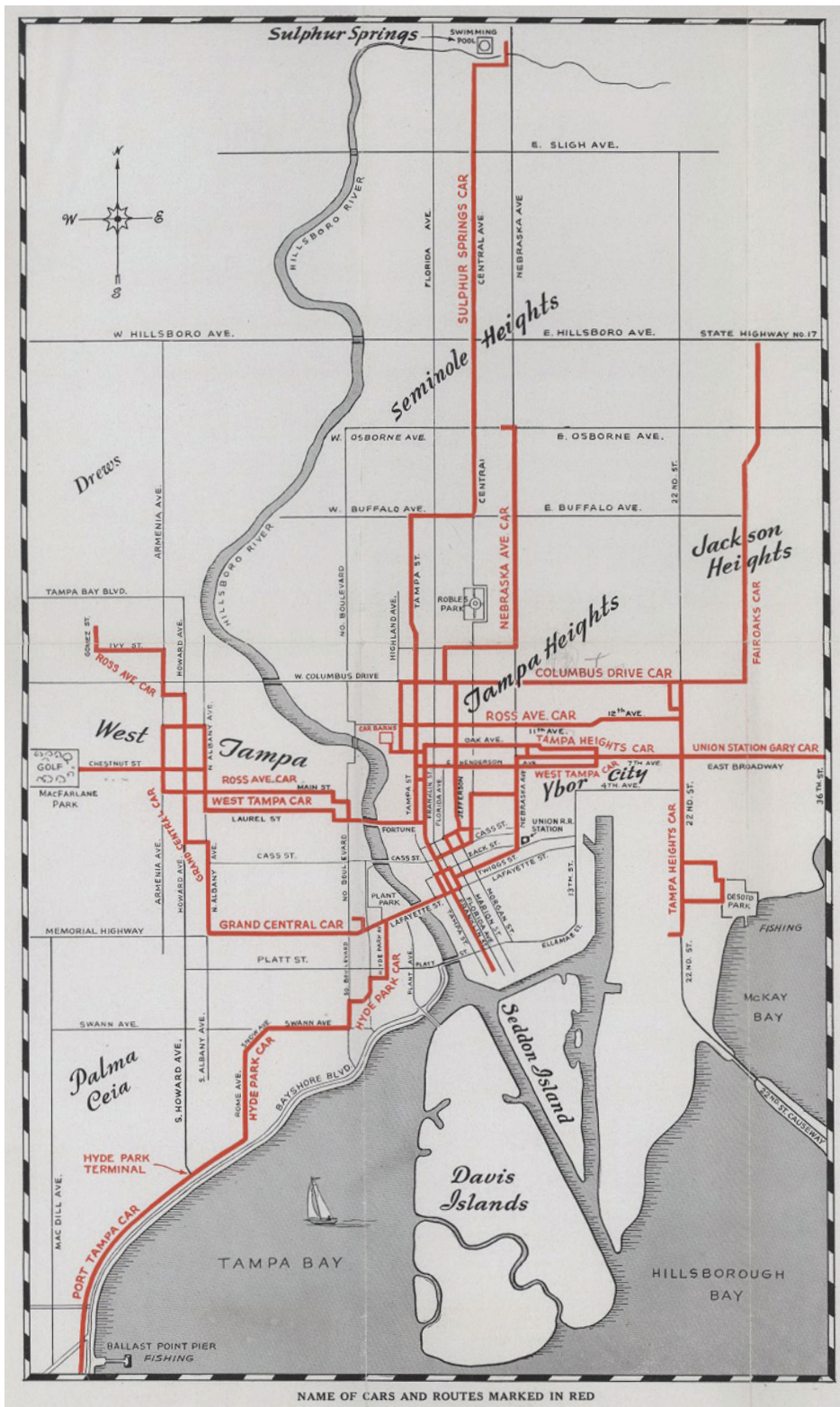

STRATEGIC PLAN 2019-2023



NAME OF CARS AND ROUTES MARKED IN RED

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OUR MISSION

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

VISION

An enhanced appreciation of Florida's history

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
- 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



STEWARDSHIP



EARNED INCOME

GOAL

Continue to generate operating funds through earned-income growth and the exploration of additional earned-revenue opportunities.

MEASURABLE OUTCOME

Annual earned-income revenue growth of 5% in ticket sales, programs, retail and rentals

FINANCIAL GOAL

GOAL

Increase annual fundraising by 5%

MEASURABLE OUTCOME

- Measurable fundraising growth
- Three-year draft capital and operating budgets

STEWARDSHIP



STAFF DEVELOPMENT

GOAL

Continue to invest in the growth and development of TBHC's staff and volunteers by providing educational opportunities

MEASURABLE OUTCOME

Number of programs in which staff and volunteers participate

PHYSICAL PLANT

GOAL

Ensure appropriate stewardship of TBHC's buildings and equipment through long-range projection of repair and replacement needs

MEASURABLE OUTCOME

Completion of items identified in five-year capital repair/replacement schedule

STEWARDSHIP



COMMUNICATIONS

GOAL

Maintain consistent, scheduled communications with History Center members and other constituents

MEASURABLE OUTCOME

The schedule and newsroom are created and maintained

OUT REACH



AUDIENCE RESEARCH

GOAL

To better understand TBHC's current and future audiences, refine our marketing and communications messages to engage with the community, and align our outreach, programming and other offerings to audience expectations

MEASURABLE OUTCOME

- Increased attendance and engagement with History Center programs
- Consistent or increased general attendance and membership
- Improved community awareness of the History Center

COMMUNITY ENGAGEMENT

GOAL

Increase TBHC's presence, involvement and brand image in the Tampa Bay area by “popping up” in unexpected locations with creative, fun insights into our history. The purpose is to:

- Connect community history with our resources to make history fun and exciting
- Strengthen Florida pride and knowledge
- Increase awareness for our shared history

Possible engagements might include:

- A display of the history of Publix, a Florida icon, that travels to different store locations
- A craft beer exhibit display at the Bucs tailgate area or Lightning plaza

MEASURABLE OUTCOME

Evaluation of each pop-up engagement based on audience reached, guest enjoyment and overall cost

OUT REACH



TRAVELING EXHIBITS

GOAL

Create two exhibitions that will travel to other institutions both within Florida and outside of Florida

- Cuban Diaspora
- Gulf of Mexico/Gulf Coast U.S. and Caribbean Islands

MEASURABLE OUTCOME

The two exhibits are created and travel outside of TBHC's galleries

HISTORY HUB

GOAL

Become the "History Hub" for West Central Florida by providing support to organizations and communities in the region who are working to interpret and preserve the region's history

MEASURABLE OUTCOME

To be determined

STORY TELLING



PUBLICATIONS

GOAL

Increase awareness and visibility of TBHC through the increase in print and electronic content/publications, including:

- The existing journal and upcoming map book
- Future in-gallery support guides
- Short-form monographs
- Other content-driven publications

MEASURABLE OUTCOME

If they prove feasible, TBHC will expand the number of printed publications to more than one per year

PUBLICATIONS

GOAL

Investigate a TBHC-published book, possibly titled “State of Change – A STEM & Social History of Florida,” that covers notable Florida highpoints, connecting them to Florida STEM (science, technology, engineering and math) stories

MEASURABLE OUTCOME

If it proves feasible, trade book will be drafted and published

STORY TELLING



HERITAGE TRAVEL PROGRAM

GOAL

Create a heritage travel program that will serve as a way to connect guests with the region's past, provide a benefit to members and supporters, and serve to raise funds for general operating

MEASURABLE OUTCOME

Travel program is created and implemented

SHARED USF/TBHC GOAL

GOAL

Collaborate and partner with USF Libraries as it works to enhance its environmental history collections

MEASURABLE OUTCOME

- Measureable number of exhibits, programs and events
- Increased attendance to the Center and its programs by broadening our offerings and expanding potential audiences
- Increased student and faculty involvement in joint program initiatives
- Raised profile through the creation of joint publications (e.g. articles, social media posts, etc.)
- Support in the Library's aspirations to become a member of the prestigious
- Association of Research Libraries

STORY TELLING



SHARED USF/TBHC GOAL

GOAL

Continue to coordinate with the USF Libraries' Digital Heritage and Humanities Collections (DHHC) unit to digitally document historic sites, structures, artifacts and printed materials, and explore ways to disseminate this information to the public

MEASURABLE OUTCOME

- Increased public access to historic sites, artifacts, exhibits through digitization, visitation – both physical and electronic – will be measured
- Number of programs; students involved will be tracked
- Heightened profile of both TBHC and USF's activities through earned media, publications of research results, etc.

SHARED USF/TBHC GOAL

GOAL

Continue and strengthen the partnership with USF Libraries and other departments in the operation of the History Center's Touchton Map Library

MEASURABLE OUTCOME

- Increased use of the TML by USF students and faculty for research and teaching



STORY TELLING

PUBLIC ENGAGEMENT OF COLLECTIONS & GALLERIES

GOAL

Maximize TBHC guests' understanding, appreciation and enjoyment of the collection and galleries by providing expanded access to the collections and offering multiple interpretation options. These options will enhance the guests' experience no matter their age, economic class, native language, prior knowledge, etc. Examples include:

- Collection access/digitization
- Technology-based distance learning, (e.g. Zoom or Skype)
- Online exhibits
- AR/VR
- Audio guide tour for multilingual translations
- Costumed interpretation program

MEASURABLE OUTCOME

- Community access to permanent collection will be measured
- Guest experience will be measured for each new program initiated under this goal
- Overall use of gallery-related technology will be assessed
- Large-impact programs will be formally researched and evaluated (ex. audio guide, AR/VR) and determined to proceed or be cancelled

STORY TELLING

TOUCHTON MAP LIBRARY/FLORIDA CENTER FOR CARTOGRAPHIC EDUCATION

GOAL

Increase awareness and stature of the Touchton Map Library locally, nationally and in the larger cartographic community

MEASURABLE OUTCOME

- Increased attendance within the TML
- Increased use of the collection
- Increased collaboration with K-12 schools, universities and cartographic centers

PERMANENT COLLECTION

GOAL

Strategically expand permanent collections by assessing the current TBHC collections and determining which areas, if any, show a weakness

MEASURABLE OUTCOME

- Written collections report that can be shared with the TBHC Collections Committee and other interested parties
- If deemed necessary, additional artifacts in the collection



GUEST EXPERIENCE

IMPROVED/ENHANCED ACCESSIBILITY

GOAL

Provide and maintain accessibility for all visitors, including visitors with physical, mental and behavioral disabilities as well as financial or mobility challenges

MEASURABLE OUTCOME

- Quantify and evaluate all new programs
- Evaluate ability for lower-income guests to visit the museum

WEBSITE COMPLIANCE

GOAL

Work to ensure the History Center website is user-friendly and ADA compliant

MEASURABLE OUTCOME

Website will be measured against ADA compliance requirements annually, updated as necessary, and show ongoing efforts to ensure the site stays in compliance





GUEST EXPERIENCE

PARKING

GOAL

Find new ways to solve ongoing parking challenges for guests who visit the Center by car

MEASURABLE OUTCOME

Multiple parking solutions secured/identified

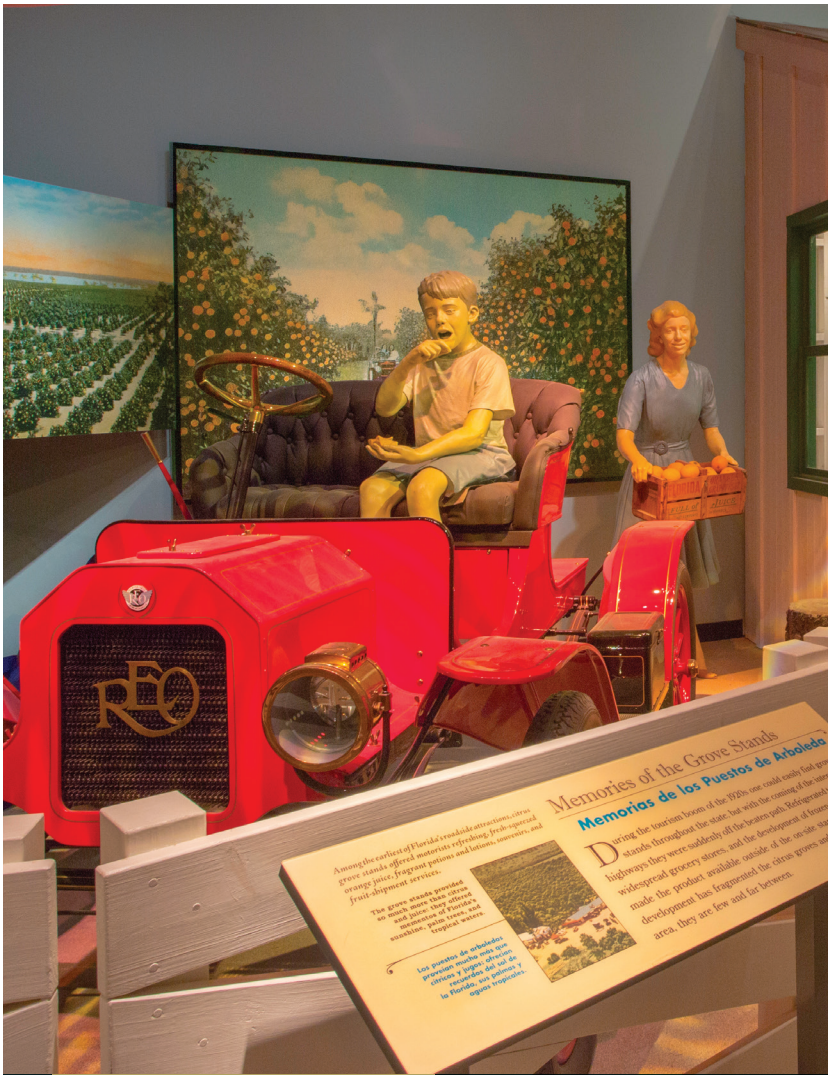
SPACE AUDIT/WAYFINDING

GOAL

To ensure guests can easily find their way outside of, and within, the History Center. Also, in recognizing that guests are entering and using the building in updated ways from when TBHC opened, to confirm we are using the physical footprint of the museum and other areas of the Center in the most productive and cost-effective manner

MEASURABLE OUTCOME

- Positive response regarding ease of access on visitor and member surveys
- Increased special event and museum store sales
- Increase in overall building visitation numbers/visitors served



GUEST EXPERIENCE

PERMANENT GALLERIES

GOAL

To ensure that TBHC's permanent exhibition galleries are still covering the themes and stories that are important and relevant, and to continue the successful operation of those galleries (including technologically, from the standpoint of accessibility, and historic relevance and accuracy)

MEASURABLE OUTCOME

Written report on the status of the permanent galleries with recommendations for corrections and/or additions, including an estimated budget, timeline and staff allocation

APPENDICES

A

SWOT Analysis

B

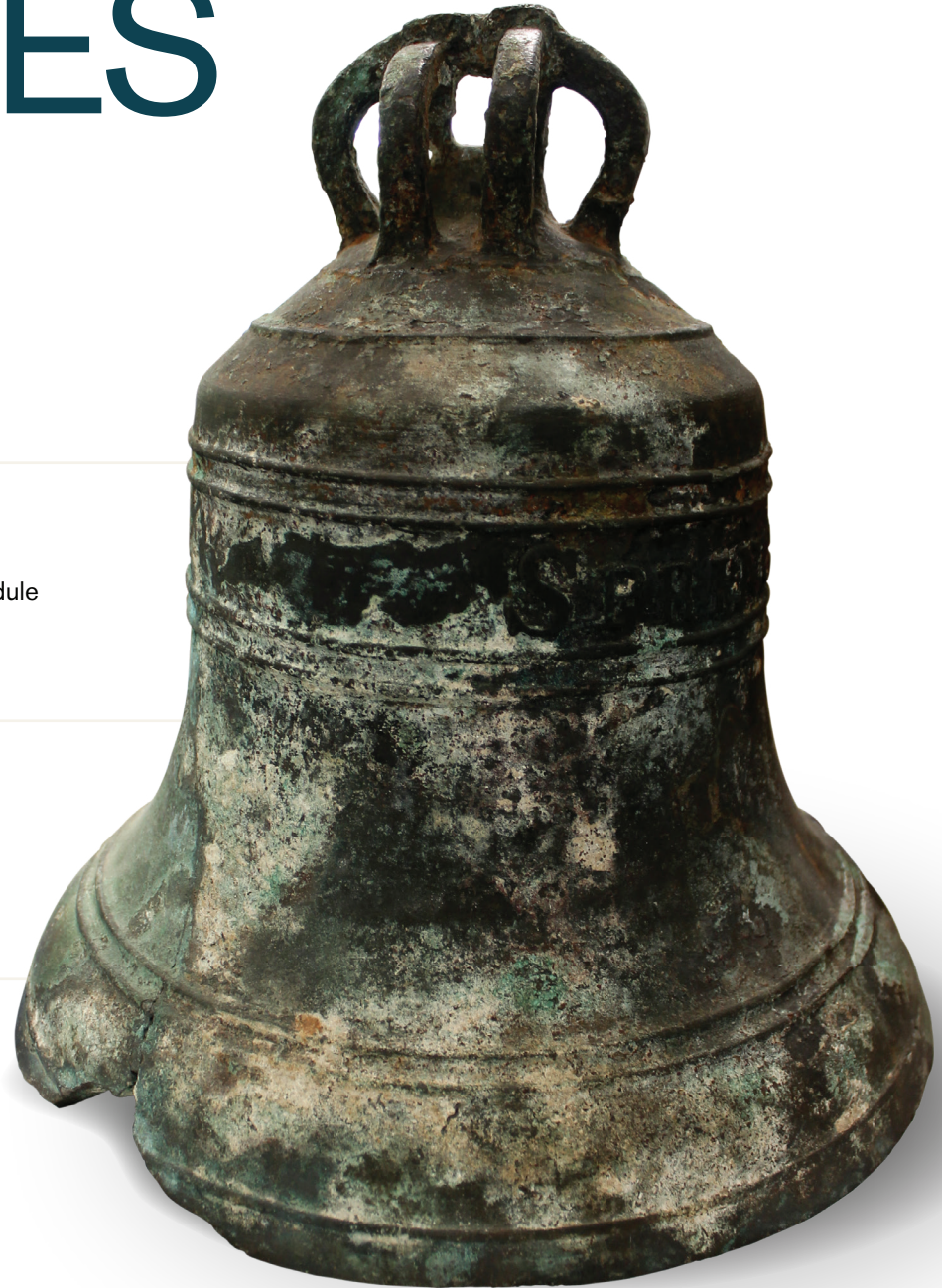
Five-Year Capital Repair/Replacement Schedule

C

Strategic Planning Committee

D

Focus Group Sessions



SWOT ANALYSIS



STRENGTHS

- Location
- History of the area
- Quality of exhibits
- The Columbia
- Public/private partnerships
- Staff
- Reputation
- Diversity
- Positive visitor experience
- Beautiful/functional building
- Endowment
- Financially prudent
- Leadership
- Volunteer quality
- Raised community profile
- Collections

WEAKNESSES

- Parking
- Awareness/Visibility
- “History” appeal
- Narrow audience
- Physical space
- Access
- Limited gallery space
- Untapped potential
- Limited marketing dollars
- Digital strategy
- Identifying audience/lack data
- Relevance
- Lack of regional visibility

OPPORTUNITIES

- Digital/satellite space
- Channelside redevelopment
- Community outreach
- Geographic outreach
- Digital strategy
- Sparkman Wharf
- New residents
- Partnerships
- Temporary exhibits
- Traveling exhibits
- Parking
- Next generation of support
- Statewide/national earned media
- Localized community/personal authenticity

THREATS

- Economy
- Younger generations' preferences
- Neighborhood changes
- Florida perception
- Channelside development
- School system budgets
- Physical visibility
- Fewer membership joiners

5-year Maintenance Repair and Replacement Projection

| | | MUST | potentially | optional | | | MUST | potentially | optional | |
|----------|-----------------------|------|-------------|----------|--------|--|--|-------------|--------------|----------------------------|
| When | Issue/Item | | | | Who | | What | | Est. Cost | |
| 2019 | electrical | | | | tbhc | | infra-red inspection of all electrical distribution panels, switch-gear and transformers | | \$4,000.00 | approved for FY 2019 |
| 2019 | atrium | | | | tbhc | | automate existing electric patio door openers | | \$2,000.00 | approved for FY 2019 |
| 2019 | mechanical rooms | | | | tbhc | | water proofing of chiller & generator room floor surfaces | | \$9,000.00 | approved for FY 2019 |
| 2019 | plumbing | | | | tbhc | | replacement of all restroom commode flush heads | | \$3,200.00 | approved for FY 2019 |
| 2020 | lightning protection | | | | county | | testing/re-evaluating, building electrical grounding & lightning protection | | \$24,000.00 | |
| 2020 | roof membrane | | | | county | | reflective roof recoating | | \$30,000.00 | County funded project 2019 |
| 2020 | window glass system | | | | tbhc | | 4th floor window frame flashing re-seal, glass seal replacement | | \$30,000.00 | |
| 2020 | carpeting | | | | tbhc | | 4th floor office carpet replacement | | \$16,000.00 | |
| 2020 | carpeting | | | | tbhc | | 3rd fl. atrium balcony & restroom vestibule carpet replacement | | \$16,000.00 | |
| 2020 | appliances | | | | tbhc | | 4th fl. kitchen refrigerator replacement | | \$1,500.00 | |
| 2020 | exterior | | | | tbhc | | main entrance tree removal, skulpture in their place installation | | \$12,000.00 | |
| 2020 | rest rooms | | | | tbhc | | hand dryer replacement, remaining restrooms | | \$6,500.00 | |
| 2020 | lighting | | | | tbhc | | LED conversion, all office lighting & 3rd fl. balcony spaces | | \$18,000.00 | |
| 2020 | traffic coatings | | | | tbhc | | garage drive surface restriping | | \$3,000.00 | |
| 2020 | ceilings | | | | tbhc | | replacement of all ceiling tiles surrounding air return vents; e.g. Teco Hall | | \$3,500.00 | |
| 2021 | plumbing | | | | tbhc | | domestic water, booster pump replacement/rebuild | | \$6,000.00 | |
| 2021 | plumbing | | | | tbhc | | water heater replacement or replacement with point-of-use tankless heaters | | \$6,000.00 | |
| 2022 | hvac | | | | tbhc | | air side & control system test & balance plus associated repairs based on findings | | \$30,000.00 | |
| 2022 | fire protection | | | | tbhc | | fire water, booster pump rebuild | | \$4,000.00 | |
| 2023 | smoke exhaust fans | | | | tbhc | | corrosion/housing/controls | | \$6,000.00 | |
| 2023 | cooling towers | | | | tbhc | | gear boxes | | \$8,000.00 | |
| 2023 | generator | | | | tbhc | | engine & gen rebuild | | \$22,000.00 | |
| 2023 | pump skid | | | | tbhc | | pump replacements | | \$9,000.00 | |
| 2023 | EMS upgrade/expansion | | | | tbhc | | adding sensors, mobil remote accessibility | | \$5,000.00 | |
| 2023 | hvac | | | | tbhc | | air handler-1, second fl. mech. room rebuild/replace | | \$35,000.00 | |
| any time | chiller | | | | tbhc | | any failure covered by Daikin's full maintenance contract | | \$0.00 | |
| | | | | | | | | ttl | \$309,700.00 | w/o County obligations |
| | | | | | | | | | \$239,700.00 | |

Tampa Bay History Center 2019-2023 Strategic Planning Committee Members

Robert S. Bolt

Founder – Barnett, Bolt, Kirkwood, Long & Koche, P.A.

Betsy Graham

George B. Howell III

Partner, Holland & Knight LLP

Rich Mullins

Senior Account Supervisor, Tucker/Hall

Curtis Stokes

Owner, VR Business Brokers

J. Thomas Touchton

Chairman, The Witt-Touchton Company LLC

David Townsend

President, David Townsend Communications, LLC

Mark Woodard

Pinellas County Administrator - Retired



Tampa Bay History Center Staff Committee Members

C.J. Roberts

The Frank E. Duckwall President & CEO

Nancy Dalence

Curator of Education

Andrea Gallagher

Director of Guest Experience & Membership

Rodney Kite-Powell

Director, Touchton Map Library

Manny Leto

Director of Marketing & Communications

FOCUS GROUP SESSIONS

The following community stakeholders and History Center donors, volunteers and program attendees were interviewed in connection with the Center's strategic planning efforts. The purpose of the interviews was to solicit input from these key stakeholders in order to strengthen the plan and ensure that multiple perspectives were taken into account. Interviews were held in small group settings over multiple days between September 25, 2018 and November 29, 2018



FOCUS GROUP SESSIONS



Pat Alchidiak

Docent

Phyllis Alexandroff

TBHC Education Committee

Becky Anvezino

Docent

Maura Barrios

Community Historian

Courtney Beitler

TBHC Education Committee

Marissa Bellenger

Teen Council

Clete Belsom

Docent & History Krewe

Michael Berson

TBHC Education Committee

Shelley Blood

Docent & History Krewe

Curt Brown

Docent

Larry Chappel

Docent

James Cook

Teen Council

David Cox

Gasparilla Music Festival

Ellen Crystal

Docent

Jen Deitz

Hillsborough County Historical
Advisory Commission

Dasha Dickens

Teen Council

Bill Dotterer

Docent & History Krewe

Frank Entis

Docent

Jeremy Fairly

Ph.D. Candidate,
Hospitality Management

Liana Fernandez Fox

TBHC Education Committee
TBHC Board of Trustees

Rue Lynn Gailbraith

USF OLLI

Kira Garcia

Teen Council

Sharon Gaskin

Docent & History Krewe

Jeremiah Gregg

TBHC Education Committee

Graham Hill

Teen Council

Frank Hoeflinger

Ybor City Tour Guide

Dennis Holt

TBHC Education Committee
TBHC Board of Trustees

Sarah Howard

USF Graphicstudio

Andy Huse

TBHC Education Committee

Ferdian Jap

Big City Events

Jordan Jasper

Teen Council

Ted Johnson

Historical Re-enactor

Grayson Kamm

School District of Hillsborough County

Bobbie Kass

Docent

Jan Kelley

Docent

Karen Kress

Tampa Downtown Partnership

Fred Kurtzman

Docent

Caroline Labrit

Teen Council

Brad Massey, Ph.D.

TBHC Education Committee

Bill Moline

Docent & History Krewe

Charlie Nelson

TBHC Education Committee
Docent & History Krewe

John Neukamm

Mechanik Nuccio Hearne & Wester, P.A.

Angela O'Connell

Docent & History Krewe

Ersula Odom

Docent

Denise Pare

TBHC Education Committee

Larry Plank

TBHC Education Committee

Morris Pullara

Gallery Guide

Katie Rief

TBHC Education Committee

Claire Rogan

Teen Council

Ara Rogers

TBHC Education Committee

Isa Roman

Teen Council

Solana Rostick

Teen Council

Dale Soloman

Docent

Evelyn Straus

Docent

Sadie Testa-Secca

Teen Council

Dr. Katie Tricarico

USF College of Education

Eric Turner

TBHC Education Committee

Henry Valenti

Docent & History Krewe

Barry Verkauf

Tampa Bay Physician

Andrea Vicente

TBHC Education Committee

Jim Weiss

Special Projects Volunteer & History Krewe

Carl Zielonka

Docent & History Krewe

Terry Zitek

Docent

Gail Wise

History Center Adult Program Attendee