, and the new museum.
3. Create a Research Library.
4. Participate in at least two outreach programs appealing to adults and youth.
5. Award two history-related scholarships to Ormond Beach's youth.
6. Continue bi-annual historic preservation awards.

#### **Goal E**

1. Increase attendance at all programs, exhibits, and events to reach 10,000 visitors and participants annually.
2. Create a robust Marketing Plan.
3. Engage online platforms by increasing the number of followers by 5% annually.
4. Increase the Constant Contact database by 2%.

#### **Goal F**

1. Raise \$230K for the operational budget annually.
2. Identify at least two new sources of revenue.
3. Upgrade and maximize the use of the Anderson Price Memorial Building (AP) to attract 5% more rentals and events Market the AP to businesses and organizations to attract more weekday events.
4. Increase membership by assuring that 0.5% of Ormond Beach residents become members of the Society (2,000 people).

#### **Goal G**

1. Design a better logo and improve Society's visibility.
2. Organize one re-branding event.

#### **Goal H**

1. Sustain all current community partnerships and participate in at least one joint event.
2. Create at least two new partnerships with Ormond Beach organizations and similar nonprofits in the area.

#### **Goal I**

1. Follow the Pledge of Excellence with the American Alliance of Museums.



2. Undergo the Museum Assessment Program (MAP).
3. Prepare the four core documents needed for accreditation: Strategic Plan, Code of Ethics, Collections Policy, and Disaster Preparedness Plan.
4. Apply for accreditation by 2027.

**Goal J**

1. Inspire innovative and lifelong learning experiences.
2. Prepare General Facility Report, Marketing, and Education Plans.

**VI. VISION**

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To become one of the leading regional historical organizations that preserve, exhibit, research, interpret, educate, and promote the cultural-historical heritage of Ormond Beach and its place in the cultural, recreational, and economic development of the Greater Ormond Beach – Daytona Beach area.

Be like MOAS

**VII. CORE VALUES**

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Integrity	Honesty	Transparency
Loyalty	Community	Historic Preservation
Camaraderie	Trust	Quality & Accuracy of Information
Usefulness	Education	Museum Standards & Best Practices

Diversity	Leadership	Verifiable, Accurate Research
Professionalism	AAM Accreditation	Responsibilities

- A. We value the community of Ormond Beach and its surrounding areas as our primary audience.
- B. We place education at the heart of all our Society’s endeavors.
- C. We believe that books, photos, and videos record history, but it is the people who create history every day. Our past molded today, and our today will define our future. The continuum of living history will be submitted from generation to generation with vivid storytelling.
- D. We nurture respect and understanding of historic preservation.
- E. We create innovative and inspirational experiences that foster a sense of place and togetherness and enhance the quality of life of Ormond Beach residents.
- F. We are responsive to diversity.
- G. We demonstrate mutual respect and teamwork within the Society and with other cultural and educational organizations.
- H. We create collaborative partnerships with community organizations.
- I. We are fiscally responsible.

## VIII. STRATEGIC AREAS

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### A. Leadership

*Board of Directors and Executive Director*

1. Anticipate and respond to challenges so that it may succeed in serving the community’s changing needs.
2. Board creates strategies and policies, and Executive Director manages operations.
3. Follow the Standards, Best Practices, and Characteristics for Excellence established by the American Alliance of Museums, the only national organization that accredits museums, historical societies, aquariums, botanical gardens, discovery centers, etc.
4. Diversify the Board and committees.
5. Commit and share the vision and goals & support of them.
6. Be accessible to members and the public.
7. Consider a smaller and more effective Board.
8. Place comradery and unity at the core of the board’s function.
9. Enforce By-laws and follow their succession guidance.
10. Approve committee reports and plans.
11. Introduce annual contributions for Board members.
12. Establish a two-year presidential term.
13. Be open to new ideas to move us forward.
14. Respect diversity and inclusion; adhere to the Diversity Statement.
15. Follow the Donor-Doer-Connector concept for new Board members.
16. Have business people and people respected in the local community on the Board.

17. Assure the professional Executive Director has museum leadership experience and that the Board trusts her/him.
18. Develop criteria for new Board members.
19. Understand change in trends.
20. Keep ongoing community connections.
21. Let go of “old” routines and habits of doing business.
22. Recruit new board members from the leadership classes organized by the Chamber of Commerce.
23. Appeal to community areas we haven’t communicated with when looking for new members.
24. Engage younger residents.

**B. Finance**

1. Create a Finance Committee of three to five people to develop a budget and review it (CPA, Financial Advisor, and Treasurer).
2. Conduct an Annual Audit.
3. Require two signatures on all checks.
4. Reconcile the bank statements.
5. Organize one big fundraiser every other year with a goal of \$100K.
6. Consider fancier and more auction items for fundraisers.
7. Present information about the Society to community organizations to entice new members & donors.
8. Offer and obtain corporate sponsorships.
9. Grow the recently established Endowment Fund.
10. Invest the existing funds.
11. Monitor donor-advised funds.
12. Monitor bequests.
13. Attract corporate sponsors.
14. Ongoing grants research for general operations support and projects.
15. Research charitable trust funds.
16. Recognize all sponsors in Year in Review publication.
17. Establish and maintain business relationships.
18. Contact all local businesses (via Chamber list) as members or sponsors.
19. Present a balanced budget.

Successful Fundraising Trend:

DONOR-BASED Fundraising



20.

20. Fiscal Stability:
  - a. Sustainable operations

- b. Steady Income
  - c. Fund 100% of general operations
  - d. 100% BOD participation
21. Identify funds for new projects.
  22. Complete the Capital Campaign to develop the new Ormond Beach Museum of History: \$2.5M.
  23. Identify new sources of revenue, bringing two new sources per year.
    - a. Private foundations
    - b. Small local grants
    - c. Sponsors to exhibits, education programs, and events
    - d. Individual donors outside of membership
    - e. Project donations
    - f. Participate in Smile.Amazon.com
    - g. Giving Tuesday
  25. Use donor-based strategy: right **people**, right **message**, right **time**
    - a. End-of-the-year letters of appeal
    - b. Pledges
    - c. Peer-to-peer campaigns using Neon One software
    - d. 100% BOD participation
  26. General Operations: raise \$230K annually
    - a. Contributed Income: \$120K
      - i. Grants
      - ii. General Donations
      - iii. Project Donations
      - iv. Annual Giving Campaign
    - b. Earned Income: \$110K
      - i. Membership
      - ii. Gift Shop
      - iii. Rentals
      - iv. Fundraising Events

### **C. New Ormond Beach Museum of History and Welcome Center**

Fourteen years ago, the *Save the MacDonald House* project started. Now, we are extraordinarily pleased to see the completed exterior renovation of the 1903 MacDonald House. None of this would have been possible without the support of the Ormond Beach City Commission, a Volusia County ECHO grant, and the generous support of Society's stakeholders, who enabled OBHS to contribute \$100,000 to Phase I of this project.

In Phase II, the interior of the MacDonald House will become a modern Ormond Beach Museum of History replete with interactive, immersive technology. The state-of-the-art Museum will include, among other things, a digital video wall, a History Timeline Gallery, a Birthplace of Speed Gallery, and an education room. While the MacDonald House will serve as the "brick-and-mortar" center of the Museum, many of its programs, exhibits, and activities will also be "virtual" and available worldwide.

1. Capital Campaign
  - a. Raise \$2.5M
  - b. Silent and public modes of the Capital Campaign
    - i. A silent mode campaign is currently in place
    - ii. Public announcement with a Kick-off event
  - c. Grand opening event
  - d. Methods of raising funds:
    - i. Ongoing, targeted small meetings with potential major donors
    - ii. Commitments
    - iii. Bequests
    - iv. Pledges
    - v. Peer-to-peer campaign
    - vi. Major Grants
      - ✓ Daytona Beach Racing and Recreational Facilities District Grant
      - ✓ Volusia County ECHO (Ecological, Cultural, Heritage, and Outdoors) grant
    - vii. Buy a square/brick
    - viii. Founding members @ \$5,000
    - ix. Naming opportunities available
2. Conduct a feasibility study.
3. Keep Society & Museum together.
4. Identify a possibly different location for the new museum as a backup.
5. Create museum-level memberships.
6. Ensure a 50-year lease with the City of Ormond Beach.
7. Propose an admission fee or suggested donation.
8. Propose an annual admission fee.
9. Create a fee for tourists: suggested donation of \$5.
10. Do not charge a student admission fee.
11. Establish a research fee per hour.
12. Museum to become a center for education & knowledge of Ormond Beach and a volunteer meeting place.
13. Change the name of the MacDonald House to Stout-MacDonald House (the name gets confused).
14. Have the MacDonald House only for a history museum and welcome center – no sharing with other businesses (Tennis Center).
15. Work to expand public awareness of the value and potential of the new Ormond Beach Museum of History as an educational institution.

#### **D. Advocacy**

To serve as a leader in local historical projects involving other institutions, groups, and individuals.

1. Advocate for historic preservation and education and strengthen OBHS's capacity to identify, influence, and respond to public policy issues, primarily at the regional level.
2. Advance public understanding of the OBHS and the full range of services it provides to the community.

3. Engage in online platforms such as Facebook, Instagram, website, Neon One, and Constant Contact by increasing the number of followers and supporters by 5% annually.
4. Continue the success of our electronic newsletter, *History Happenings*.
5. Design and print flyers, banners, invitations, membership, and rental brochures.
6. Use paid ads.
7. Continue the successful *Year in Review* publication (Annual Report).
8. Create an *Annual History Journal*.
9. Participate in, and introduce new programs to the City Commissioners' meetings regularly.
10. Establish a lobbying task force to stand for the Society's interests and projects on different City and county commissions, councils, and boards.
11. Once a decision is made by the Board, speak with ONE voice to the community and media: ONLY President, Executive Director, or Publicity Committee Chair communicate board decisions.
12. Focus on visibility, transparency, and positive messages.

### **E. Organizational**

To develop and utilize human and capital resources to support OBHS' goals and strategies.

1. Increase resources to advance programs and services.
2. Maintain a solid financial position providing for the long-term viability and health of the OBHS:
  - a. No debt
  - b. No line of credit
  - c. Sound reserve and endowment funds
3. Assess OBHS's membership structure, and seek to engage a larger segment of the community in providing the resources necessary to advance OBHS's mission.
4. Continually assess OBHS' structure and governance, making adjustments to assure maximum responsiveness, efficiency, and effectiveness.
5. Foster the growth and development of and engage in succession planning for OBHS leaders and staff.
6. Hire additional staff if necessary for the new museum (following the feasibility study).
7. Use information technology to manage the Society & new Museum efficiently and provide information and program services to the community.
8. Follow By-laws and consider changing them if needed.
9. Enforce Organizational Chart.
10. Maintain and preserve facilities (Anderson-Price Memorial Building and Nathan Cobb Cottage) to provide optimum services to the public, staff, and artifacts:
  - a. Provide comfortable access, in compliance with ADA, to programs, exhibits, and other services.
  - b. Adhere to safety and security standards in all of the Society's activities.
  - c. Provide safe exhibit and storage venues for artifacts.
  - d. Maintain facilities to ensure the longevity of buildings.
  - e. Create a Master Maintenance & Preservation Plan for the Anderson-Price Memorial Building and Nathan Cobb Cottage.

11. Develop standard operating procedures for Anderson-Price Memorial Building, Nathan Cobb Cottage and the new museum:
  - a. Opening and Closing procedures
  - b. Security requirements for physical plans, people, and artifacts
  - c. Cash register
12. Plan for educational programs.

#### **F. Standard Setting**

Establish and promote standards that define and advance OBHS' mission, strategic goals, vision, and core values.

1. Assure that standard-setting activities reflect trends in the field.
2. Participate in meetings, seminars, and collaborations to track significant trends and shifts in the museum and historic preservation practice.
3. Participate in nationally recognized assessment programs such as Museum Assessment Program (MAP).
4. Adhere to the *National Standards and Best Practices for US Museums* and appropriately adjust them to the operational structure and activities of the OBHS. OBHS has taken the Pledge of Excellence of the American Alliance of Museums.
5. Create the four core documents required for accreditation:
  - a. Code of Ethics for the Ormond Beach Historical Society
  - b. Strategic Plan
  - c. Collections Policy
  - d. Disaster Preparedness Plan
6. Incorporate *Characteristics of Excellence for the US Museum* in the information provided to members of the Board, Foundation, and interested business partners and individuals:
  - a. Public Trust and Accountability
  - b. Mission and Planning
  - c. Leadership and Organizational Structure
  - d. Collections Stewardship
  - e. Education and Interpretation
  - f. Financial Stability
  - g. Facilities and Risk Management
7. Apply for AAM accreditation by 2027.
8. Apply for Smithsonian Affiliation by 2027.

#### **F. Services to the Field\***

\* Historic preservation and museum fields

1. Develop and implement innovative and high-quality education programs, exhibits, and events that address the community's changing needs.
2. Continue maintaining the Anderson-Price Memorial Building and Nathan Cobb Cottage - buildings OBHS owns.
3. Continue preservation efforts of the Three Chimney Archaeological Site. OBHS' Preservation Committee members manage the 250-year-old site in partnership with the State of Florida, under terms of a 50-year contract, and in compliance with the

Florida Division of Historical Resources. In keeping with the current 10-year Land Management Plan (LMP), OBHS and, specifically, the Preservation Committee serve as stewards for this historical & archaeological site.

4. Evaluate existing service programs to assure relevance to today's historic preservation and history education community and continue, adapt, or eliminate any services accordingly:
  - a. Develop service evaluation criteria, and present those criteria to the Board for consideration, discussion, and approval.
  - b. Evaluate one or two services every year using the criteria approved by the Board.
  - c. Respond to current and emerging needs of the field.
  - d. Eliminate services that are no longer relevant to the field's needs.
  - e. Pursue a consistent effort to improve the effectiveness and cost efficiency of OBHS' services.
  - f. Aggressively promote the value of the retained services.
5. Develop new service programs that respond to the needs of the field and the Community.
6. Recognize successful partnerships between institutions, between institutions and the public sector, and between institutions and the commercial sector.
7. Improve and develop the collection to support the mission & vision of OBHS and the needs of the exhibition program:
  - a. Determine collection needs for core exhibits.
  - b. Establish Accession Subcommittee.
  - c. Identify and collect specific "icons" (significant collections).
  - d. Develop and implement an oral history program.
  - e. Develop teaching/educational collections for use in outreach and hands-on.
8. Develop and expand the visitor experience to serve larger and more diverse audiences.
9. Develop interactive exhibits and hands-on educational areas.
10. Schedule a minimum of two rotating exhibits and one visiting exhibition annually.
11. Rotate artifacts from the museum collections, exchange artifacts, or new acquisitions.
12. Develop new prototype programs that appeal to both youth and adults.

## IX. OPPORTUNITIES

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- A. Develop and open the new Ormond Beach Museum of History and MacDonald House Welcome Center.
- B. Create more tours and diversify programs for adults and youth.
- C. Re-evaluate and reestablish the bi-monthly bus tours and make them a fundraising program.
- D. Develop a docent program.
- E. Offer programs to the public that educate and inspire an interest in historic preservation.
- F. Focusing on our fun facts and legends could yield better community engagement
- G. Develop programs around the Ormond Lights and Nocoroco.

- H. Invest in the Anderson-Price Memorial building to increase rentals: update the kitchen and new carpet.
- I. Create and implement walking tours.
- J. Consider creating bike tours in conjunction with a bike shop.
- K. Continue to develop education programs for children, youth, and adults.
- L. Showcase Anderson-Price Memorial Building using Open House and guided tours.
- M. Display historical artifacts in Anderson-Price Memorial Building.
- N. Organize quarterly membership meetings.
- O. Develop written scripts for every tour.
- P. Create a Night at the Society program.
- Q. Participate in community events with historical information.
- R. Establish a liaison with NASA.
- S. Organize field trips: Pioneer Village, Rose Bay, and overnight educational trips.
- T. Consider additional fundraisers, including Riverboat Gala, Fashion Show, Golf Tournament, and Casino Night.
- U. Organize regular book signings at the MacDonald House and the new museum.
- V. Establish partnerships with local restaurants and business owners.
- W. Develop social media campaigns with posts about specific pieces of art or artifacts that run weekly or monthly is an excellent way to reach a bigger audience.

## X. DELIVERABLES FOR THE NEXT FIVE YEARS

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- A. **Code of Ethics** – Executive Director and Exhibits & Collections Committee Chair will lead.
- B. **Disaster Preparedness Plan** - Executive Director and Exhibits & Collections Committee Chair will lead.
- C. **Collections Policy** - Executive Director and Exhibits & Collections Committee Chair will lead.
- D. **Master Maintenance Plan** for Anderson-Price Memorial Building and Nathan Cobb Cottage – Buildings & Grounds Committee Chair, Anderson-Price Memorial Building Superintendent, and Nathan Cobb Subcommittee Chair will lead.
- E. **Marketing Plan** – Publicity Committee Chair, Office Manager, and Executive Director will lead.
- F. **Education Plan** – Education Committee Chair/Co-Chair will lead.
- G. **General Facility Reports** for the Anderson-Price Memorial Building, Nathan Cobb Cottage, and the new museum - Anderson-Price Memorial Building Superintendent, Executive Director, and Exhibits & Collections Committee Chair will lead.
- H. **Feasibility Study** for the new Ormond Beach Museum of History and Welcome Center – MacDonald House Committee Chair, President, Executive Director, and Office Manager will lead.
- I. **Standard Operating Procedures** for the Anderson-Price Memorial Building, Nathan Cobb Cottage, and the new Ormond Beach Museum of History – Executive Director will lead.
- J. **Two-Year Action Plans** developed by the Board committee chairs.