



Strategic Plan 2024 – 2029



The People. The Places. Their Stories.



Dear Friends,

On behalf of Historic Germanna's Board of Directors, staff, and our extended family of descendants, supporters, and volunteers, we are pleased to share a new vision as presented in our Five-year Strategic Plan. This plan is not just a roadmap; it's a commitment to making history a dynamic part of our community's daily life.



Our approach in developing this plan has been comprehensive and inclusive, grounded in a desire to listen and learn from the very community we serve. We engaged a broad spectrum of voices from across the Germanna region and beyond, including staff, board members, Germanna descendants, local residents, historians, community partners, and educators. These insights have been invaluable, helping craft strategies that reflect our collective history and address the needs and curiosities of today's audiences.

Importantly, our plan embraces diverse stories that make up our region's distinct history. From the Indigenous peoples who first called this land home to

the settlers, indentured servants, and enslaved people who reshaped the region and the countless untold stories of those who followed, our mission is to give voice to these narratives. This commitment to an inclusive historical approach will enrich our shared understanding and make Germanna a place where every story matters and all visitors can see themselves in the tapestry of the past.

As we grow and evolve, the deep connection to Germanna's ancestors remains central to our mission. This enduring heritage, cherished by descendants and celebrated by the broader community, continues to be the foundation of Historic Germanna.

Looking ahead, we aim to transform the historic sites under our stewardship into more than just places to visit; they will be places that inspire understanding and engagement in the rich history and natural resources of Germanna through stellar programs in archaeology, education, genealogy, and preservation. We are dedicated to making Germanna a place where history can be continuously rediscovered and appreciated.

Please join us on this exciting journey. Your direct involvement and financial support will ensure that Historic Germanna is a vibrant center for exploration, connection, and wonderment, where the past is honored and the future is embraced.

Thank you for being a part of our story.

Sincerely,

Keith Hoffman
President
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Jennifer Hurst-Wender
Executive Director
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Inspire understanding and engagement in the rich history and natural resources of Germanna through stellar programs in archaeology, education, genealogy, and preservation.

Historic Germanna's Strategic Framework

2024 – 2029

MISSION

Inspire understanding and engagement in the rich history and natural resources of Germanna through archaeology, education, genealogy, and preservation.

STRATEGIC VISION

Historic Germanna envisions a future where the Germanna region is widely recognized as a unique place that connects diverse stories through shared heritage and cultural and environmental significance, fostering a sense of belonging, learning, and inspiration for all.

STRATEGIC PRIORITIES

Storytelling and Education



Our Physical and Natural Resources



Community Engagement and Inclusivity



Sustainability and Growth



STRATEGIC PRIORITY

Storytelling and Education

Be a premier source for the rich history, genealogy, and narratives of the Germanna region through our properties and resources and the diverse communities connected to them, ensuring that our content is deeply rooted in the region's unique historical context.



STRATEGY

Research, identify, and integrate larger historical themes (such as migration and settlement patterns, etc.) relevant to the Germanna region, positioning our narratives within broader discussions that appeal to a broad and diverse audience.



STRATEGY

Solidify our approach to historical research and public history. Increase public access through our ongoing research, public history, and archaeology, and deepen collaborations with colleagues to share and expand resources connected to our broader themes.



STRATEGIC PRIORITY

Our Physical and Natural Resources

Develop plans to enhance Germanna's physical resources, ensuring they reflect their distinctive historical, social, and environmental elements and fit into the broader Germanna region narrative.



STRATEGY

Draft and execute detailed, integrated plans for each key site, including the Visitor Center, Hitt Archaeology Center, Siegen Forest, Fort Germanna and Enchanted Castle, Salubria, and the Hitt Farm. Plans should include community engagement, input from experts in the field, and aim for industry best practices.



STRATEGIC PRIORITY

Community Engagement and Inclusivity

Forge strong and reciprocal relationships to best serve the needs of our stakeholders and share Germanna's history and resources with our broader community. Historic Germanna recognizes that it plays a role in many communities, including descendants, local, educational, genealogical, archeological, preservation, Tribal nations, and African American history groups.



STRATEGY

Form active community advisory groups to provide insights, challenge our thinking, and shape our program development and community outreach strategies.



STRATEGY

Develop and promote programs and events that resonate with and are accessible to the identified communities.

STRATEGY

Set annual goals and continue documenting and reporting on the impact of our community engagement efforts. Provide clear metrics that demonstrate the increased value and reach of our initiatives.





STRATEGIC PRIORITY

Sustainability and Growth

Diversify our revenue streams and build a robust financial foundation to safeguard our future growth and stability.

STRATEGY

Continue to diversify our funding model by engaging individuals, foundations, corporations, and strategic partnerships. Ensure that our fundraising messages align tightly with our strategic themes.

STRATEGY

Broaden our board representation and enhance our governance activities to boost engagement and better utilize the diverse strengths of the board.



The Strategic Process (postscript)

FROM FLORICANE

The strategic planning process for Historic Germanna underscores the organization's effort to align this strategic plan with the perspectives of key stakeholders — board and staff, descendants, historians and educators, conservation experts and local partners. The process involved multiple phases, including planning, discovery, multiple drafts and revisions, and this final document, ensuring a thorough approach to strategic development.

At multiple stages in the strategic planning process, various elements of the Germanna community were invited to share their perspectives and expertise. The discussions, both individual interviews and small group sessions, were rich with ideas about utilizing Germanna's historical sites to educate and engage the public.

The process was guided by an active Strategic Planning Committee, consisting of board members and key staff. The entire Historic Germanna staff was engaged several times in the process, providing broad ideas to inform the plan framework and developing more detailed, tactical recommendations to achieve the strategic objectives.



Historic Germanna would like to recognize all of our stakeholders who helped shape this plan, and who are critical to our success as an organization:

GERMANNA'S STRATEGIC PLANNING COMMITTEE

Stephen Chanko (Former Board Treasurer, Germanna descendant)
Katie Hand (Historic Germanna Philanthropic Advisor)
Keith Hoffman (Board President, Germanna descendant)
William Johnson (2nd Vice President, Germanna descendant)
Dr. Eric Larsen (Director of Archaeology and Cultural Engagement)
Lincoln Snyder (Board member, Germanna descendant)
Jennifer Hurst-Wender (Executive Director)

GERMANNA DESCENDANTS ROUNDTABLE

Jeff Aylor (Germanna Descendant)
Lisa Bergstrom (Germanna descendant and Indigenous consultant)
Georgia Arrington Booker (African American Germanna descendant)
Kathy Ellis (Germanna descendant)
Andrew Gutowski (Spotswood descendant)
Dale Sayers (Spotswood descendant)
Steven Sluder (Germanna descendant)

GERMANNA BOARD OFFICERS

Keith Hoffman
Bruce Davis
William H. Johnson, Jr.
Barbara Gregory Price
Cathi Clore Frost
J. Craig Kemper, Jr.
Linda "Sunny" Reynolds
Prof. Dr. Horst Schmidt-Böcking
Volker Schüttenhelm
Lincoln Snyder
Tim Sutphin

GERMANNA STAFF

Kelly Arford-Horne
Dr. Eric Larsen
Barbara Bounds
Allison Curran
Jennifer Hurst-Wender
Shannon Doherty

KEY STAKEHOLDERS

Maryanne Brown (Historic Germanna Descendant and Volunteer)
Dr. Elizabeth Chew (South Carolina Historical Society)
Judi Cooper (Orange County Chamber)
Rose Deal (Culpeper Economic Development & Tourism)
Maeve Delph (Freelance Conservator)
Ray Ezell (Orange County Historical Society)
JudyAnn Fray (Hebron Lutheran Church)
Leslie Grayson (Virginia Outdoors Foundation, Salubria descendant)
TR Hamilton (Conservation Architect and Salubria Descendant)
Bryan Hofmann (Friends of the Rappahannock)
Richard Josey (Collective Journeys)
Elizabeth Kostelny (Preservation Virginia)
Chuck Laudner (American Battlefield Trust)
Eric Litchford (Preservation Virginia)
Sam McKelvey (Fredericksburg Area Museums)
Bruce Monroe (Orange County African American Historical Society)
Sarah Parmalee (Piedmont Environmental Council)
Clarissa Sanders (Historic Menokin)
Michael Spencer (University of Mary Washington)
Nathaniel Ulfers (Historic Preservationist)
Ted Vorhees (Orange County Administrator)
Woodie Walker (Rappahannock Adventures)
Karen White (Afro-American History Association of Fauquier)
Kiana Wilkerson (Historic Menokin)
Peighton Young (William and Mary, Red Hill)



The Community Voice (postscript)

FROM FLORICANE

During the strategic process, the voices of Germanna's community stakeholders highlighted the importance of historical preservation, education, diversity and inclusion, and community engagement. Through individual interviews and small group discussions, the collective input from geographic, professional, and descendant communities helped to shape this plan in ways both large and small.

Stakeholders expressed enthusiasm for evolving Germanna's approach to making its rich history more engaging and accessible.

"People are looking for experiences,"

captures the community's desire for dynamic and interactive experiences. There was broad enthusiasm for elevating Historic Germanna's archaeological digs, events, and educational programs to connect visitors to history in a tactile way.

"The true history and story in many ways — it's not a fairy tale but it's very human and interesting," said one stakeholder. *"My hope is that Salubria because of its uniqueness ... provides a window into an era of American history that many people never experienced."*

There was interest in reimagining Germanna's historical and natural sites as educational platforms to preserve and present history. And to make the history more visible.



"We've got to think about how these historical sites can serve as catalysts for education,"

one focus group participant said. Suggestions included enhancing the physical spaces and creating interpretative trails that connect stories across Germanna's multiple sites.

"They're doing an enormous service to the environment and to the public."



Inclusion was another key cornerstone of the community's vision for Germanna. There was a strong emphasis on ensuring that the narratives of all people who have shaped the region are well-represented. And to do that in an equitable way.

“It is 100% essential to compensate people,”

remarked one stakeholder, emphasizing the importance for the equitable involvement of Black, indigenous, and people of color in decision-making and storytelling processes.

“Everything moves at the speed of trust. And trust building is slow. It is not a sprint. It takes a long time,” emphasized one interviewee. ***“And it takes demonstrating that you are serious and vulnerable, and that you will come back and not stop coming back.”***

Community connections and strategic collaborations were also highlighted as essential for expanding Germanna's impact.

“Continue and expand working relationships with other organizations,”

reflects the community's vision for fostering partnerships that can extend Germanna's outreach and enhance its educational offerings.



By integrating the voice of the community, Germanna's strategic plan emphasizes its inclusive and transparent efforts to continue the transformation of its historical sites into hubs of history, storytelling and engagement, ensuring an inclusive and dynamic connection to the past that honors all voices, particularly those of indigenous and Black descendants.



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Germanna.org

