



TAMPA BAY
**HISTORY
CENTER**

2024-2029 STRATEGIC PLAN

Approved by the
Tampa Bay History Center Board of Trustees
04.17.24



Since its founding in 1989, the Tampa Bay History Center has consistently upheld a dedication to careful planning, methodical plan execution, and transparent accountability through regular progress reporting against its established objectives and goals. Moreover, the institution has fostered a culture that values and acknowledges input from the diverse stakeholders it serves.

In the fall of 2023, subsequent to the successful culmination of the 2019-2023 Strategic Plan, the Tampa Bay History Center embarked on formulating its 2024-2029 Strategic Plan. This initiative commenced with the establishment of a Committee composed of trustees and staff members. The Committee assessed the achievements outlined in the completed plan, reviewed the institution's mission, vision, and values and conducted an analysis of the organization's Strengths, Weaknesses, Opportunities, and Threats.

Following the inaugural meeting of the Strategic Planning Committee, the organization convened a retreat for department heads to initiate the identification of strategic priorities. Over the ensuing months, the organization gathered data from visitor and member surveys conducted over several years, while soliciting

input from staff, volunteers, trustees, and community representatives. The Strategic Planning Committee meticulously reviewed the organizational research and provided regular updates to the Board of Trustees throughout the process.

The ensuing 2024-2029 Strategic Plan, organized around the themes of Stewardship, Community Impact and Engagement, Sustainability and Accessibility and collaboratively developed with input from the many stakeholders the organization serves, is envisioned to function as the institution's guiding framework for the next five years as it continues to evolve, striving to enhance its service to diverse audiences and fulfill its vital mission. Similar to previous institutional plans, this document remains dynamic and subject to periodic updates, serving as a pivotal instrument in assessing the institution's trajectory.

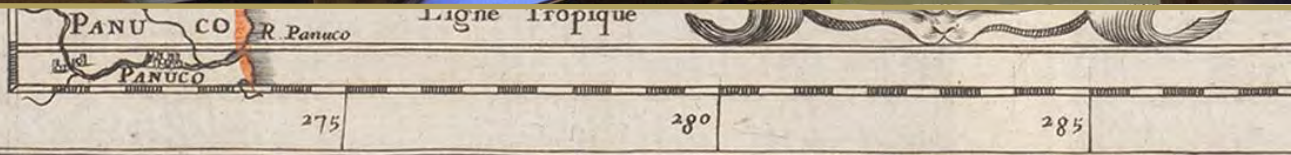
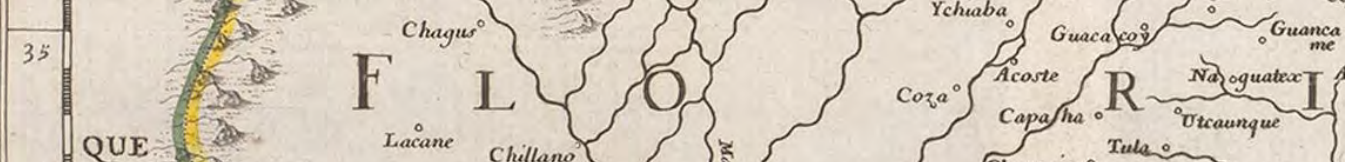
The Tampa Bay History Center extends gratitude to all contributors who played a role in shaping this plan and aiding in the advancement of the organization's mission.

-C.J. Roberts, Frank E. Duckwall President & CEO



Our Mission

Discovering, preserving, and learning from our region's past to inform our common future.





Our Vision

An enhanced appreciation of Florida's history.





Our Values

Integrity, innovation,
and professionalism
in all that we do.

ACCESSIBILITY	For all
COLLABORATION	With other organizations, groups, and individuals
EXCELLENCE	In our service to the public
INCLUSION*	Of diverse individuals participating in all aspects of our work
LEADERSHIP	In history education
RESPECT	For our diverse audiences
SCHOLARSHIP	As the foundation of our exhibitions and programs
STEWARDSHIP	Of public resources
SUSTAINABLE	Management of our collection, physical, environmental, and financial assets

**Additional value identified and recommended during the planning process.*



Stewardship





Stewardship

GOAL

Installation of LED-based signage to replace old-style advertising banners on the building's north and east sides. LED signage will aid in better identifying the History Center building, advertising programs, events, and other offerings and serve as a tool for delivering content.

MEASURABLE OUTCOME

Increased visitor attendance, enhanced profile, and awareness of TBHC offerings.





Stewardship

GOAL

Build a “family restroom” in the atrium area.

Review use of space and configuration of Lykes Atrium, Museum Store and Upper Terrace.

Evaluate *War Stories* and *Year-Round Play* galleries and renovate/update them to create more engaging exhibit experience.

MEASURABLE OUTCOME

An additional restroom that can be used by families and/or visitors with special needs.

Improved efficiency, aesthetics, and functionality

The creation of two updated gallery spaces with improved graphics, additional/updated/alternative artifacts, improved interactives, and coherent and appropriate themes to better tell the military and recreational history of the area.



Stewardship

GOAL

Identify efficiencies and alternative use of spaces within the current collections storage areas in anticipation of future growth.

To digitize current fiscal year financials every (2) years after final audited financials are received. To digitize donor records annually. To digitize donor records through 2022.

Reaccreditation from the American Alliance of Museums

MEASURABLE OUTCOME

An understanding of options for collections storage growth and an analysis of how much additional storage space can be gained within and adjacent to the current collections storage room.

FY2015 through FY2022 have already been digitized. FY2023 will be digitized in FY2025. In coordination with the Director of Advancement, we will digitize donor files through FY2022 no later than FY2025.

10 Year Reaccreditation.



Stewardship

GOAL

Provide continued education opportunities for staff.

Engage in-house stakeholder and public surveys to evaluate effectiveness of 2nd and 3rd-floor permanent gallery spaces; engage in discussions with the Seminole and Miccosukee Tribes regarding their history in our galleries; explore changing the Winds of Change theater to a more traditional introductory experience.

MEASURABLE OUTCOME

Each member of the professional staff has an opportunity to attend a conference or continued education opportunity at least once every two years.

An enhanced understanding of audiences and key partners in the State of Florida.



Community Impact & Engagement





Community Impact and Engagement

GOAL

MEASURABLE OUTCOME

Position Build upon History Hub concept and position TBHC as a regional leader in history education and preservation.

New partnerships with area cultural institutions, governments and others who are working to support history.

Increase investment of resources in advertising and marketing to raise the organization's profile.

Return on investment to be measured by ad performance, visitation tracking and membership increases.

Increase data collection efforts, more in-gallery and program surveys, tracking digital engagement.

The number of surveys collected will be sufficient to ensure random sample representation and will provide data for both the overall guest/museum experience and program attendance.



Community Impact and Engagement

GOAL

Explore monetization of TBHC-produced content.

Fully activate St. James @ Encore as an African American History Museum in partnership with the Tampa Housing Authority (THA). Identify and hire a design firm to assist in the development of the exhibits. Conduct brand discovery workshops with stakeholders. Research, design, and launch a full brand package for this project.

MEASURABLE OUTCOME

Increase channel views meets Google requirements for advertising revenue from YouTube.

To have a fully activated museum/special event space with a robust offering of programs and activities.





Community Impact and Engagement

GOAL

Renew the partnership with Hernando County and City of Brooksville for the continued operation of the Chinsegut Hill Historic Site.

Partner with Hillsborough County, the Timberly Trust and the University of South Florida to preserve and interpret the Historic Moseley Homestead.

MEASURABLE OUTCOME

New three-year agreement representing a continued effective partnership with Hernando County and the City of Brooksville.

Site and buildings are preserved, accessible and interpreted to the public.





Community Impact and Engagement

GOAL

Assist the Jackson House Foundation, the City of Tampa and the Vinik Family Foundation in the restoration of the historic Jackson House.

MEASURABLE OUTCOME

Successful restoration of the Jackson House building.





Sustainability





Sustainability

GOAL

Transfer a paper-based system of training materials to the TBHC website-based volunteer portal

To develop online retail sales options for TBHC.

Create an endowed fund within the TBHC foundation. Launch an Adopt-a-Map program whereby individuals and/or businesses and granting agencies donate to an acquisition and conservation endowment fund.

MEASURABLE OUTCOME

Ease of access to training materials and other resources for volunteers. Website analytics to assess usage.

Measurable growth in online sales.

Launch a program whereby individuals and/or businesses and granting agencies donate funds for an acquisition and conservation endowment fund. There could be an option where the individual or entity directly funds the purchase of conservation of a particular map (or set of maps) but growing the endowment will ensure future success.



Sustainability

GOAL

Increase the number of member households and audiences for marketing programs and events. Increase earned income through membership sales. Increase stewardship efforts.

Increase donor awareness of planned giving opportunities. Increase 1834 Society membership.

MEASURABLE OUTCOME

Active household count is increased by 5%. (12) benefits reminder emails are sent per year to active members. (4) longer-lapsed member renewal mailings are sent per year. A total of (12) handwritten notes of thanks to new members, long-time renewed members, and high-level members are sent monthly. (10) Personal phone call to a number of members who expire.

Constituents receive (1) direct mail communication per year, which includes planned giving opportunities to support TBHC. The website is updated with more substantial planned giving information for donors. The Advancement Director attends planned giving course. Planned giving information/designation mechanism collateral material is created and produced. Planned giving information to at least (1) e-news mailings per year.



Accessibility





Accessibility

GOAL

Determine the feasibility of an audio tour component; identify the cost of equipment, programming, and a full Spanish translation; determine the cost of voiceover talent to record audio tours.

Catalogue the Selbypic and Reddick Postcard collections; continue cataloging map collection; arrange for digitization schedule for Selbypic and Reddick collections and continue digitization of map collection.

MEASURABLE OUTCOME

All costs identified, and determination of whether or not we will pursue audio tours.

By the end of the anticipated timeline, TBHC will have at least 20%, or approximately 20,000 objects, digitized and available for viewing online.



Accessibility

GOAL

Relaunch Heritage Tourism program or TBHC members, one trip every other year.

Determine what themes and communities (and even collections) are underrepresented within the History Center and identify ways to bring those stories into the galleries – either through re-working the permanent galleries or utilizing the temporary gallery spaces.

MEASURABLE OUTCOME

Added value for members, fundraiser.

The exhibition schedule should be reflective of the History Center's mission and of the overall community (Hillsborough County and the Tampa Bay area). The exhibitions we host or create in-house will reflect that diversity.





Accessibility

GOAL

Expand walking tour offerings.

Identify resources that educators would find helpful. Resources might include web-based and non-electronic materials, i.e., lesson plans, videos, new tours, and museum experiences.

MEASURABLE OUTCOME

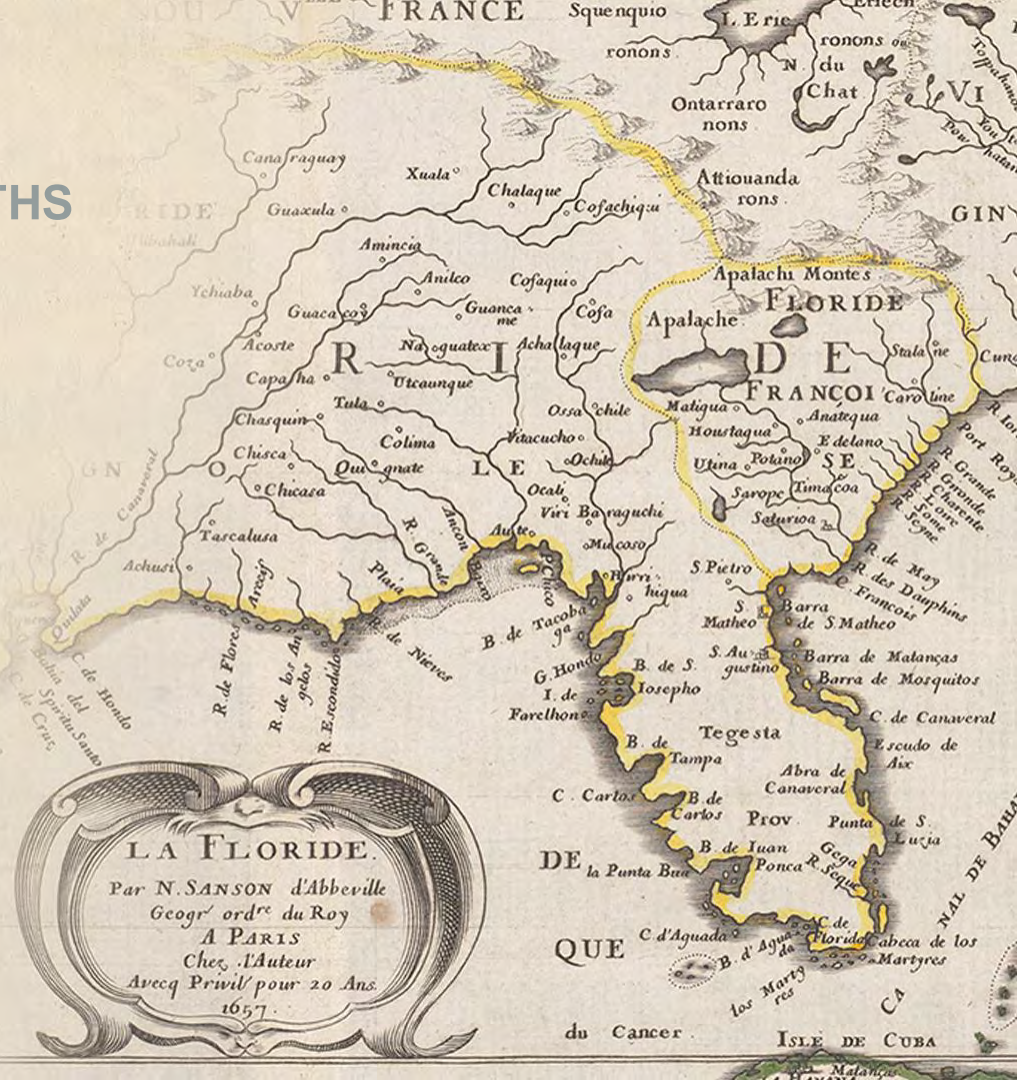
Create baseline tour measurements for current program; post-implementation evaluate tour reservation performance.

Work with educators to determine the needs and demand for new teaching resources. Prioritize and create a budget. This could include a re-evaluation of website resources, HTGKs, new tours, online exhibits, etc.



S.W.O.T. Analysis STRENGTHS

- Reputation
- Long-tenured staff
- Member/Donor loyalty
- Willingness to take risks
- Financially sound
- Committed and effective Board of Trustees
- Partnerships
- Columbia Cafe
- Volunteers
- Location
- Regional history and stories
- Affiliation with a large research university
- Collections
- Building
- Government partners





S.W.O.T. Analysis OPPORTUNITIES

- More spokes on the hub
- MacDill AFB
- Serve broader geographic area
- Multi-media projects-including international
- Fundraising-board participation
- Oral history
- Water Street continued development
- New residents moving to area/neighborhood growth
- Location
- Traveling exhibits
- More academic partnerships
- Updates to current galleries/building
- Data collection/management
- Earned income/new revenue centers





Tampa Bay History Center 2024-2029 Strategic Planning Committee Members

Bet Snyder, Chair

Ellery Linder

Blake Bell

Rich Mullins

Nancy Dalence

Janet Nichols

Liana Fernandez – Fox

C.J. Roberts

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