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**Collier County Museum Division Strategic Plan**

**2018**

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# Collier County Museum Division Strategic Plan

## 2018

### Operational Overview

The Museum Division operates five free local history museums in Collier County: Collier Museum at Government Center, Museum of the Everglades, Immokalee Pioneer Museum at Roberts Ranch, Naples Depot Museum, and Marco Island Historical Museum. The Marco and Immokalee locations are open five days a week, the other three sites operate six days a week. The Division is also responsible for the historic Rosemary Cemetery.

Within the system there are 19 historic buildings, 13 historic structures, more than 12 non-historic buildings and structures, and over 21 acres of land. Three locations (Immokalee Pioneer Museum at Roberts Ranch, Museum of the Everglades, and Naples Depot Museum) are on listed the National Register of Historic Places. Two (Roberts Ranch and Rosemary Cemetery) have local historic designations.

The Museum's collection includes tens of thousands of photographs and negatives, original documents, various ephemera, archaeological objects, original works of art, and other artifacts.

Programming includes one or two special events per location each year, monthly lectures at Collier Museum at Government Center and occasionally elsewhere, temporary exhibits hosted at most locations on a rotating year-round basis, tours for school groups at all locations whenever requested, adult group tours at all locations and historic walking tours of Everglades City upon request, and evening events for friend- and fundraising.

### Customer Profile

The Museums welcome tens of thousands of visitors each year. From a high of over 100,000 in 2011, visitation dropped some over the ensuing years, with a low of 66,000 in 2016. Twenty-eleven saw the grand opening of the Marco Island Historical Museum and a re-opening of the Naples Depot Museum. As such, the marked high visitation is explainable. However,



Collier Museum at Government Center

Museum of the Everglades



Immokalee Pioneer Museum at Roberts Ranch

Naples Depot Museum

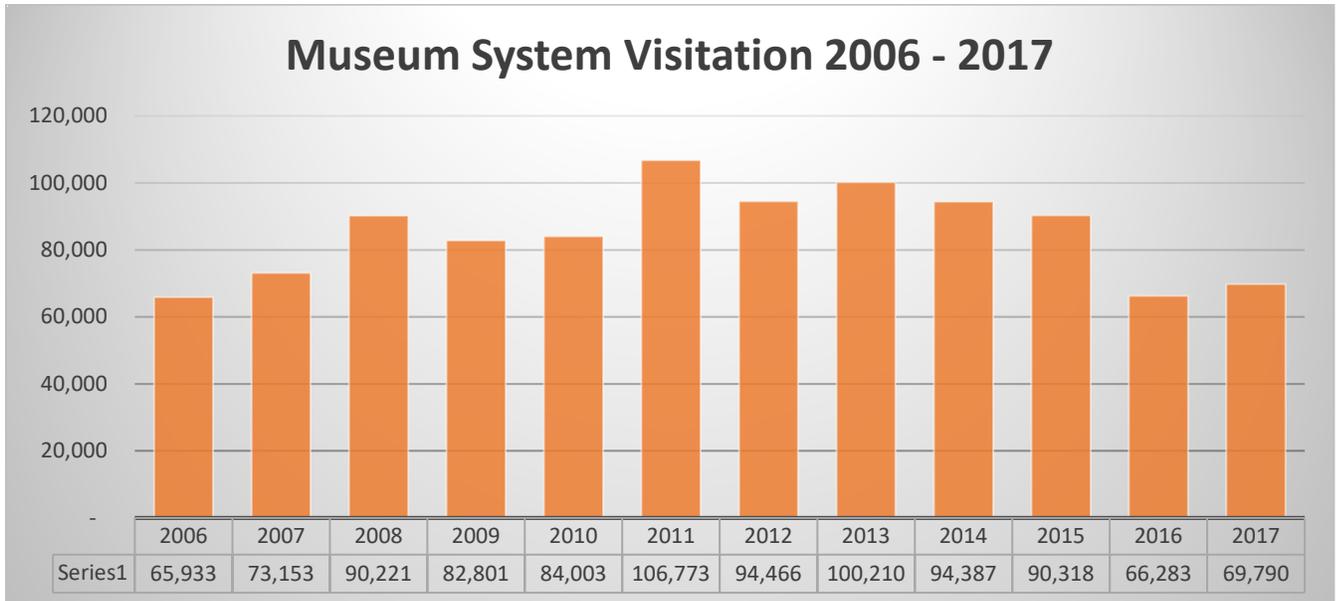


Marco Island Historical Museum

Rosemary Cemetery



the significant drop between 2015 and 2016 was a cause for concern, and the upswing in 2017 is a sign the system is on a path of course correction.

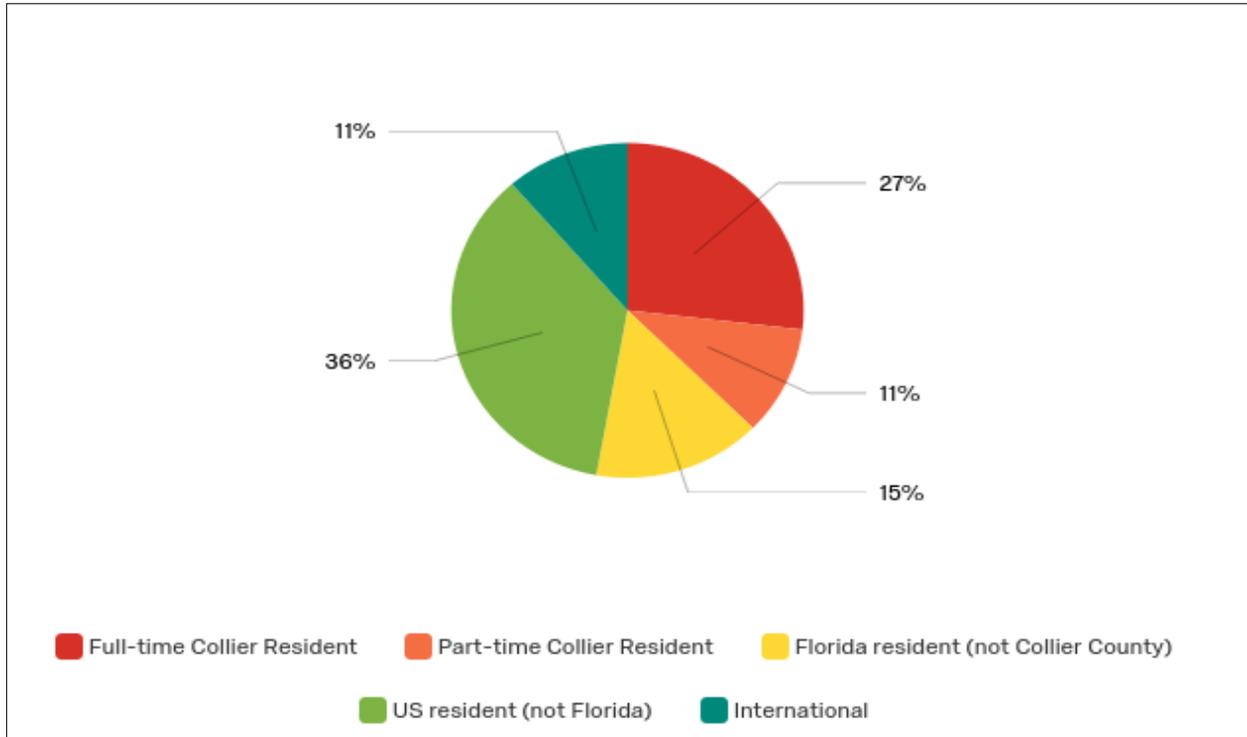


The Museums have traditionally collected visitor information via traditional guest books and hand door counts. These have been a useful resource in assessing both the quantity and quality of the visitor experience. Guest books, in particular, allow for a “conversation” about where visitors come from and what they think of their museum experience. While it would be atypical for the comments section to be filled with negative feedback, it is enjoyable to discover that, for example, Graham and Laura Aberdein visited from Waterloo, Ontario and commented that the museum was “very interesting and beautiful setting.” From guest books we have learned that typically the Museums enjoy a customer profile that is roughly 40% residents and 60% visitors, with a significant international visitor profile, particularly in Everglades City (traditionally our most heavily visited site). And we know that in a typical month more than 35 states of the Union and 30 countries are represented among our visitors.

In addition, the Museums have recently implemented a customer survey system that allows for electronic collection of visitor information via iPad kiosk. While hand door counts are still used for counting total visitation numbers, the electronic customer surveys have given us more reliable (and easier to analyze) data on customer residency and allow for a franker discussion of the quality of the customer experience than one can garner via guest book alone. Using survey data gathered in the last two months of 2017, we learned that 38% of visitors surveyed were full- or part-time Collier County residents and the balance—72%—are tourists.

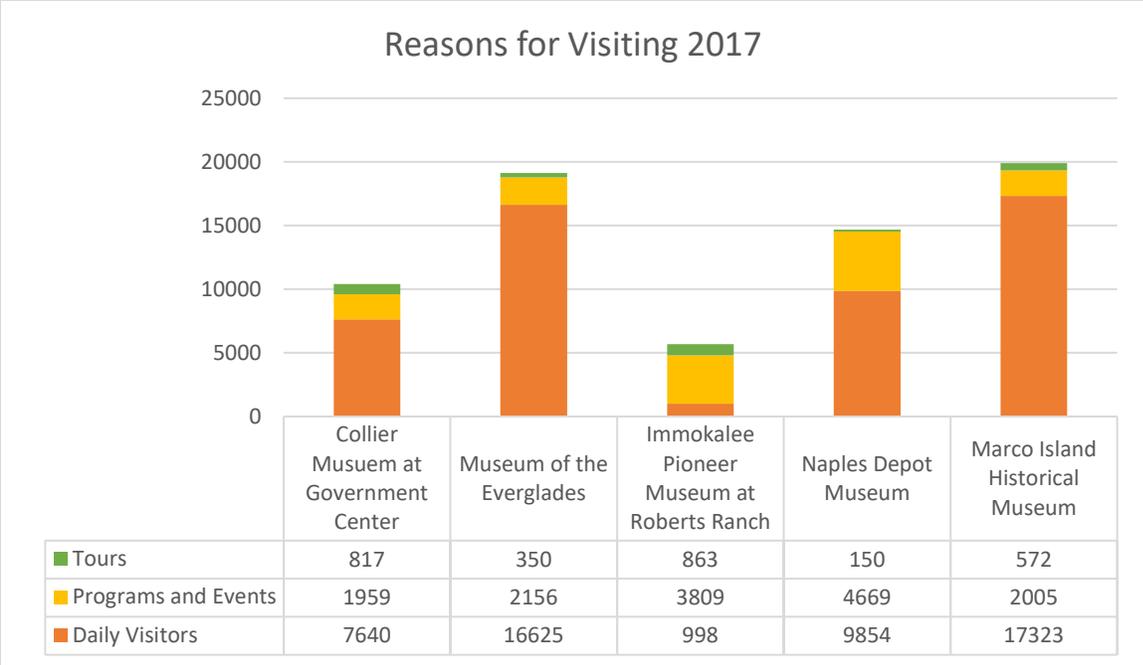
The iPad kiosks ask several key questions about the visitor experience, including whether or not the customer was greeted upon arrival, whether or not the customer is likely to recommend the museum to friends (a net promoter score) and whether or not the customer is likely to visit one of the other four

museums. This feedback is being used to keep decision makers informed on division performance and to inform course corrections in service delivery when necessary.



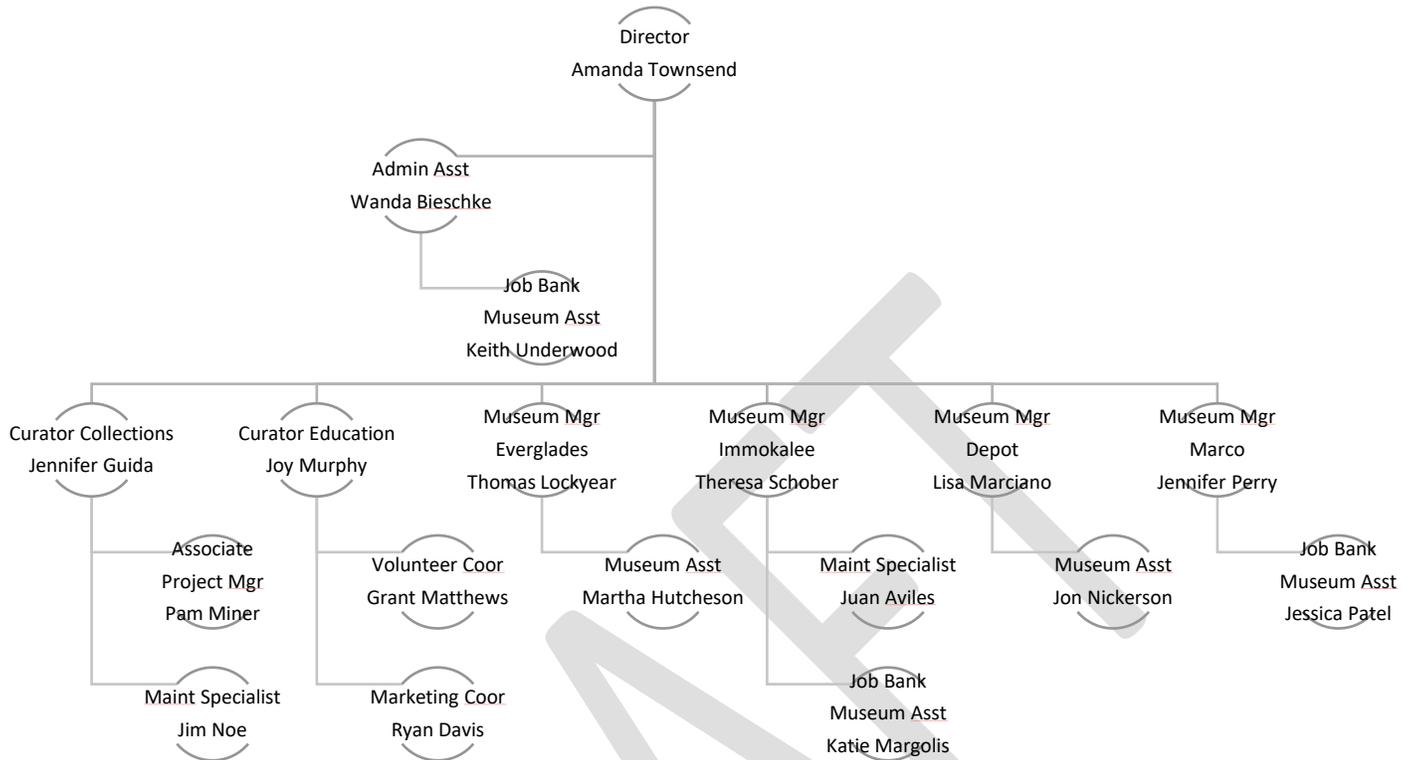
One further piece of analysis on visitor profile recently conducted is which activities the visitor engages in that prompt attendance. Systemwide about 75% of visitors are walk-through patrons, with 25% coming for a specific reason, such as a tour, program, or special event. This profile differs considerably among individual locations, however. For example, at Immokalee Pioneer Museum at Roberts Ranch, only 17% of visitation is driven by “regular” customers, with the majority coming for special events. Similarly, data reveals that visitors to the Museum of the Everglades are much less likely to visit one of the other four museums than visitors to Collier Museum at Government Center or Naples Depot Museum. The relatively remote locations of Immokalee and Everglades City certainly explain these findings, and offer an opportunity to both capitalize on low-hanging fruit (offer more special events at Roberts Ranch, assure Museum of the Everglades is welcoming to Everglades destination tourists), and invites creative problem-solving to reach the more challenging goals (in this example, driving daily visitation to Immokalee and promoting a wider regional view among visitors to Everglades).

These data gathering and analysis projects are in their infancy, but will become a routine part of the division’s business practice and will be used to further develop strategy in the coming months and years.



**Organizational Structure**

The Division employs 15 full-time staff members and makes use of three job bank employees (two part-time and one full-time). In the past two years depth has been added to the organizational chart, to right-size the Director’s span of control and develop supervisory skills among key staff members. An important step toward this end was the re-classification of the curator positions to a higher pay grade in 2017. Future staffing goals include continuing to fill out the bottom of the organizational chart with FTE Museums Assistants, establishing career progressions, and a second round of narrowing the Director’s span of control.



### Funding Sources

The FY 18 budget allocation for the Museum Division is \$2,512,100 in operating funds and \$650,500 in capital improvement funding. This amount is sufficient to maintain current operations. However, the cost to properly maintain the large number of historic structures within the system is a demand the Division should be cognizant of over the multi-year planning cycle. The primary funding source for the Museum Division is tourist taxes. Additional operating funding sources include charges for services (earned revenue) and donations. The Museum Capital Fund has received a transfer from the General Fund of at least \$200,000 annually since FY 15. In June 2017, the Board of County Commissioners amended the Tourist Development Tax distribution, limiting the County-owned Museum distribution to \$2,000,000. This equated to a loss of \$113,500. The shortfall was made up by an equal increase in the General Fund contribution to the Museum capital fund.

It is unknown whether County Management and the Board of County Commissioners will support an increase in the General Fund transfer in subsequent years to cover routine increases in operating expenses if the cap on TDT funding remains. Maintenance of positive relationships with major funding sources and diversification of revenue sources are two primary objectives of this plan and will be discussed in further detail later.

## **Key Partnerships**

The Division benefits from partnerships with three independent 501-c-3 support organizations:

- The Friends of the Collier County Museum support operational efforts at the Collier Museum at Government Center, the Naples Depot Museum, and the Immokalee Pioneer Museum at Roberts Ranch. Their arrangement with the County is governed by Resolution 2001-479. The organization's total worth is about \$100,000. In 2017, they contributed approximately \$16,000 to the Museums, mostly in the form of paying for services and supplies for temporary exhibit receptions and special events.
- The Friends of the Museum of the Everglades are also a financial support and volunteer organization, governed by Resolution 2001-255. The organization's total worth is about \$100,000. In 2017, they contributed about \$7000 to the Museum, also for receptions and special events. For 2018, they have pledged over \$15,000 to buy iPads for use in school programming and to replace and upgrade artifact display and storage cases damaged in Hurricane Irma.
- The Marco Island Historical Society is more of a partner than a support organization. Their relationship with the County is governed by a Memorandum of Understanding approved by the Board of County Commissioners. MIHS is a wealthy organization, worth well over \$1 million and employing its own administrative and curatorial staff. Projects undertaken with MIHS are generally done so in an equal partner spirit. Recent MIHS investments in the Museum are reflected in the Capital Improvements section.

Generally, these groups' contributions are "off the books" for the County, but their support, in the form of both financial contributions and advocacy, is extremely valuable to Museum Division success. Relationships with all three groups have been strengthening in the past two years, and it is reasonable to believe that this will continue and bear increasing financial rewards for all.

## **History of the Museum System**

The Collier County Museum was established by the Collier County Historical Society in 1978 to preserve and interpret the history, archaeology, and development of Southwest Florida's last frontier. Moved and expanded to its current location in 1987, the Collier Museum at Government Center grew over time to feature exhibits, relocated buildings and conveyances, and re-created environments and gardens that paint a vivid if broad picture of Collier County history.

Over the past twenty years, the Division has grown from one location to five:

The Museum of the Everglades is located in the former Collier Company laundry building built in 1927 in Everglades City. The building was a gift to the County from the Everglades Women's Club. After a comprehensive restoration, it opened to the public as a museum in 1998.

In 1996 the trustees of the Roberts Family Trust gifted Tract E of Roberts Ridge in Immokalee to Collier County, and in 1999 the County purchased Tract D, amassing 13 acres of the former cattle ranch. After restoration of the 1921 Roberts home and outbuildings, the Immokalee Pioneer Museum at Roberts Ranch opened to the public in 2003.

In 2004 Southwest Heritage Inc. offered the County a 90-year lease on the 1927 Naples Depot train station in downtown Naples. After renovations and exhibit development, The Naples Depot Museum opened in 2006.

And finally, in 2001 the Board of County Commissioners designated 3-acre tract of land on Marco Island as the future site of a museum there. The Marco Island Historical Society conducted a capital campaign and constructed the 8000-square-foot facility, which was then turned over to the County for operation and opened in 2010.

Each of the new locations added to the Museum System was a community-initiated project. While this pattern of growth demonstrates strong trust and support of the Museum Division on behalf of the community and the Board of County Commissioners, the pace at which the system expanded left little time or resources for self-determination.

In March 2016, Museum Director Ron Jamro retired after 33 years of leadership. Amanda Townsend was named interim, then permanent director in January 2017. In addition to the director, the Curator of Education, the Museum Managers at Everglades and Immokalee, and several other staffers are all new since 2016.

After a long period of expansion and steady leadership, the Museum system was ready in 2017 for a period of self-assessment and redefinition.

### How This Plan Was Written

In spring of 2017, with all key positions in the Division filled, the Director formed a Leadership Team consisting of the Director, the two Curators, the four Museum Managers, and the Marketing Coordinator. Eight areas for planning were identified, with each member of the Leadership Team assigned to chair and assemble a committee of other Leadership Team members to develop plans under the topics of Accreditation, Capital Improvements, Collections, The Key Marco Cat Loan, Marketing, Programming and Special Events, Revenue, and Temporary Exhibits.

It should be noted that the Division recognizes that the eight focus areas of this plan, while comprehensive, are not exhaustive of all areas of operations or topics that can or should be covered by multi-year planning. Staff training and development, the volunteer program, and special events are examples of areas where intentional thinking is needed and will be undertaken and plans carried out in the coming months and years.

#### Accreditation

- Committee Chair: Lisa Marciano, Naples Depot Museum Manager

#### Capital Improvements

- Committee Chair: Theresa Schober, Immokalee Pioneer Museum Manager

#### Collections

- Committee Chair: Jennifer Guida, Curator of Collections

#### The Key Marco Cat Loan

- Committee Chair: Jennifer Perry, Marco Island Historical Museum Manager

#### Marketing

- Committee Chair: Ryan Davis, Sales Events and Marketing Coordinator

#### Programming and Special Events

- Committee Chair: Joy Murphy, Curator of Education

#### Revenue

- Committee Chair: Amanda Townsend, Director

#### Temporary Exhibits

- Committee Chair: Thomas Lockyear, Museum of the Everglades Manager

The committees met over the ensuing months and developed multi-year plans in each of these functional areas. This draft strategic plan is the result of that work. Notably, this plan was created without the level of public involvement typical or desirable of a strategic planning process. Because more than half of the Leadership Team members are new to the organization, the committee work and planning process was used as a teambuilding exercise. This moment of turning inward was a necessary step in organizational growth, but should be followed by a more concerted effort at community outreach. To counter this shortcoming of the plan development process, the Museum Division will hold a public presentation of this material and incorporate feedback from those sessions prior to presenting the final version to the Board of County Commissioners. For future planning activities, the Division is developing a more comprehensive QA/QC program (via the iPad kiosks mentioned above, as well as other methods), which will be used to gather public feedback on an ongoing basis, and inform improvements to service delivery.

In preparing to write this plan, the Leadership Team performed a SWOT analysis (attached in Appendix A); re-examined and rewrote the division's mission, vision, and values statements; and identified four overarching goals to guide future activities.

### **Mission**

The mission of the Collier County Manager's Agency is to deliver high-quality, best-value public services, programs, and facilities to our residents, businesses, and visitors.

The mission of the Collier County Museum Division is to foster appreciation and understanding of our communities' unique heritage and cultural development.

### **Vision**

The vision of the Collier County Manager's Agency is to be the best community in America to live, work, and play.

The vision of the Collier County Museum Division is to be the respected and sought-after authority for Collier County history, and for our locations and events to be must-do attractions for all resident and visitors.



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## Values

The Museum Division espouses the guiding principles of the Collier County Manager’s Agency: Honesty, Integrity, Service, Accountability, Quality, Respect, Knowledge, Stewardship, Collaboration, and Self-Initiating, Self-Correcting.

By taking the AAM Pledge of Excellence, the Collier County Museum Division pledges that, in fulfillment of its educational mission, it will strive to operate according to national standards and best practices to the best of its abilities and in accordance with its resources. The thirty-eight Characteristic of Excellence for US Museums, a distillation of the national standards and best practices, are included in Appendix B.

## Overarching Goals

Loosely using a Balanced Scorecard framework of Serve the Customer, Run the Business, Manage Financial Resources, and Build the Team, the Leadership Team established the following goals:

1. Grow and diversify our audience
2. Refine the stories we tell
3. Diversify our revenue streams, and
4. Foster a collaborative team

## Assumptions

This plan was written assuming stability or small gains in Division operations, staffing, funding, and service delivery. Circumstances that this plan is not written to address include substantial change in the local, state, or national economic climate; significant natural or man-made disaster; assignment of a major, unanticipated community-based initiative based on Board direction; or any other radical change to Division focus and/or diversion of resources due to outside forces.



## Monitoring and Updating

Measures and targets are written into this plan so that Division performance can be monitored quarterly. It can be expected that not all projects and action steps outlined in this plan will be executed flawlessly and on-time. Nonetheless, this plan represents a realistic if ambitious direction forward for the Museum Division. Routine progress reports will be issued to staff by the director and made available to decision makers or the public on request. If unforeseen circumstances require a re-write or re-boot

within the five-year window, such will be undertaken. When a thorough update of this plan is required, anticipated to be in 2022 for publication in 2023, it will most likely be desirable and appropriate to begin that effort with concerted community outreach in the form of focus groups, public meetings, and invitations to provide feedback before writing the update.

## Accreditation

While professional accreditation offers a “feather in one’s cap,” as well as post-award external benefits, such as credibility and its attendant rewards in the areas of recruiting, lobbying, leveraging support, etc., the greatest benefit to seeking any professional accreditation is in the process of organizational discovery and development. The process rallies the team around a common but lofty goal, and the pride and unity that results from becoming accredited has staying power. The investment of time and money involved with the accreditation process is always a lasting investment in the professional standards (as well as standing) of the organization.

The American Alliance of Museums offers a Continuum of Excellence, which essentially provides a tiered program of support and assessment to prepare organizations for eventual accreditation. Museums are encouraged first to take the Pledge of Excellence, then participate in the Museum Assessment Program (MAP), which offers three tracks: organizational, collections stewardship, and community engagement; then graduate to Core Documents Verification; then finally move on to Accreditation.



The Collier County Museums received Core Documents Verification on April 14, 2014. The designation is required for accreditation and is good for five years. The notification from AAM regarding the verification warns that the designation “does not constitute a qualitative judgement about your museum’s operations or the implementation of your policies and plans,” and further notes that these determinations are made in the MAP and accreditation processes. In consideration of this and the fact that Museum system had undergone a change in leadership and significant staff turnover, Museum staff finds it most prudent complete all three units of the MAP program before proceeding to accreditation.

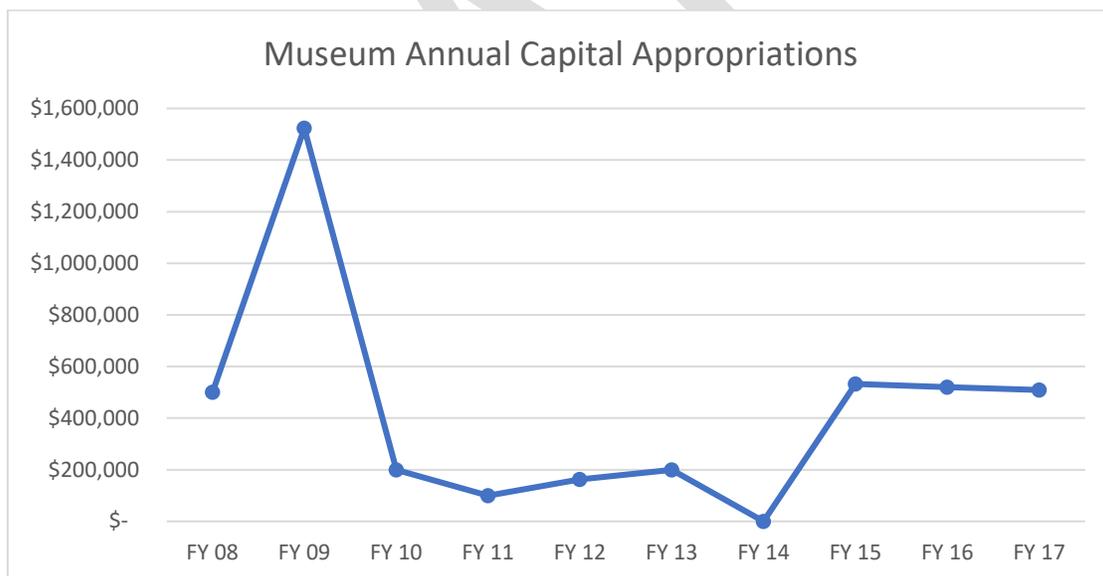
The Accreditation Committee also recommends participation in the American Association of State and Local History Standards and Excellence Program for History Organizations (StEPS) and the Collections Assessment for Preservation Program (CAP) from the Institute of Museum and Library Services. StEPS is

a self-assessment-only program that will serve as an excellent pre-cursor to the MAP units. CAP will be completed last, as it is the most specific and focused of the various assessment programs.

AAM advises that MAP units take about a year to complete. StEPS and CAP may take a year each. It is reasonable to assume that each successive step will be completed more quickly than the last as the organization builds and builds on a stronger foundation of professional standards and abilities. Although the existing Core Documents Verification will probably expire prior to the Museums being ready to begin accreditation, this is a minor risk because the Core Documents would need to be updated within the ensuing time anyway, and a foundation has been established that has already been determined to be acceptable to the AAM. With steady and focused attention, the Museum may be able to achieve full accreditation in six years' time. A more conservative timeline of eight years is included in Appendix C.

### Capital Improvements

Museum Capital appropriations over the past ten years have varied from a high of \$1.5 million in FY 09 to zero in FY 14. These two extremes, however, are outliers. During the Great Recession appropriations were predictably low, averaging \$165,000 annually from FY 10 through 13, and as the economy has recovered so has our ability to make needed improvements and repairs, with an average annual appropriation of \$520,000 from FY 15 through FY 17.

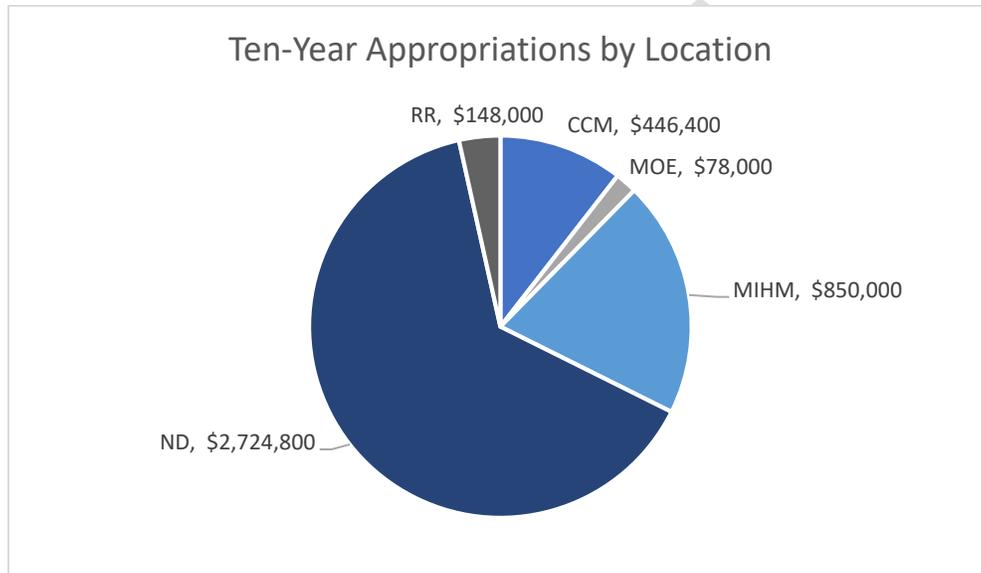


Appropriations have been sourced at a cumulative 60%/40% split between Tourist Development taxes (through a transfer from Fund 198) and General Fund taxes (through a transfer from Fund 001) over the past ten years. Projects funded have been similarly split 60%/40% between exhibit development for visitor experience enhancement and facilities upkeep and improvements.

Recognizing and leveraging additional sources of capital improvement funding is a strategic goal of this plan. Private donations, contributions of the Marco Island Historical Society, and projects funded by the Tourism Division are all greatly enhancing the system without tapping Museum capital dollars. Likewise,

it is the intention of the Division to leverage state, federal, and private grant funds to further stretch our facilities improvement dollars. The Capital Improvement Plan included as Appendix D includes detailed information on planned projects by year and by funding source.

Not surprisingly, funds have been focused on new facilities being brought online. Although a twenty-year retrospective might show an even distribution of appropriations per facility, the ten-year analysis below demonstrates how targeted attention to one location can lead to deferred upkeep elsewhere. A strategic goal of this plan is to smooth out annual appropriations per location, to avoid creating pitfalls of deferred maintenance in the future.



### **Collier Museum at Government Center**

Recent improvements to the Collier Museum at Government Center include the relocation of the Art Studio of E. George Rogers to the museum grounds and its renovation to serve as a reproduction of the artist’s working studio as well as an exhibit and gallery space. The project has been entirely funded through private donations and will open to the public in May.

In FY 18 the Division completed renovations to the Craighead Laboratory necessary due to deferred maintenance and will undertake a series of small upkeep projects to facilities throughout the garden.

Beginning in FY 19 the Division will undertake a multi-year project to re-design and renovate the entire Collier Museum garden. A systematic approach to pathways, lighting, electrical, irrigation, and drainage, as well as unification through interpretive signage is needed to promote rentals and evening events and enhance the visitor experience.

Finally, in the out years of this plan, evaluation of the condition of the many historic structures in the garden and resulting recommended renovations will be conducted to ensure we maintain the irreplaceable resources entrusted to us.

### **Museum of the Everglades**

Recent improvements to the Museum of the Everglades include the engineering and resurfacing of the auxiliary parking lot, which was a joint purchase in 2014 between the Museum Division and the Friends of the Museum of the Everglades, and repairs to the flooring and building systems made necessary by the floodwaters of Hurricane Irma.

This year the Division will upgrade network connectivity and install a security camera system, as well as perform a historic structure evaluation and design of a replacement HVAC system. Replacement of the HVAC and lecture/theater space improvements are planned for FY 19.

In the next few years findings of the building evaluation will be addressed, anticipated to be window repairs, building fabric repairs, and roofing. In the out years, time will be overdue to rethink the museum's exhibits through master planning and exhibit design, fabrication, and installation.

### **Immokalee Pioneer Museum at Roberts Ranch**

Network connectivity and security camera projects are being conducted at each location, with Immokalee Pioneer Museum at Roberts Ranch being completed in FY 17. Visitor Center improvements are underway to define office space and create a more inviting entrance.

Roberts Ranch is the largest of all museum sites and contains the most historic structures. Having come online second among the "satellite" facilities (a term we are phasing out in favor of viewing the Division as a system of five locations of equal standing), it has certainly suffered the most in terms of deferred maintenance. Planned projects include significant repairs to the Roberts home and other structures, site master planning and installation of pathways and improved interpretive signage, and adaptive reuse of the horse barn and bunk house as new interpretive spaces. Because Roberts Ranch needs the greatest investment among all locations within the next five years, it is our prime candidate for seeking state grant funding.

An exciting opportunity planned for the out years at Roberts Ranch is the introduction of technology to enhance the interpretive experience. The remoteness of the location makes a day-to-day living history program using volunteers a less-than-viable option. However, technology offers a suitable replacement in the form of augmented reality. Visitors can use a device to meet characters representing lifeways of the Ranch, and learn and interact in a way that is both fresh and familiar. This strategy is sure to attract new audiences and position the Division on the cutting edge of museum education.

### **Naples Depot Museum**

Recent improvements at the Naples Depot Museum include replacing deteriorated exterior doors and the restoration of the 1947 Budd Tavern Train Car. A network upgrade and security camera installation is planned for this year.

Projects planned for FY 19 include the adaptive reuse of the Baggage Car to house the Chamber of Commerce Visitor Center being funded by the Tourism Division, audio visual and public-address improvements for the travelling exhibit/lecture space, and restoration of the caboose, to complete the upgrades to all rolling stock on site.

Future projects include consolidation of electrical service to allow for creation of office space currently used for storage and utility, window and building repairs intended for state grant funding and, finally, exhibit upgrades in the out years.

### **Marco Island Historical Museum**

Recent improvements at the Marco Island Historical Museum include the completion of the Pioneer Gallery, installation of the beautiful Window and Doors to History exterior exhibit funded by the Marco Island Historical Society, and installation of additional exterior railings to assure patron safety while enjoying it. Network upgrades and security camera installation have been completed as part of a systemwide initiative and also to facilitate the upcoming artifacts loan project.

FY 19 projects, again in preparation for the artifacts loan, include the installation of a back-up generator in the museum building to maintain security, temperature, and relative humidity in event of a power failure, and a significant investment by the Marco Island Historical Society in upgrades to the exhibits, cases, and displays in the two Calusa galleries.

During the period of the artifacts loan, no new building improvements can be undertaken. Planned projects for that time include creation of an outdoor learning space by expanding the gazebo area, and beginning planning for the next CIP window, which should rightly be done as a joint project among the Museum Division, Historical Society, and the larger community.

### **Rosemary Cemetery**

Other than minor repairs due to Hurricane Irma, no investment is needed for Rosemary Cemetery at this time or anticipated in the five-year window.

### **Systemwide Projects**

A planned systemwide project is the engagement of a consultant to address barriers to participation and accessibility issues for diverse audiences in FY 21. A future strategic plan should include plans to address the findings of such a report.

## **Collections**

The museum has been a collecting institution since 1977. As with many such institutions, the collection was begun without a serious amount of thought toward future intent, and as a result early records are

incomplete. Many items in the collection lack proper Deeds of Gift and other important documentation. The existing Collections Policy (Resolution 87-200) was adopted in 1987 and has never been revised.

The first professional Curator of Collections was hired in 1997. A major step toward professionalizing the collections practices was taken in 2001 with the purchase and implementation of Past Perfect collections management software. To date, it holds just over 13,000 catalog records. This is a small fraction of the collection and there is a tremendous backlog for data entry. In addition, a prior lack of streamlined processes has left many “found in collection” objects.

Significant progress has been made recently in collections management. The most recent version of Past Perfect was networked for staff access in Q1 of FY 18. The database now is housed on the Division’s own server to ensure proper back-up procedures. The first large-scale digitization project was also launched Q1 of FY 18. *Everglades Echo* newspapers from 1980 to 1992 will be digitized using optical character Recognition (OCR) to make the scans searchable for facilitation of research needs. Conservation and restoration efforts have been completed on the *Kokomis* and are planned for the Lee Tidewater Cypress Locomotive No. 2 when funds become available. The former was sponsored by the Friends of the Collier County Museum, with the work being performed by a member of one of the County’s pioneering families, Bem Storter. In addition, the Collections Committee has been diligently working to locate appropriate homes for “found in collection” objects as well as deaccessioning objects that are no longer relevant to the museum’s mission.

The Collections Committee will build on these successes with collections management improvements focused on access, conservation, and storage and growth. Projects include training relevant staff on use of Past Perfect and making the catalog available online, updating the existing Collections Policy, continued digitizing of archival materials, and creating plans for collections conservation, storage and acquisition. Details of the plan with actions steps, measures and targets is included in Appendix E.

### **The Key Marco Cat Loan**

The return on loan of Key Marco artifacts has been a shared objective of the Collier County Museum and the Marco Island Historical Society for more than two decades. There are no better artifacts in the world through which to engage, inspire, and educate people about Florida’s early Native American cultures. A temporary exhibit of important Key Marco artifacts will enable Marco Islanders, Floridians, and visitors from around the world to recognize the incredible complexity and artistic achievements of the people who lived on Marco Island centuries earlier. Seeing the artifacts in their place of origin will add to the appeal for residents and visitors.

Joint applications from the Collier County Museums and the Marco Island Historical Society to borrow significant artifacts found on Marco Island during the 1896 Pepper-Hearst Archaeological Expedition from the Smithsonian Institution and University of Pennsylvania were submitted and reviewed and approved by the lending institutions. Each institution proffered a loan agreement that enumerates specific conditions under which the items may be borrowed. Important requirements include precise construction specifications for display cases, maintenance of specific temperatures and relative humidity, and the provision of appropriate electronic surveillance and manned security. Together the Museum Division and the Marco Island Historical Society can meet all named stipulations.

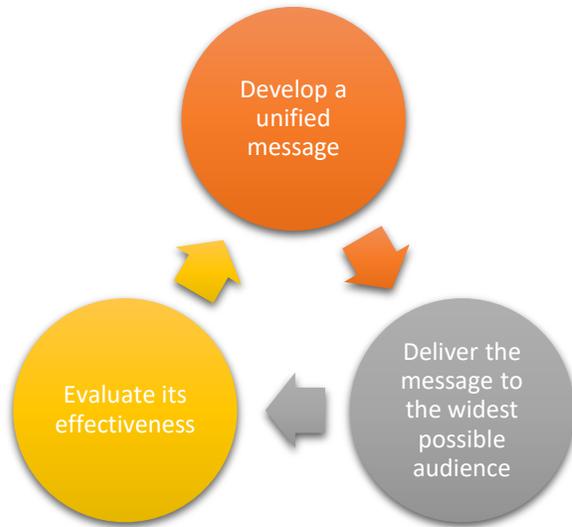
The Museum Division and the Marco Island Historical Society have developed a Memorandum of Understanding specific to this project, outlining each organization's roles and responsibilities in hosting the exhibition. In general, the Museum Division will assume responsibility for site security and costs related to insurance and crating and shipping. The Marco Island Historical Society will assume responsibility for mount making and case modifications, environmental monitoring and reporting, upgrades to the interpretive aspects of existing exhibits, and miscellaneous other costs. The term of the agreement extends through 30 days after the satisfactory return of the artifacts to the lending institutions. The Board of County Commissioners approved the loan agreements and the Memorandum of Understanding in June of 2017.

In preparation for this exhibit, the Museum Division is investing approximately \$45,000 in the Marco Island Historical Museum for security surveillance systems, \$150,000 in to install back-up generator power. Operating expenses associated with providing manned security are estimated at \$138,000 over the 30-month period of the loan (not incurred until FY 19). The Marco Island Historical Society expects to invest \$250,000 in permanent facility upgrades for this project, and will cover some additional operating expenses over the same 30-month period as well. The Marco Island Historical Society may produce an exhibition catalog or other collateral for fundraising purposes. Any revenues realized will be re-invested in the Museum.

The artifacts are scheduled to arrive in November 2018 and stay on display at the Marco Island Historical Museum through April 2021. A Gantt chart outlining activities to be undertaken by each organization in preparation for and through the period of the loan agreement is attached as Appendix F.

## **Marketing**

The marketing landscape for cultural institutions like the Collier County Museums has gone through significant changes over the past five to ten years and continues to change at a rapid pace. Much of this change can be attributed to the advancement and adoption of new technologies like video marketing and social media, and a distinct move away from traditional mediums such as newspaper advertising and direct mailings. With these changes in consideration, the marketing strategy for Collier County Museums has been developed at a relatively high level: to develop a unified message, deliver the message to the widest possible audience, and evaluate its effectiveness.



Collier County Museums has traditionally invested most of its marketing efforts in promotion of individual exhibits and events, and a focus on highlighting the differences among museum locations. This approach may have increased visitation or attention on one specific moment at a single location, but did little to promote Collier County Museums as a system of five museum locations that contribute to the whole and complement one another. Collier County Museums aspires to unify as a single branded system, offering five distinct locations, that tell one larger story: the history, heritage, and development of

Collier County. Once this unified message is developed, current audiences must be evaluated to discern future audience growth opportunities, identify appropriate methods to reach these potential audiences, and ensure that future marketing efforts continue to reach these existing audiences. As new audiences are identified and added to marketing promotions, it is essential that evaluation is completed regularly so that changes can be made to deliver the highest quality promotion in a fiscally responsible manner.

This overarching marketing “plan, do, check” model is elaborated upon with actions steps, measures, and targets in Appendix G. In addition, an annual spending plan is developed cooperatively among the Marketing Coordinator and members of the Leadership Team, and shared annually with staff from the Tourism Division to assure alignment with overall tourist tax spending goals.

### Programming

Educational programming in museums has undergone a marked change in the twenty-five years since the American Alliance of Museums first published its report *Excellence and Equity: Education and the Public Dimension of Museums*. The Museum Division strives to move to the forefront of these changes by meeting and exceeding the expectations set forth by the report, particularly, the call to “assert education at the center of their public service role.” In alignment with this directive and with the museum’s overarching goals, upcoming programming initiatives will include: refining the collateral associated with current programming, filling in obvious gaps in our programmatic offerings, identifying barriers to program participation and addressing them, developing an evaluation system to implement a “plan, do, check” loop for program development, and creating value-added programming that promotes members of the team as experts and can generate earned income.

Refining education collateral allows the system to ensure that a baseline of information is covered at each location, and also helps us begin to highlight stories that are underrepresented in our exhibits. Standardized docent guides will serve as a training guide for volunteers and also ensure a consistent and

professionally delivered customer experience. Likewise, family guides and self-guided tour aids will guide the visitor experience and supplement permanent and temporary exhibits.

Increasing our programmatic offerings allows the museum to attract new audiences while maintaining its core base. Diversity in scope is key for increasing visitation. An increase in family friendly programs, night and weekend activities, and culturally sensitive programs will serve to attract new visitors.

Evaluating our effectiveness in reaching all members of the community will entail considerable self-study and time to implement changes. Considerations for physical accessibility, providing more enriching experiences for persons with physical and developmental disabilities, adapting offerings to all ages, and ensuring that all community members in one way or another see themselves reflected in local history—that we are telling, or at least touching, each person’s history—will all be part of examining and removing barriers to participation. An evaluation system that uses feedback to inform future offerings will help us further understand and meet the needs of the communities we serve. Once we’ve attracted new visitors, we want to keep them coming back!

Finally, the breadth and depth of Division staff expertise is a secret we should no longer keep. Promoting staff as the experts they are through podcasts, lecture offerings, and a speakers’ bureau helps develop public trust in the museums as an authoritative voice on local history, and additionally has the potential to be a source of earned revenue.

A detailed action plan for achieving these objectives is attached as Appendix H.

## **Revenue**

As mentioned above, the primary funding source for the Museum Division is tourist taxes. As such, the first and best defense against budgetary woes in the Museums is the development and maintenance of relationships with the Tourist Development Council and Board of County Commissioners wherein the Museums are valued for their contribution to the County’s tourism economy. While some may argue that few visitors come to Collier County exclusively to visit its Museums, over 40% of visitors to Florida participate in heritage tourism during their visits. The Museum Division’s intention is to make these visits less happenstance and more intentional, positioning the Museums among the Naples Zoo, the Children’s Museum of Naples and the Naples Botanical Gardens as “must see” cultural attractions for families visiting the area.

For many years running, the Board of County Commissioners has adopted a revenue-centric budget policy, wherein a business unit’s ability to generate its own revenue gives it dollar-for-dollar monetary credit in budget development. In consideration of this, as well as the potential volatility of tourist tax revenue stream, the Museum Division’s best interest is served by diversifying its revenue sources.

The first additional revenue source the Museums are pursuing is grant funding. In addition to offsetting tourist tax dollars, pursuit, receipt, and successful completion of these or similar grants will help position the Museums among state and federal agencies as a respectable and professionally engaged institution. This broader positive reputation enjoys a whole host of other benefits, such as recruiting power, a lobbying voice, and general public recognition. However, grants should be viewed as subcontracting arrangements and only pursued under the following conditions: 1. When the activity being funded is a

project that would have been undertaken in keeping with the Division's mission if funding were not otherwise an issue, and 2. When the Division is fully aware of the management and ongoing responsibilities associated with the funding and is sure it has the capacity to meet them. There are numerous grant opportunities that meet this test and could significantly enhance the Division's ability to maintain and deliver high-quality facilities and programming.

An application to the State of Florida Division of Historical Resources Special Category Grant Program for structural stabilization and rehabilitation of the Roberts home at the Immokalee Pioneer Museum at Roberts Ranch in the amount of \$442,277 was submitted and reviewed and ranked by the DHR Review and Ranking Committee, ending in up in ninth place among the submitted applications. Unfortunately, at the end of the 2018 state legislative session, appropriations to the grant program were not sufficient to fund the request. It is the intention of the Division to re-apply for this grant and to apply for funding from the Division of Historical Resources and/or the Division of Cultural Affairs in each cycle for which a viable project is available. Additional grant funding that will be pursued includes national programs such as those of the Institute of Museum and Library Sciences and/or the National Endowment for the Humanities, and local sources such as the Florida Humanities Council and Collier County Community Foundation.

The next area where effort will be invested in diversifying Museum revenues is in developing robust Friends organizations. As mentioned above, the Museums benefit from key partnerships with The Friends of the Collier County Museum, The Friends of the Museum of the Everglades, and The Marco Island Historical Society. Again, these groups' contributions are "off the books" for the County, and therefore are not factored into the visible revenue-generation equation. This is unfortunate, as the time investment on both sides is significant, and the financial rewards, though varied, harbor significant potential. The nurturing of positive relationships with all three groups is critical to Museum Division success. Staff must negotiate the delicate balance of supporting without supplanting (or being supplanted by) these groups' independence and achievements. Recently great strides have been made in strengthening these relationships, and the revenue plan attached as Appendix I includes systematic action steps for maintaining the same.

Over the last several years, the Museums have made faithful, though circumstantially restricted, efforts at independent revenue generation through group tours, photo reproductions, and after-hours event rentals. The Museum revenue plan includes objectives for improving the efficacy of these programs and for developing new sources of earned revenue. An updated Fee Policy was approved by the Board of County Commissioners in February to facilitate this.

A current focus is on improving the facility rental program which, following the termination of the relationship with the contracted vendor in January, is being administered in-house. Capital planning for facilities improvements and upgrades are being undertaken with revenue generation from rentals in mind, as appropriate. An example of this include the redesign of the Collier Museum at Government Center garden, which will include areas appropriate for wedding and event rentals.

New sources of earned revenue included in the plan include limited retail, traveling exhibit rentals, and development of value-added programming such as a speakers' bureau and travelling trunks.

Radical changes in service delivery and projects of opportunity (such as charging admission to the Museums, or participating in naming rights programs) are include in the plan as potential revenue

sources that are beyond the scope of what can realistically be pursued now, but should not be dismissed out-of-hand. However, cost of administration, non-monetary secondary impacts, and physical site improvement needs all should be evaluated very carefully before moving forward. Implementation of any of these programs will require assessment of market interest, planning, Board of County Commissioners approval, execution, and evaluation.

### **Temporary Exhibits**

Temporary exhibits encourage repeat visitation and broaden the Museums' audience by introducing new and diverse topics. Temporary exhibits should serve the mission and give more dimension to permanent exhibits – showing different perspectives and giving voices to people who may have been marginalized by traditional telling of history.

Four of the five museum locations have dedicated spaces for temporary exhibits. Only the Immokalee Pioneer Museum at Roberts Ranch lacks a dedicated space, although the location has space enough to feature temporary exhibits if desired. An untapped opportunity all locations can explore is the possibility for outdoor exhibits or pop-up exhibits in smaller or under-utilized areas.

Traditionally each Museum Manager has been responsible for booking temporary exhibits, and content has run the gamut from detailed aspects of Southwest Florida history to the works of local abstract artists to travelling exhibits of national and international interest. The Temporary Exhibits Committee examined current and best practices and created a plan that allows for autonomy and location-based decision-making among Museum Managers, but also fosters collaboration and thematic unity to draw the sites within the system together. This strategy capitalizes on the paradox of the Collier County Museums Division: five distinct locations with unique stories united by common governance and geography to create a complete picture of the history of Collier County.

Each Museum Manager remains ultimately responsible for the temporary exhibits at their respective location. Choices and decisions regarding exhibit content and themes will be the result of collaboration with colleagues both individually and as groups: specifically, Administration, Education and Collections (the Director and Curators of those areas), the Leadership Team, and the standing committee dedicated to Temporary Exhibits. Brainstorming topics and ideas is more productive as a team effort rather than working in a vacuum.

The Temporary Exhibits Committee determined that consideration should be given to significant anniversaries, cultural heritage months, and seasonal themes when planning an exhibit schedule (for example, hurricane season, harvest festival, or swamp buggy races). This helps grow and diversify our audiences by partnering with our communities for local events or piggybacking on trending topics. Annually each location will participate in presenting its own take of an aspect of a single theme. (For example, for a theme of food the Marco Island Historical Museum could focus on clams, Museum of the Everglades grapefruit at la Deep Lake, beef at Immokalee Pioneer Museum at Roberts Ranch, stone crab at the Naples Depot Museum, and hearts of palm at Collier Museum at Government Center.) The first coordinated effort at systemwide thematic temporary exhibits will coincide with Collier County's Centennial in 2023.

Temporary exhibits will be scheduled in three four-month seasons: January through April, May through August, and September through December. The hosting of a temporary exhibit can span over seasonal breaks if necessary. The length of a temporary exhibit will vary based on internal and external factors. It is not recommended that a temporary exhibit be hosted if it cannot be on display for one full month, though some exceptions may apply. Consideration will be given to seasonal themes, as noted above, and also to what might appeal more to seasonal visitors versus year-round residents. To allow for appropriate marketing plans for temporary exhibits will be solidified eight weeks prior to the season in which they will be held, with an ultimate goal of the planning process being completed one year in advance.

Finally, the Temporary Exhibits Committee recommends a mix of renting exhibits produced by other institutions and curating temporary exhibits in-house. Developing temporary exhibits that could travel to other institutions for a fee is a goal of the earned revenue plan. Similarly, the revenue plan and new Fee Policy contemplate admission to temporary exhibits and fee-based destination events. A complete Temporary Exhibits plan, with action steps, measures, and targets is include as Appendix J.

## Appendix A - Museums Divisions Leadership Team SWOT Analysis February 2017

### Strengths:

- A quality staff with a variety of backgrounds and knowledge.
- 5 very distinct museums that tell and has the ability to tell all of the history of Collier County
- Earmarked funding stream outside of general revenue
- Programs offered free to general public/schools
- Subject area specialists among staff in the system
- Adequate staff resources to operate each facility
- Key partnerships – particularly MIHS, FofCCM, FofMOE
- Documentary and photographic archive that is partially catalogued
- High exhibit quality at Depot and MIM; Some moderate to high quality exhibits at other facilities; Some outdated exhibits
- County structure, defined bottom line
- Broad support network, strong team
- Growing support from Collier County Tourism office
- New exhibits
- Diversity of staff skill sets
- New and established talent on staff
- Commitment from volunteers
- Commitment from staff
- Non-ad valorem funding source
- BOCC and CMO support

### Weaknesses:

- No clear and distinct mission
- Silos
- No clear understanding of how each function of the museum is performed; e.g. are all exhibits generated by the Curator of Collections in conjunction with the museum managers?
- Collections that don't relate to Collier County history.
- No clear understanding of the direction of the museum.
- Mission creep, particularly in events
- Lack of branding – individually and collectively
- Lack of diversity in revenue sources
- Absence of marketing evaluation for effectiveness; marketing overall appears to be a weakness
- Inequitable resources and use of resources between facilities (which could potentially lead to internal competition)
- Lack of coordinated efforts for openings, exhibits, other events
- Untapped potential of staff and facilities, and potentially of volunteers and Friends groups
- Lack of a cohesive strategic plan
- Limited access to museum collections among staff
- Disconnected geographic locations
- Lack of established Division training protocol
- Lack of established fill-in or on-call system
- Poor methods of gathering visitor data
- Lack of consistency in processes among locations
- Lack of diversity in revenue sources
- Old negative behaviors persist
- Lack of communication/direction
- BOCC/CMO?

### Opportunities:

- A majority new staff brings new ideas.
- Collaborative efforts (internal and external)
- The chance to completely rewrite and retell the stories that we tell.
- Income generation through programming
- Diversify funding through retail, membership, external events, and grant sources
- Immokalee is a Federal Promise Zone and a REDI community as defined by state funding agencies
- Building partnerships across the tourism and attraction communities
- Use marketing to diverse audiences to the system
- Add digital content to museum facilities and expanded digital footprint online
- Increase accessibility to sites, site features, and collections
- Oral history projects
- Internally generated research projects on our collections (i.e., reputation building)
- Strategic planning
- Perceived value in the community
- Review/retool special events
- Ability to hit the “refresh” button
- Establish new lines/methods of communication
- Start fresh/rewrite the vision
- Museums are “cool” again
- Ability to raise revenue
- Ability to engage the community
- Ability to establish MOUs with Friends groups

### Threats:

- Outside influences
- Lack of collaboration
- Deferred maintenance on historic structures
- Staff training and internal growth
- Accessibility challenges or inaccessible areas at multiple facilities
- Lack of diverse funding streams
- Lack of strategic plan
- Friends groups/Historical Society – Have too much power and influence
- Limited volunteer pool that decides where and when to work
- Perceived value in the community
- Fundraising in a government environment
- Friends groups
- Historic baggage/past track record/community perception
- Difficulty embracing change
- Everyone not being on the same page (and accountable)
- Lack of assessment/data on facilities infrastructure needs
- Lack of understanding on purchasing and finance protocol

**Accreditation Program Standards:**

**Characteristics of an Accreditable Museum**

Approved by the Accreditation Commission on December 3, 2004

**Effective January 1, 2005**

**Public Trust & Accountability**

- The museum is a good steward of its resources held in the public trust.
- The museum identifies the communities it serves, and makes appropriate decisions in how it serves them.
- Regardless of its self-identified communities, the museum strives to be a good neighbor in its geographic area.
- The museum strives to be inclusive and offers opportunities for diverse participation.
- The museum asserts its public service role and places education at the center of that role.
- The museum demonstrates a commitment to providing the public with physical and intellectual access to the museum and its resources.
- The museum is committed to public accountability and is transparent in its mission and its operations.
- The museum complies with local, state, and federal laws, codes, and regulations applicable to its facilities, operations, and administration.

**Mission & Planning**

- The museum has a clear understanding of its mission and communicates why it exists and who benefits as a result of its efforts.
- All aspects of the museum's operations are integrated and focused on meeting its mission.
- The museum's governing authority and staff think and act strategically to acquire, develop, and allocate resources to advance the mission of the museum.
- The museum engages in ongoing and reflective institutional planning that includes involvement of its audiences and community.
- The museum establishes measures of success and uses them to evaluate and adjust its activities.

## **Leadership & Organizational Structure**

- The governance, staff, and volunteer structures and processes effectively advance the museum's mission.
- The governing authority, staff, and volunteers have a clear and shared understanding of their roles and responsibilities.
- The governing authority, staff, and volunteers legally, ethically, and effectively carry out their responsibilities.
- The composition, qualifications, and diversity of the museum's leadership, staff, and volunteers enable it to carry out the museum's mission and goals.
- There is a clear and formal division of responsibilities between the governing authority and any group that supports the museum, whether separately incorporated or operating within the museum or its parent organization.

## **Collections Stewardship**

- The museum owns, exhibits, or uses collections that are appropriate to its mission.
- The museum legally, ethically, and effectively manages, documents, cares for, and uses the collections.
- The museum's collections-related research is conducted according to appropriate scholarly standards.
- The museum strategically plans for the use and development of its collections.
- Guided by its mission, the museum provides public access to its collections while ensuring their preservation.

## **Education & Interpretation**

- The museum clearly states its overall educational goals, philosophy, and messages, and demonstrates that its activities are in alignment with them.
- The museum understands the characteristics and needs of its existing and potential audiences and uses this understanding to inform its interpretation.
- The museum's interpretive content is based on appropriate research.
- Museums conducting primary research do so according to scholarly standards.
- The museum uses techniques, technologies, and methods appropriate to its educational goals, content, audiences, and resources.
- The museum presents accurate and appropriate content for each of its audiences.
- The museum demonstrates consistent high quality in its interpretive activities.
- The museum assesses the effectiveness of its interpretive activities and uses those results to plan and improve its activities.

## **Financial Stability**

- The museum legally, ethically, and responsibly acquires, manages, and allocates its financial resources in a way that advances its mission.
- The museum operates in a fiscally responsible manner that promotes its long-term sustainability.

## **Facilities & Risk Management**

- The museum allocates its space and uses its facilities to meet the needs of the collections, audience, and staff.
- The museum has appropriate measures to ensure the safety and security of people, its collections and/or objects, and the facilities it owns or uses.
- The museum has an effective program for the care and long-term maintenance of its facilities.
- The museum is clean and well-maintained, and provides for the visitors' needs.
- The museum takes appropriate measures to protect itself against potential risk and loss.



**Appendix D - Capital Improvement Plan (Projects)**

Location	Project	FY17	FY18	FY19	FY20	FY21	FY22	FY23	TOTAL
<b>Collier Museum at Government Center</b>	Craighead Lab Renovations		\$ 54,000.00						\$ 54,000.00
	Historic Buildings Evaluation					\$ 55,000.00			\$ 55,000.00
	Huntoon Renovations						\$ 111,000.00		\$ 111,000.00
	Naples Cottage Renovations							\$ 120,000.00	\$ 120,000.00
	Rogers Studio Renovations	\$ 235,000.00						\$ 16,000.00	\$ 251,000.00
	Garden Small Projects		\$ 50,000.00						\$ 50,000.00
	Garden Redesign			\$ 70,000.00					\$ 70,000.00
	Garden Renovation Phase I				\$ 230,000.00				\$ 230,000.00
	Garden Renovation Phase II					\$ 170,000.00			\$ 170,000.00
Garden Renovation Phase III						\$ 65,000.00		\$ 65,000.00	
Collier Museum at Government Center	<b>Subtotal</b>	\$ 235,000.00	\$ 104,000.00	\$ 70,000.00	\$ 230,000.00	\$ 225,000.00	\$ 176,000.00	\$ 136,000.00	\$ 1,176,000.00
<b>Museum of the Everglades</b>	Parking Lot Engineering and Resurfacing	\$ 87,000.00							\$ 87,000.00
	Hurricane Irma Repairs		\$ 35,000.00						\$ 35,000.00
	IT and Security Upgrade		\$ 35,000.00						\$ 35,000.00
	Historic Building Evaluation		\$ 10,000.00						\$ 10,000.00
	HVAC Replacement		\$ 18,000.00	\$ 32,000.00					\$ 50,000.00
	Windows and Buidling Fabric Repairs					\$ 140,000.00			\$ 140,000.00
	Roof Replacement				\$ 100,000.00				\$ 100,000.00
	Lecture Space A/V and PA Improvements			\$ 32,000.00					\$ 32,000.00
	Exhibit Masterplanning						\$ 28,000.00		\$ 28,000.00
Exhibit Redesign, Fabrication and Installation							\$ 150,000.00	\$ 150,000.00	
Museum of the Everglades	<b>Subtotal</b>	\$ 87,000.00	\$ 98,000.00	\$ 64,000.00	\$ 100,000.00	\$ 140,000.00	\$ 28,000.00	\$ 150,000.00	\$ 667,000.00
<b>Immokalee Pioneer Museum at Roberts Ranch</b>	IT and Security Upgrade	\$ 42,000.00							\$ 42,000.00
	Visitor Center Improvements		\$ 67,000.00						\$ 67,000.00
	Roberts Home Repairs			\$ 92,000.00	\$ 364,000.00	\$ 30,000.00			\$ 486,000.00
	Chickee Replacement				\$ 50,000.00				\$ 50,000.00
	Site Masterplanning			\$ 86,000.00					\$ 86,000.00
	Site Improvements Implementation Phase I				\$ 95,000.00				\$ 95,000.00
	Site Improvements Implementation Phase II					\$ 125,000.00			\$ 125,000.00
	Site Improvements Implementation Phase III						\$ 325,000.00	\$ 400,000.00	\$ 725,000.00
	Horse Barn Adaptive Reuse			\$ 23,000.00	\$ 125,000.00	\$ 100,000.00	\$ 250,000.00		\$ 498,000.00
	Bunk House Adaptive Reuse			\$ 9,000.00	\$ 38,000.00	\$ 35,000.00	\$ 65,000.00		\$ 147,000.00
Small Structures Repairs			\$ 5,000.00	\$ 73,000.00	\$ 40,000.00			\$ 118,000.00	
Immokalee Pioneer Museum at Roberts Ranch	<b>Subtotal</b>	\$ 42,000.00	\$ 67,000.00	\$ 215,000.00	\$ 745,000.00	\$ 330,000.00	\$ 640,000.00	\$ 400,000.00	\$ 2,439,000.00
<b>Naples Depot Museum</b>	Exterior Doors Replacement	\$ 16,000.00							\$ 16,000.00
	Tavern Car Restoration		\$ 247,000.00						\$ 247,000.00
	IT and Security Upgrade		\$ 92,000.00						\$ 92,000.00
	Baggage Car Adaptive Reuse			\$ 600,000.00					\$ 600,000.00
	Caboose Restoration			\$ 31,000.00					\$ 31,000.00
	Lecture Space A/V and PA Improvements			\$ 15,000.00					\$ 15,000.00
	Electrical Upgrade and Office Space Creation				\$ 121,000.00				\$ 121,000.00
	Windows and Buidling Fabric Repairs					\$ 218,000.00			\$ 218,000.00
	Loading Dock Replacement					\$ 42,000.00			\$ 42,000.00
Exhibits Upgrades						\$ 60,000.00	\$ 100,000.00	\$ 160,000.00	
Naples Depot Museum	<b>Subtotal</b>	\$ 16,000.00	\$ 339,000.00	\$ 646,000.00	\$ 121,000.00	\$ 260,000.00	\$ 60,000.00	\$ 100,000.00	\$ 1,542,000.00

Marco Island Historical Museum	Railings Installation	\$ 22,000.00							\$ 22,000.00
	Pioneer Gallery Design, Fabrication and Installation	\$ 300,000.00							\$ 300,000.00
	Exterior Windows and Doors Exhibit	\$ 46,000.00							\$ 46,000.00
	IT and Security Upgrade	\$ 51,000.00							\$ 51,000.00
	Generator Engineering and Installation		\$ 150,000.00						\$ 150,000.00
	Calusa Gallery Exhibit Upgrades		\$ 250,000.00						\$ 250,000.00
	Outdoor Classroom Creation			\$ 10,000.00	\$ 89,000.00				\$ 99,000.00
	Needs Assessment for Next CIP						\$ 12,000.00		\$ 12,000.00
	Masterplanning for Next CIP							\$ 170,000.00	\$ 170,000.00
Marco Island Historical Museum	Subtotal	\$ 419,000.00	\$ 400,000.00	\$ 10,000.00	\$ 89,000.00	\$ -	\$ 12,000.00	\$ 170,000.00	\$ 1,100,000.00
<b>Systemwide Projects</b>	Accessibility Assessment					\$ 35,000.00			\$ 35,000.00
Systemwide Projects	Subtotal	\$ -	\$ -	\$ -	\$ -	\$ 35,000.00	\$ -	\$ -	\$ 35,000.00
<b>Division TOTAL</b>		<b>\$ 799,000.00</b>	<b>\$ 1,008,000.00</b>	<b>\$ 1,005,000.00</b>	<b>\$ 1,285,000.00</b>	<b>\$ 990,000.00</b>	<b>\$ 916,000.00</b>	<b>\$ 956,000.00</b>	<b>\$ 6,959,000.00</b>

DRAFT

Appendix D - Capital Improvement Plan - Funding

Location	Project	Private Funding Source	Insurance Proceeds/FEMA Reimbursement	Marco Island Historical Society	Tourism Division	Division of Historical Resources Grant	Division of Cultural Resources Grant	CDRC Grant	Foundation Grant	Fund 314 Museum Capital Dollars	TOTAL
Collier Museum at Government Center	Craighead Lab Renovations									\$ 54,000.00	\$ 54,000.00
	Historic Buildings Evaluation									\$ 55,000.00	\$ 55,000.00
	Huntoon Renovations									\$ 111,000.00	\$ 111,000.00
	Naples Cottage Renovations									\$ 120,000.00	\$ 120,000.00
	Rogers Studio Renovations	\$ 235,000.00								\$ 16,000.00	\$ 251,000.00
	Garden Small Projects									\$ 50,000.00	\$ 50,000.00
	Garden Redesign									\$ 70,000.00	\$ 70,000.00
	Garden Renovation Phase I									\$ 230,000.00	\$ 230,000.00
	Garden Renovation Phase II									\$ 170,000.00	\$ 170,000.00
	Garden Renovation Phase III									\$ 65,000.00	\$ 65,000.00
Collier Museum at Government Center	Subtotal	\$ 235,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 941,000.00	\$ 1,176,000.00
Museum of the Everglades	Parking Lot Engineering and Resurfacing									\$ 87,000.00	\$ 87,000.00
	Hurricane Irma Repairs		\$ 35,000.00							\$ 35,000.00	\$ 35,000.00
	IT and Security Upgrade									\$ 35,000.00	\$ 35,000.00
	Historic Building Evaluation									\$ 10,000.00	\$ 10,000.00
	HVAC Replacement	\$ 10,000.00								\$ 40,000.00	\$ 50,000.00
	Windows and Buidling Fabric Repairs				\$ 140,000.00						\$ 140,000.00
	Roof Replacement									\$ 100,000.00	\$ 100,000.00
	Lecture Space A/V and PA Improvements									\$ 32,000.00	\$ 32,000.00
	Exhibit Masterplanning									\$ 28,000.00	\$ 28,000.00
	Exhibit Redesign, Fabrication and Installation									\$ 150,000.00	\$ 150,000.00
Museum of the Everglades	Subtotal	\$ -	\$ 45,000.00	\$ -	\$ -	\$ 140,000.00	\$ -	\$ -	\$ -	\$ 482,000.00	\$ 667,000.00
Immokalee Pioneer Museum at Roberts Ranch	IT and Security Upgrade									\$ 42,000.00	\$ 42,000.00
	Visitor Center Improvements									\$ 67,000.00	\$ 67,000.00
	Roberts Home Repairs				\$ 440,000.00					\$ 46,000.00	\$ 486,000.00
	Chickee Replacement						\$ 50,000.00				\$ 50,000.00
	Site Masterplanning									\$ 86,000.00	\$ 86,000.00
	Site Improvements Implementation Phase I									\$ 95,000.00	\$ 95,000.00
	Site Improvements Implementation Phase II									\$ 125,000.00	\$ 125,000.00
	Site Improvements Implementation Phase III							\$ 725,000.00			\$ 725,000.00
	Horse Barn Adaptive Reuse					\$ 475,000.00				\$ 23,000.00	\$ 498,000.00
	Bunk House Adaptive Reuse					\$ 138,000.00				\$ 9,000.00	\$ 147,000.00
Small Structures Repairs									\$ 118,000.00	\$ 118,000.00	
Immokalee Pioneer Museum at Roberts Ranch	Subtotal	\$ -	\$ -	\$ -	\$ 440,000.00	\$ 613,000.00	\$ 50,000.00	\$ 725,000.00	\$ -	\$ 611,000.00	\$ 2,439,000.00
Naples Depot Museum	Exterior Doors Replacement									\$ 16,000.00	\$ 16,000.00
	Tavern Car Restoration									\$ 247,000.00	\$ 247,000.00
	IT and Security Upgrade									\$ 92,000.00	\$ 92,000.00
	Baggage Car Adaptive Reuse			\$ 600,000.00							\$ 600,000.00
	Caboose Restoration									\$ 31,000.00	\$ 31,000.00
	Lecture Space A/V and PA Improvements									\$ 15,000.00	\$ 15,000.00
	Electrical Upgrade and Office Space Creation									\$ 121,000.00	\$ 121,000.00
	Windows and Buidling Fabric Repairs				\$ 218,000.00						\$ 218,000.00
	Loading Dock Replacement									\$ 42,000.00	\$ 42,000.00
	Exhibits Upgrades									\$ 160,000.00	\$ 160,000.00
Naples Depot Museum	Subtotal	\$ -	\$ -	\$ -	\$ 600,000.00	\$ 218,000.00	\$ -	\$ -	\$ -	\$ 724,000.00	\$ 1,542,000.00
Marco Island Historical Museum	Railings Installation									\$ 22,000.00	\$ 22,000.00
	Pioneer Gallery Design, Fabrication and Installation									\$ 300,000.00	\$ 300,000.00
	Exterior Windows and Doors Exhibit		\$ 46,000.00								\$ 46,000.00
	IT and Security Upgrade									\$ 51,000.00	\$ 51,000.00
	Generator Engineering and Installation									\$ 150,000.00	\$ 150,000.00

	Calusa Gallery Exhibit Upgrades			\$ 250,000.00							\$ 250,000.00
	Outdoor Classroom Creation									\$ 99,000.00	\$ 99,000.00
	Needs Assessment for Next CIP									\$ 12,000.00	\$ 12,000.00
	Masterplanning for Next CIP									\$ 170,000.00	\$ 170,000.00
Marco Island Historical Museum	Subtotal	\$ -	\$ -	\$ 296,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 804,000.00	\$ 1,100,000.00
<b>Systemwide Projects</b>	Accessibility Assessment									\$ 35,000.00	\$ 35,000.00
Systemwide Projects	Subtotal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 35,000.00	\$ 35,000.00
										\$ -	\$ -
<b>Division TOTAL</b>	<b>TOTAL</b>	\$ 235,000.00	\$ 45,000.00	\$ 296,000.00	\$ 600,000.00	\$ 798,000.00	\$ 613,000.00	\$ 50,000.00	\$ 725,000.00	\$ 3,597,000.00	\$ 6,959,000.00

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**Appendix D - Capital Improvement Plan (Affordability)**

Project	FY17	FY18	FY19	FY20	FY21	FY22	FY23	TOTAL
Private Funding Source	\$ 235,000.00							\$ 235,000.00
Insurance Proceeds/FEMA Reimbursement		\$ 45,000.00						\$ 45,000.00
Marco Island Historical Society	\$ 46,000.00	\$ 250,000.00						\$ 296,000.00
Tourism Division			\$ 600,000.00					\$ 600,000.00
Division of Historical Resources Grant				\$ 440,000.00	\$ 358,000.00			\$ 798,000.00
Division of Cultural Resources Grant				\$ 163,000.00	\$ 135,000.00	\$ 315,000.00		\$ 613,000.00
CDBG Grant				\$ 50,000.00				\$ 50,000.00
Foundation Grant						\$ 325,000.00	\$ 400,000.00	\$ 725,000.00
Subtotal Leveraged Funds	\$ 281,000.00	\$ 295,000.00	\$ 600,000.00	\$ 653,000.00	\$ 493,000.00	\$ 640,000.00	\$ 400,000.00	\$ 3,362,000.00
<b>Fund 314 Museum Capital Dollars</b>	<b>\$ 518,000.00</b>	<b>\$ 713,000.00</b>	<b>\$ 405,000.00</b>	<b>\$ 632,000.00</b>	<b>\$ 497,000.00</b>	<b>\$ 276,000.00</b>	<b>\$ 556,000.00</b>	<b>\$ 3,597,000.00</b>
TOTAL	\$ 799,000.00	\$ 1,008,000.00	\$ 1,005,000.00	\$ 1,285,000.00	\$ 990,000.00	\$ 916,000.00	\$ 956,000.00	\$ 6,959,000.00

Percent of Capital Projects Using Leveraged Funds	35%	29%	60%	51%	50%	70%	42%	48%
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**Appendix E - Collections Plan**

<b>Strategic Goals</b>	<b>Objectives</b>	<b>Action/Steps</b>	<b>Responsible Party</b>	<b>Measure</b>	<b>Target</b>
Grow and Diversify Our Audience	Past Perfect Online	Begin conversation with IT about compliance for future plans to make catalog available online.	Curator of Collections and IT	5. % complete	5. 100% Q2 FY 21
		Launch Past Perfect online catalog.	Curator of Collections and IT	6. % complete	100% Q1 FY 22
	Digitize Appropriate Holdings	Identify projects and develop budget.	Curator of Collections	% complete	100% Q2 FY 18
		Research vendors and cost to capture 3-D photographs of significant collection objects.	Curator of Collections	% complete	100% Q2 FY 19
Refine the Stories We Tell	Update Existing Collections Policy	Revise existing 1987 Collections Policy (Resolution 87-200). Committee revise first draft for Director review.	Curator of Collections and Collections Committee	% complete	100% Q2 FY 18
		Director review and submit RLS to CAO.	Director	%c complete	100% Q3 FY 18
		Draft Executive Summary with CAO-approved policy for Commissioner approval.	Director	% complete	100% Q4 FY 18
	Determine and Address Collections Storage Needs	Identify and measure existing storage spaces.	Curator of Collections	% complete	100% Q1 FY 18
		Inventory and evaluation of stored objects.	Curator of Collections	% complete	50% Q2 FY 18, 100% Q2 FY 19
		Create retention schedule for administrative files. Coordinate efforts with Administrative Services Dept.	Curator of Collections	ongoing	ongoing
	Create Acquisition Plan	Collections Committee drafts plan with input from site managers and Curator of Education.	Curator of Collections, Collections Committee, and Curator of Education	% complete	100% Q4 FY 18
		Submit draft to Museum Director for approval.	Director	% complete	100% Q1 FY 19
			Curator of Collections, Collections Committee, and Curator of Education	% complete	
		Review plan for any potential revisions.	Curator of Collections, Collections Committee, and Curator of Education	% complete	100% Q2 FY 22
Foster a Collaborative Team	Address Cataloging Backlog	Continue Past Perfect and museum related studies staff training via online webinars and workshops.	Curator of Collections	ongoing	ongoing
		Develop summer internship for candidates with cataloging experience to assist with backlog.	Curator of Collections	% complete	50% Q2 FY 18, 100% Q3 FY 19
		Hire temporary job banker to assist with cataloging back log at branch locations.	Director and Curator of Collections	% complete	50% Q2 FY 18, 100% Q1 FY 19
	Past Perfect Upgrade	Procure software upgrade and licensing for network with 11-25 users.	Curator of Collections	% complete	100% Q4 FY17
		Procure Virtual Machine (VM) to be created by IT and named BCCMUSEUM01 to provide automatic back-ups.	Curator of Collections and IT	% complete	100% Q1 FY 18
		Initial training available via Online User Guide. Online webinars and on-site workshops available.	Curator of Collections	% complete	ongoing
		Develop Standards Guide for use by all staff.	Curator of Collections	% complete	50% Q4 FY 19
			Curator of Collections	ongoing	ongoing
Diversify Our Revenue Streams	Address Conservations Needs	Create priority list and plan budget.	Curator of Collections	ongoing	ongoing
		Publicize completed projects.	Curator of Collections and Marketing	% complete	50% Q2 FY 18, 100% Q1 FY 19
		Initiate Adopt-an-Artifact program as additional funding source, possibly through FOCCM.	Director, Curator of Collections, and Marketing Coordinator	% complete	50% Q3 FY 18, 100% Q2 FY 19

**Appendix F - Artifacts Loan Timeline**

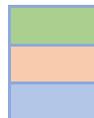
	Q1 FY 17	Q2 FY 17	Q3 FY 17	Q4 FY 17	Q1 FY 18	Q2 FY 18	Q3 FY 18	Q4 FY 18	Q1 FY 19	Q2 FY 19	Q3 FY 19	Q4 FY 19	Q1 FY 20	Q2 FY 20	Q3 FY 20	Q4 FY 20	Q1 FY 21	Q2 FY 21	Q3 FY 21
Budget development and approval		Green	Green				Green												
Loan agreement approval		Blue	Blue																
MOU development and approval		Blue	Blue																
Security system install	Green	Green	Green	Green	Green														
Generator install				Green	Green	Green	Green												
Arrangements for insurance coverage							Green												
Arrangements for shipping							Green												
Arrangements for insitution personnel							Orange												
Arrangements for onsite security					Green	Green	Green												
Funding initiatives	Orange																		
Display cases					Orange	Orange	Orange												
Interpretive panels					Orange	Orange	Orange												
Exhibition marketing									Blue										
Artifacts on display									Blue										
Development of interpetive programming						Green	Green												
Provision of interpretive programming									Green										
Provision of onsite security									Green										

**Responsible Party**

Collier County Museums

Marco Island Historical Society

Joint Responsibility



**Appendix G - Marketing Plan**

<u>Strategic Goals</u>	<u>Objectives</u>	<u>Action/Steps</u>	<u>Responsible Party</u>	<u>Measure</u>	<u>Target</u>
Grow and Diversify Our Audience	Identify current audience	Research, develop, and implement protocol for ascertaining demographical information	Marketing Coordinator and Marketing Committee	% complete	Q3 FY18
		Using above, create a report of current market penetration	Marketing Coordinator and Marketing Committee	% complete	Q4 FY18
	Diversify target audience	Research and identify available audiences in Collier County and surrounding region	Marketing Coordinator and Marketing Committee	% complete	Q4 FY18
		Develop and implement plan to reach new audiences	Marketing Coordinator and Marketing Committee	# of new audiences	3 minimum Q4 FY19
	Diversify methods of communication	Research and identify available marketing mediums	Marketing Coordinator and Marketing Committee	% complete	Q3 FY18
		Using above, develop marketing budget that encompasses at least 75% of available mediums	Marketing Coordinator	% complete	ongoing, 100% each Q4 FY
		Assess ROI of different mediums and adapt plan as needed to maximize efficacy	Marketing Coordinator	ongoing	ongoing
Refine the Stories We Tell	Develop system-wide "Brand" and message	Create new logo for Collier County Museums	Director and Marketing Coordinator	% complete	Q1 FY18
		Develop message for Museums system	Director, Marketing Coordinator, and Marketing Committee	% complete	Q1 FY18
		Develop new website that is informative, easy to use, and consistent with industry trends	Marketing Coordinator	% complete	75% Q1 FY18, 100% Q1 FY19
		Develop Standards Guide for use by all staff	Marketing Coordinator	% complete	Q2 FY18
	Determine message effectiveness	Create/distribute customer feedback survey to evaluate public perception of Museums	Marketing Coordinator	% complete	ongoing, 100% each Q3 FY
		Develop plan for further assessing public image of Collier County Museums	Marketing Coordinator and Marketing Committee	ongoing	ongoing
		Using Qualtrics, determine how visitors are learning about museums, events, exhibits	Marketing Coordinator	ongoing	ongoing
	Adapt marketing efforts as needed based on above feedback	Marketing Coordinator	ongoing	ongoing	
Foster a Collaborative Team	Establish relevant organizational partnerships	Identify individuals and organizations that can add to and enhance the Museum's mission	Director and Leadership Team	ongoing	ongoing
		Develop plan to approach these individuals and organizations, including what value we can provide in return	Director and Leadership Team	ongoing, as needed	ongoing
		Implement plan, involving Friends groups and other partners as needed	Director and Leadership Team	ongoing, as needed	ongoing
	Foster inclusive collaboration within Collier County Museums staff	Develop semiannual evaluation survey to be distributed among staff	Marketing Coordinator	% complete	Q3 FY18
		Adapt marketing plan and budget as needed based on staff feedback	Marketing Coordinator	ongoing	ongoing

**Appendix H - Programming Plan**

<u>Strategic Goals</u>	<u>Objectives</u>	<u>Action/Steps</u>	<u>Responsible Party</u>	<u>Measure</u>	<u>Target</u>
Grow and Diversify Our Audience	Fill in obvious gaps in service	Increase our digital footprint through podcast and videos	Curator of Education and Marketing Coordinator	# podcasts per month	1 minimum beginning Q2 FY 19
		Develop school-aged and pre-school offerings	Curator of Education	# programs per month	1 minimum beginning Q3 FY 18
		Develop evening and weekend programs	Curator of Education and Marketing Coordinator	# programs per month	1 minimum beginning Q3 FY 18
		Develop young professional programs	Curator of Education and Marketing Coordinator	# events per year	3 minimum beginning FY 17
	Evaluate and develop a plan to address accessibility	Have county ADA office evaluate accessibility at each site	Curator of Education and Museum Managers	# sites evaluated	1 per quarter beginning FY 19
		Bring in outside consultants as needed	Director, Curator of Education and Museum Managers	# sites evaluated	5 completed FY 21
Refine the Stories We Tell	Refine Collateral Associated with Current Programs	Rewrite Docent Guides	Curator of Education and Museum Managers	# complete	5 by Q4 FY 18
		Develop self-guided tours for each museum	Curator of Education and Museum Managers	# complete	5 by Q4 FY 19
	Evaluate all offerings	Write and implement program specific Qualtrics Surveys	Curator of Education and Marketing Coordinator	% complete	100% by Q3 FY 18, ongoing thereafter
		Complete AAM self study	Accreditation Committee	% complete	100% Q3 FY 22
Foster a Collaborative Team	Create a speakers bureau of museum staff	Each leadership team member develop a new presentation each year	Curator of Education and Leadership Team	# complete annually	6 per year, minimum
		Develop specific podcasts episodes highlighting each museum offerings	Curator of Education and identified staff	# podcasts per month	1 minimum beginning Q2 FY 19
Diversify Our Revenue Streams	Create travelling trunks	Research need and develop plan to create trunks in accordance with demand and budget	Curator of Education	% plan complete % implementation complete	Plan 100% Q2 FY 20 Implementation 100% Q2 FY 21
		Procure and create trunks according to plan	Curator of Education	# trunks created	TBD by project plan
		Market trunks and oversee their use	Curator of Education and Marketing Coordinator	# trunks used per year	TBD by project plan

**Appendix I - Revenue Plan**

<u>Strategic Goal</u>	<u>Objective</u>	<u>Action Steps</u>	<u>Responsible Party</u>	<u>Measure</u>	<u>Target</u>
Grow and Diversify Our Audiences	Improve efficacy of existing sources of earned revenue	Make all marketable photos in collection available on website	Curator of Collections	% of photos available	50% FY 18 75% FY 19 100% FY 20
		Investigate ROI of online ordering system and implement if warranted	Curator of Collections	ROI report complete, implementation plan prepared if warranted	report complete Q2 FY 19, if warranted request included in FY 20 budget, implementation complete Q4 FY 20
		Promote availability of reproductions to target markets	Marketing Coordinator	# of targeted promotion activities	1 annually, minimum
		revisit and walking pricing and update in fee policy	Director, with Leadership Team input	fee policy approved by BCC	February 2018
		update group tour and walking tour policies and procedures	Director, with Leadership Team input	internal P&P complete	July 2018
		promote availability of group tours and walking tours to target markets	Marketing Coordinator	# of targeted promotion activities	2 annually, minimum
		terminate current outsourced contract for facilities rentals	Director	contract amendment approved by BCC	September 2017
		include rentals pricing in revised fee policy	Director and Marketing Coordinator	fee policy approved by BCC	February 2018
		write rentals policies and procedures	Director, Marketing Coordinator, NDM Manager	internal P&P complete	July 2018
		promote availability of rentals to target markets	Marketing Coordinator	# of targeted promotion activities	4 annually, minimum
		develop capital improvement plans that will improve rentable spaces	Director, with Leadership Team input	completed CIPs included in Strategic Plan	January 2018
		Refine the Stories We Tell	Maintain an Openness to Radical Change and Projects of Opportunity	implement point of sale system, need analysis of ROI before implementation plan, how to gauge?	Director
pursue naming rights opportunities, independent or within County initiatives?	Director			unknown	ongoing
charge general admission, last resort, contingent upon point of sale and capital investment in site configuration, may require additional staff	Director			unknown	unknown
Foster a Collaborative Team	Maintain and improve positive relationships with major funding sources	Meet or coordinate tourism marketing efforts with the CVB at least quarterly	Marketing Coordinator	# of annual meeting/coordination activities	4 minimum
		Report and present to TDC on Museum data and events monthly	Director or designee	# of annual meetings attended/presentations	10 minimum
		Personally invite appropriate BCC members to all relevant Museum events	Leadership team members, as self-initiated or assigned	# of invitations	1 each per location annually, minimum
		Produce an annual report to share with stakeholders	Director and Marketing Coordinator	report produced	annually Q1 of following year
	Nurture relationships with and build capacity of support and partner organizations	Attend FOCCM meetings	Director	# of meetings attended	miss no more than 1 annually
		Maintain open dialog with FOCCM	Director	# of written feedback documents requested	1 annually, minimum
		Address FOCCM needs through written plan responding to solicited feedback	Director	# of response plans produced	1 annually, minimum
		Implement agreed-upon plan to address FOCCM needs	Director	% complete, tasks in response plan	85% minimum
		Participate in PSD program to ensure compliance within/among Friends groups	Director	% compliance with PSD program	100% compliance
		Attend FOMOE meetings	Manager, MOE	# of meetings attended	miss no more than 1 annually
		Maintain open dialog with FOMOE	Manager, MOE	# of written feedback documents requested	1 annually, minimum
		Address FOMOE needs through written plan responding to solicited feedback	Manager, MOE	# of response plans produced	1 annually, minimum
		Implement agreed-upon plan to address FOMOE needs	Manager, MOE	% complete, tasks in response plan	85% minimum
		Participate in PSD program to ensure compliance within/among Friends groups	Director and Manager, MOE	% compliance with PSD program	100% compliance
		Attend MIHS meetings	Manager, MIHM	# of meetings attended	miss no more than 1 annually
Maintain open dialog with MIHS	Manager, MIHM	# of written feedback documents requested	1 annually, minimum		

		Address MIHS needs through written plan repoding to solicited feedback	Manager, MIHM	# of response plans produced	1 annually, minimum	
		Implement agreed-upon plan to address MIHS needs	Manager, MIHM	% complete, tasks in response plan	85% minimum	
		Participate in PSD program to ensure compliance within/among Friends groups	Director and Manager, MIHM	% compliance with PSD program	100% compliance	
Diversify Revenue Streams	Apply for and secure grant funding	Apply for Division of Historical Resources and/or Division of Cultural Affairs funding	Leadership team members, as self-initiated or assigned	# of applications submitted	minimum 1 annually	
		Apply for Intitute of Museum and Library Sciences and/or National Endowment for the Humanities funding	Leadership team members, as self-initiated or assigned	# of applications submitted	minimum 1 annually	
		Apply for Florida Humanities Council, Collier County Community Foundation, or other funding	Leadership team members, as self-initiated or assigned	# of applications submitted	minimum 1 annually	
	Develop new sources of earned revenue		Purchase inventory for Book sales at RR	Manager, RR	purchase complete	Q1 FY 18
			include pricing policy in revised fee policy for Book sales at RR	Director	fee policy approved by BCC	February 2018
			write policies and procedures for Book sales at RR	Director and RR Manager	internal P&P complete	Q1 FY 18
			monitor book sales program for efficacy, compliance/pitfalls	RR Manager and PSD Ops	monthly reporting/deposits	throughout FY 18
			report on book sales program as pilot	RR Manager and PSD Ops	pilot assessment report complete	EOY FY 18
			include retail pricing policy in revised fee policy	Director	fee policy approved by BCC	February 2018
			adapt policies and procedures for retail sales	Director	internal P&P complete	Q4 FY 18
			institute retail sales program contingent upon RR pilot	Director	program implementation decision	FY 19
			include photo/video shoot pricing in revised fee policy	Director and Marketing Coordinator	fee policy approved by BCC	February 2018
			write photos/video shoot policies and procedures	Director and Marketing Coordinator	internal P&P complete	July 2018
			promote avilability for shoots to target markets	Marketing Coordinator	# of targeted promotion activities	1 annually, minimum
			include traveling exhibit pricing in revised fee policy	Director and Curator of Colletions	fee policy approved by BCC	February 2018
			update traveling exhibit policies and procedures if necessary	Director and Curator of Colletions	internal P&P complete	May 2018
			promote avilability of exhibits to target markets	Marketing Coordinator and Leadership Team	# of targeted promotion activities	1 annually, minimum
			include admission to temporary exhibit pricing policy in revised fee policy	Director	fee policy approved by BCC	February 2018
			write dmission to temporary exhibit policies and procedures	Director and Temp Exhibits Committee	internal P&P complete	July 2018
			on case-by-case basis, determine if admission to temporary exhibit implementation has ROI	Director and Temp Exhibits Committee	ROI report complete, implementation plan prepared if warranted	ongoing
			determine or develop menu of experts and content among staff for speakers bureau	Curator of Education	programs complete (ppts and scripts reviewed and approved), program offering document complete	Q4 FY 18
			include speakers bureau pricing in revised fee policy	Director and Curator of Education	fee policy approved by BCC	October 2019
			write speakers bureau policies and procedures	Director and Curator of Education	internal P&P complete	October 2019
			promote availability of speakers to target markets	Marketing Coordinator	# of targeted promotion activities	1 annually, minimum
			survey educators for area of need for travelling turnks	Curator of Education	survey results gathered	Q1 FY 18
			determine content and contents to meet established need fopr travelling trunks	Curator of Education	survey results synthesized, FY 19 budget request submitted	Q2 FY18
			procure and create materials for trunks	Curator of Education	goods purchased, materials created	FY 19
			include travelling trunk pricing in revised fee policy	Director and Curator of Education	fee policy approved by BCC	October 2020
			write travelling trunk policies and procedures	Director and Curator of Education	internal P&P complete	October 2020
			promote availability of traveling trucks to educators	Marketing Coordinator and Curator of Education	# of targeted promotion activities	1 annually, minimum

**Appendix J - Temporary Exhibits Plan**

<u>Strategic Goals</u>	<u>Objectives</u>	<u>Action/Steps</u>	<u>Responsible Party</u>	<u>Measure</u>	<u>Target</u>
Grow and diversify our audiences	Expand and maintain a mix of subject matter	Choose exhibit topics that will attract new audiences	Museum Manager with Curator of Education, Curator of Collections, TE Committee	visitation patterns, public response	ongoing
		Maintain a mix of exhibit content and formats while (mostly) focusing on the Division mission	Museum Manager & Curator of Collections	variety in exhibits mounted	ongoing
Refine the stories we tell	Diversify subject matter	Choose topics for exhibits that "fill in the gaps" in the permanent exhibit information	Museum Manager with Curator of Education, Curator of Collections, TE Committee	historic content in exhibits mounted	ongoing
		Use a vareity of temporary exhibit sources	Bring in exhibits developed by outside organiztions	Museum Manager	number of outside exhibits hosted
	Develop exhibits in-house	Museum Manager	number of in-house exhibits created	2 annually, systemwide by Q2 FY 19	
Foster a collaborative team	Formalize and unify the temporary exhibit program	Establish policies, procdures and guidelines for temporary exhibits	Temporary Exhibits Committee	P&P/guidelines developed and in use	Q3 FY 18
		Establish a seasonal schedule and deadlines for finalizing exhibit plans	Director and Marketing Coordinator	schedule complete and deadlines published	Q2 FY 18
		Maintain a standing committee to serve as a resource to museum managers for exhibit planning	Temporary Exhibits Committee	regular committee meetings	3 times per year, minimum
		Establish at least one theme annually that all locations will participate in in some way	Temporary Exhibits Committee with Director and Managers	number of locations participating in theme	1 annually, beginning in 2020
		Establish designated temporary exhibit space at all locations	Temporary Exhibits Committee & Museum Managers	temporary exhibit space defined at all locations	Q1 FY 18
Diversify our revenue streams	Develop exhibits that can travel and be rented for a fee	Identify subjects of broad interest, research, write and design panels, identify appropriate artifacts if appropriate, package and market the exhibit	Temporary Exhibits Committee, Museum Manager, Leadership Team members	number of traveling exhibits developed	1 bi-annually, beginning in 2021