



**5 YEAR
STRATEGIC PLAN
2015 – 2020**

AH-TAH-THI-KI MUSEUM
TRIBAL HISTORIC PRESERVATION OFFICE

A letter from our Director

Welcome to the future of your Museum and Tribal Historic Preservation Office! You hold in your hands, or are viewing on your computer screen, a road map that at its core seeks to promote and protect the history and culture of the Seminole Tribe of Florida. In an uncertain world, why plan for the future in this way? Could we not simply take each day as it comes and react to new situations and circumstances in the most appropriate manner possible? We could, but that would be doing our department and Tribal Members a huge disservice. By planning, we put down markers that we feel are achievable. The plan gives us goals we work towards, both individually and as a team. More fundamentally, the process of planning is reflective and allows us to consider who we are as an institution and how we can better serve the Tribe. By placing long range goals five years into the future, we can contemplate the types of multiple year projects that would otherwise be overwhelming when considered within the daily duties of the Department.

I am proud that the following pages contain a unified vision for the Tribal Historic Preservation Office and Museum. The two areas had previously been trains running on parallel tracks but bound for somewhat different destinations. These trains have now been galvanized with a common and simple purpose – to serve the Seminole Tribe of Florida. The heartbeat of this purpose is a civic responsibility to integrate everything we do with the goals and aspirations of tribal communities. Our collective voice helps to tell the story of the Seminole people the way the people want it told and it is an honor to be a part of this important work.


Strategic plans can be one of two types of documents. At worst they are written to fulfill administrative criteria, to sit on a shelf only to point at to demonstrate bureaucratic competence. It is my hope that the team that developed this current document stands in opposition to the preceding statement; for this document was written to take us further than where we are right now. I hope you see something in the following pages that inspires you. If so, please do get in touch and join our team as we celebrate the unique history and culture that define the Unconquered Seminole.



Paul N. Backhouse, Ph.D., RPA
Director



*The Boehmer exhibit opening on the Brighton reservation.
Photo courtesy of the Seminole Tribune*



Our Mission and Vision statements continually guide our Department as we work on achieving our strategic goals and objectives.

Ah-Tah-Thi-Ki Museum

Mission Statement:

Celebrate, preserve and interpret Seminole culture & history.

Vision Statement:

To be an essential resource for the cultural heritage of the Seminole Tribe of Florida.

Tribal Historic Preservation Office

Mission Statement:

To foster the understanding and appreciation of the Tribe's place in humanity's shared heritage by investigating, interpreting, preserving and managing the Tribe's cultural resources through community engagement.

Vision Statement:

To excel at supporting the Tribe in sustaining its cultural and historic resources.



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PROTECT TRIBAL SOVEREIGNTY

We will uphold Tribal law in order to support the Seminole Tribe's self-governing authority. Through our actions and interactions, we will seek to protect Tribal cultural interests.

We will serve to promote justice by ensuring that outside agencies comply with legislative regulations that affect the Seminole Tribe of Florida and its enterprises.

Goal 1

Goal 1 | Objectives

Through the implementation of Tribal laws and advocacy of broader issues of Tribal concern we will strive to protect cultural resources.

Advocate tribal interest at the local, regional and national level

Ensure outside agency compliance

In order to share the tribal perspective and protect tribal interests throughout the ancestral, ceded, and trust lands, we will engage in ongoing consultation with federal, state, and other appropriate agencies.

In Focus

Our engagement with outside agencies in the preservation of significant Seminole sites, such

as Fort Pike in New Orleans where Seminoles were held during their forced removal, is an example of THPO's commitment to Tribal sovereignty.

SERVE THE SEMINOLE COMMUNITY

We will broaden connections within the Tribe to become a trusted and indispensable resource for the community. We will document and share information and resources to aid in the preservation and protection of Tribal

cultural heritage. By strengthening collaborations between the Department and the community, we will foster relationships that truly fulfill the diverse needs of the Seminole community.

Goal 2

Goal 2 | Objectives

Increase programmatic connections in the Seminole communities

We will strive to create relevant programming on-reservation to engage, educate, and/or collaborate with Tribal members of all ages. By offering programs both at the Museum/ THPO and at other venues throughout the reservations, we hope to increase our involvement and build strong relationships within the Seminole communities.

Provide facility services for relevant community needs

We will continuously solicit tribal member requests, input and participation for special events held at the museum. The museum campus provides facilities to the community for celebrations, recreation, entertainment and sales events. All facility services provided by the museum/ THPO will abide by tribal general health and safety guidelines.

Make the collection more accessible to the community

Access to all our collections for a wide audience is of paramount importance. Increased community involvement and partnerships will make the collections more available to the Seminole community. Digitization projects will increase access to the collection while helping to preserve collections for the future. An intensive focus on cataloging will ensure that all collection objects can reach beyond the vaults in which they are stored in order to impact the public.

Play an active part in community events

We will retain an active presence with the Tribal community by attending tribally sponsored events, meetings, and gatherings while maintaining the standards of the Department. Our visibility demonstrates our commitment to a strong relationship with the community.

Collaborate with Tribal departments to increase community involvement

We will strive to work closely with Tribal Departments to leverage existing resources more fully in order to provide the best possible experiences for the community. These efforts to increase collaboration will enable efficient completion of on reservation projects and resource sharing among all departments. To accomplish this, we will expand our efforts to develop strong partnerships and seek opportunities to participate with other departments.

Seek community feedback through partnerships and listening

To increase the opportunities for community feedback we will focus on developing meaningful community involvement in order to create opportunities for listening to community members. To achieve this, we will pursue formal and informal opportunities for receiving community feedback.

Support the development of the Tribe's infrastructure

We will facilitate the timely completion of tribal projects to aid in the development and growth of the Tribe and its reservations.

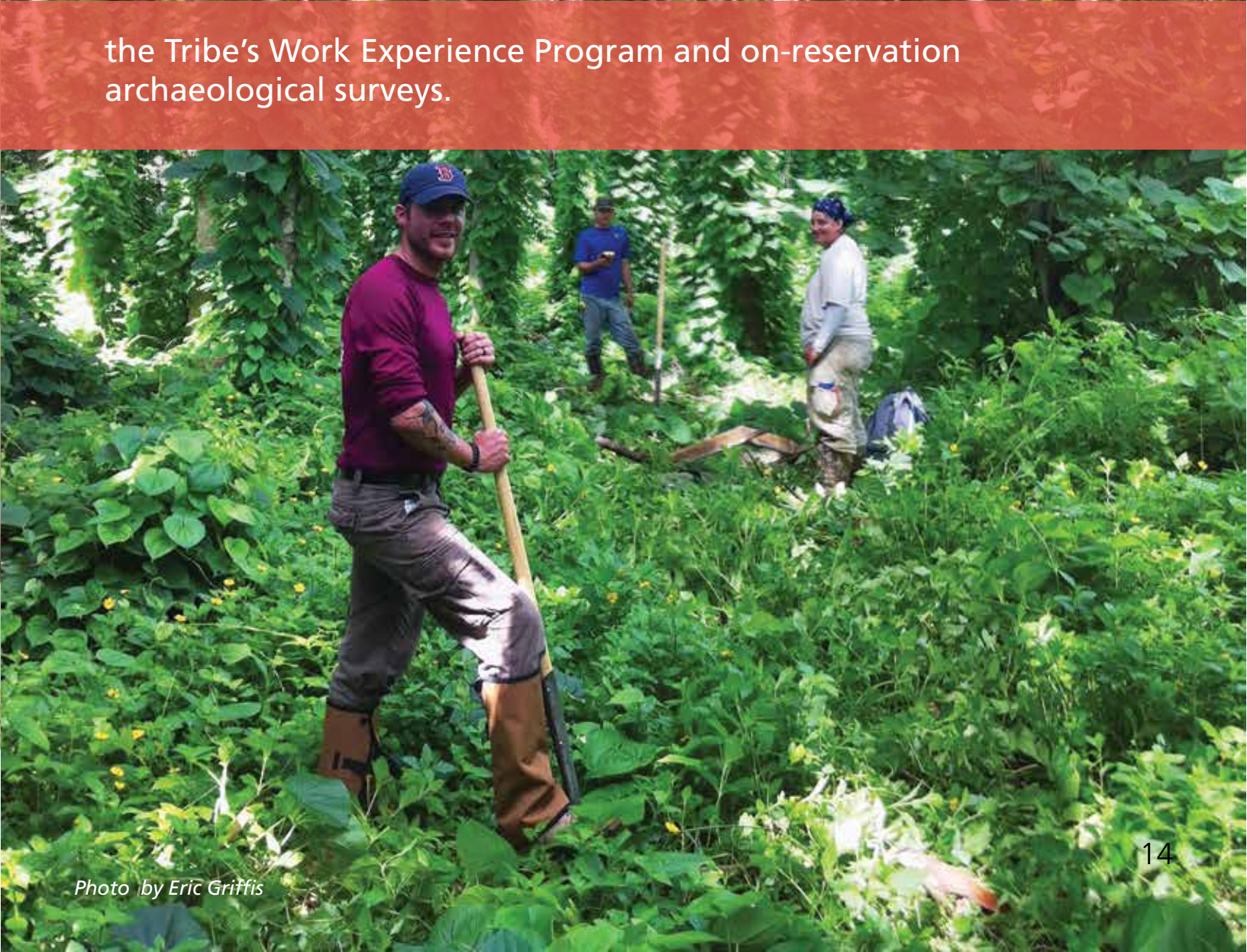
Preserve the Tribe's resources and culture

Document cultural sites and locations of importance to the Seminole Tribe and advocate for their protection. Through this work we strive to preserve the physical collections as well as the cultural traditions and beliefs of the Tribe.

In Focus

The diverse needs of the Seminole community are met in part by staff involvement with

the Tribe's Work Experience Program and on-reservation archaeological surveys.



MAINTAIN FISCAL RESPONSIBILITY

We will engage in the responsible and judicious use of Tribal funds and seek out new revenue streams in order to reduce the Tribe's financial burden.

Through planning and implementation, we will ensure that Department budgets are enacted in a purposeful and economical manner.

Goal 3

Increase revenue streams

We will seek to enhance existing revenue opportunities as well as build new ones by exploring ways in which the Museum/THPO can create new financial opportunities, services, grants, and sponsorships.

Enhance membership program

Our membership base will grow through active advocacy efforts. We will encourage all Museum/THPO staff to be knowledgeable about membership benefits in order to effectively promote membership sales. We aim to expand our membership benefits to bring in new members while retaining our existing members.

Increase Museum visitation

By utilizing effective marketing strategies to increase our visibility and profile, we will draw visitors into the Museum. We will provide a great experience to visitors to achieve both a continuous visitation presence and repeat visits.

Conduct preventative facility maintenance

The Museum will upgrade its plans used to prevent the deterioration or damage to the facility or equipment. The museum will put together a maintenance schedule to prioritize maintenance projects. Museum/THPO management will continue to train maintenance staff on all preventive maintenance plans and policies, new equipment usage, and work procedures to ensure visitor and staff safety.

Create and maintain annual budgets that coordinate with strategic plans

We will ensure that thoughtful planning precedes budget development and that purchases are coordinated with these two processes. To accomplish this, we will strive to increase staff capacity in the development of strategic plans and to use those plans to construct robust and relevant budgets to maximize accountability to the Tribe.

Goal 3 | Objectives

The THPO will continue to actively provide over 80% of the operating budget through external funding sources.

Financial accountability

- 5 Year Strategic Objective

The Museum will strive to increase membership 25% over the next 5 years and increase retail sales by 15%

In Focus

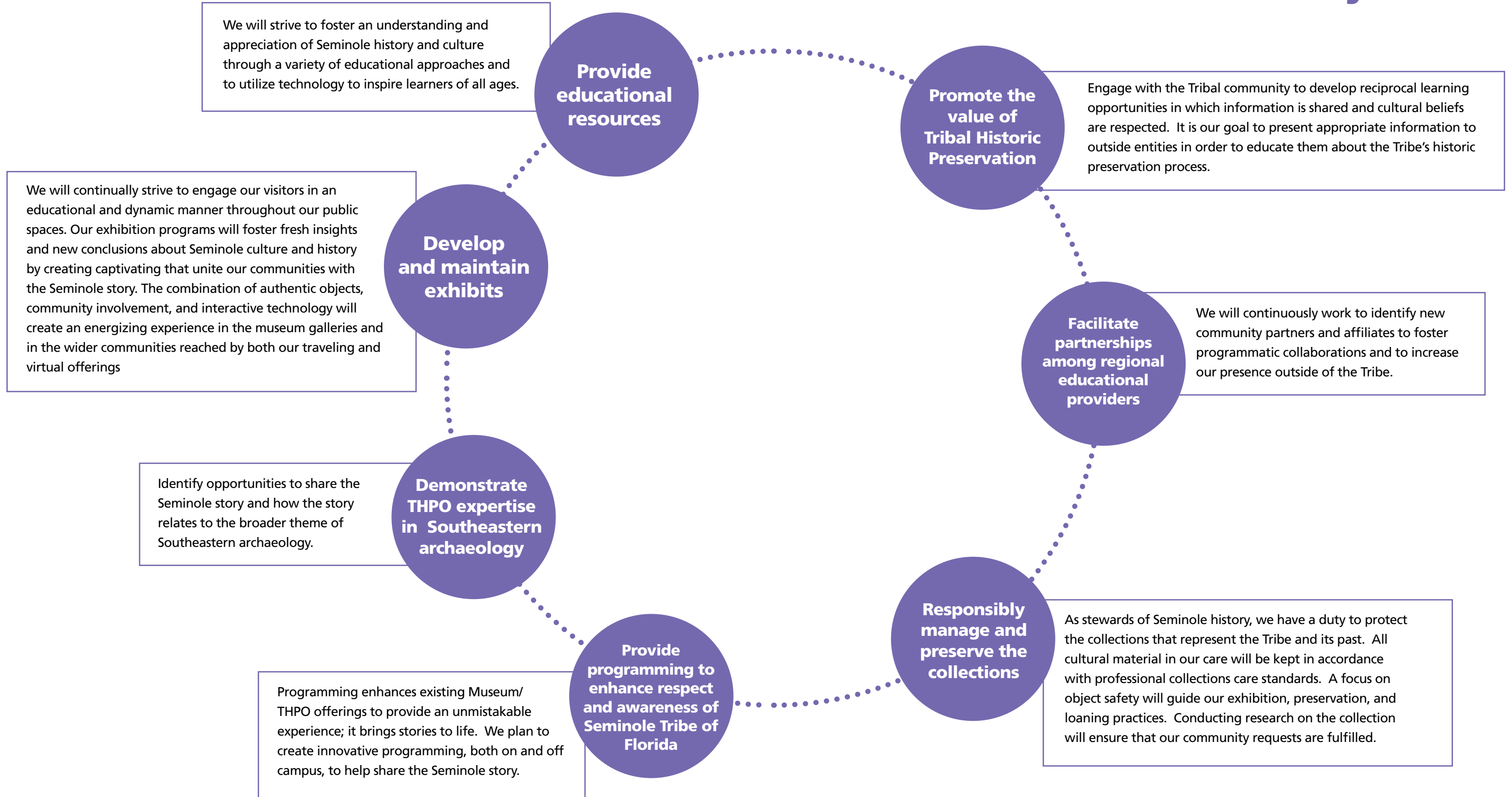
SHARE THE SEMINOLE STORY

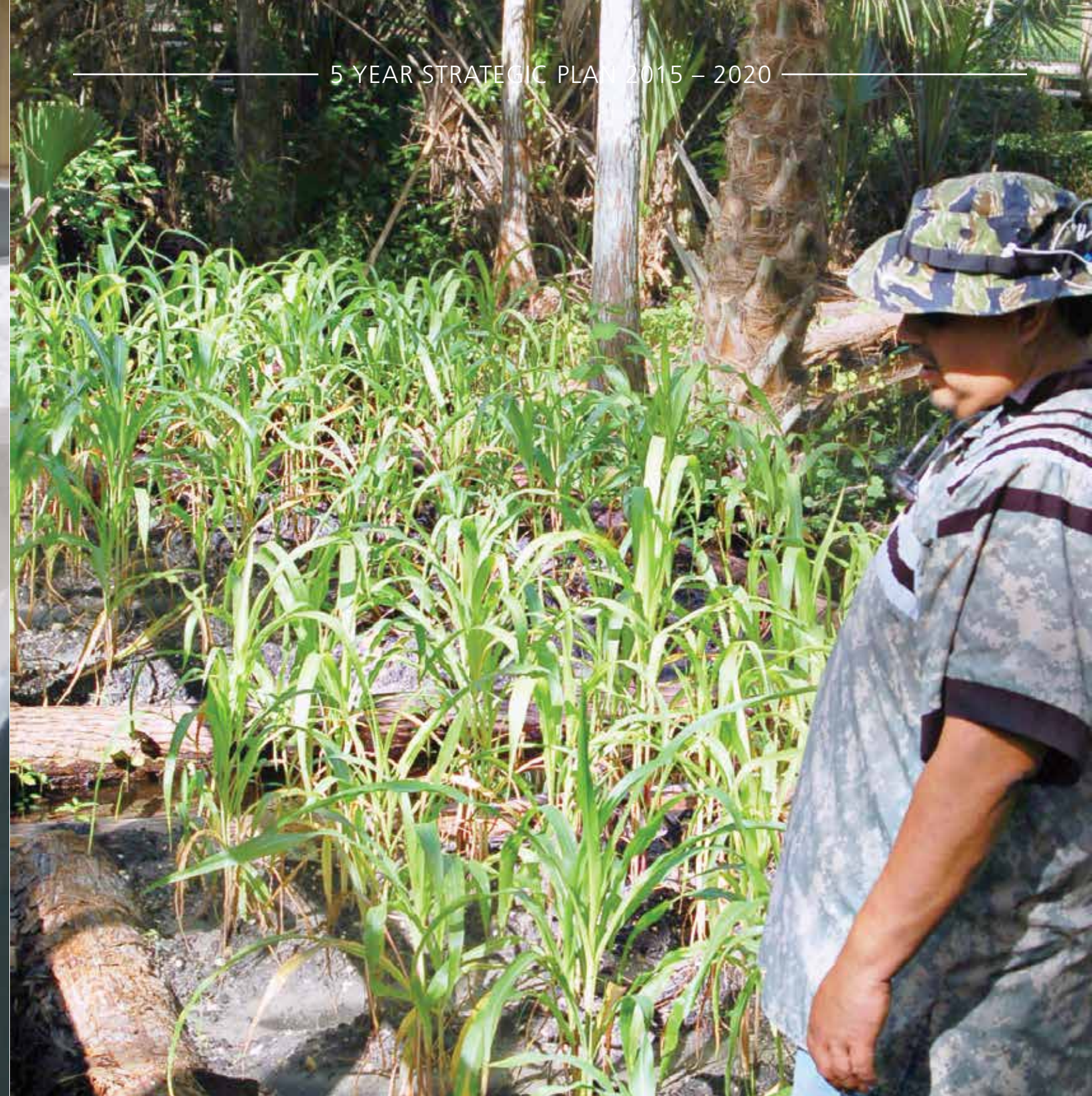
To advocate for Tribal interests we will share the Seminole story through the dissemination of information in a culturally appropriate manner.

Through the continued care of collections and through innovative programs, the heritage of the Tribe will be preserved for generations to come.

Goal 4

Goal 4 | Objectives





In Focus

Projects like the preservation of the Tribe's history and the traditional garden help share the Seminole story.

UPHOLD AND IMPROVE QUALITY STANDARDS

We are committed to safeguarding the highest quality standards in all we do. Our operations adhere to best professional practices, and strive to maintain accurate and current information.

We will make all interactions with our department fulfilling and informative experiences, facilitated by well-trained professional staff.

Goal 5

Goal 5 | Objectives

Practice responsible environmental stewardship

The Museum continues to assess environmental implications in the layout and operation of the facility's buildings and grounds. The Museum/THPO seeks to promote the responsible management of resources through shared environmental learning, community involvement and the reduction of waste. We are working to unite efforts at the museum to promote a culture of sustainability that reduces our environmental footprint while contributing to meaningful neighborhood development.

Provide excellent customer service

We will promote visitor satisfaction through professional and courteous communications and interactions. All efforts at this Museum/THPO will be directed towards providing an informative and enjoyable encounter of the Seminole story.

Provide administrative structure and oversight

Establish policies and procedures for efficient and effective departmental operations.

Strive to apply current and advanced technologies for the collection and storage of data to streamline office processes.

Adopt innovative technologies to uphold best practices

Maintain professional accreditation

We will maintain the highest industry standards by pursuing re-accreditation in a timely fashion. To achieve this, we will ensure that re-accreditation remains a priority for every area in the Museum and strive to address all issues raised during the initial accreditation process.

Develop facilities

We will seek opportunities to maintain and develop campus services and facilities in-line with the cultural beliefs of the Tribal community and professional best practices in order to provide an environment that honors, protects, and fosters communication of Seminole culture.

Encourage professional development of staff

We will foster professional development for all staff in an effort to build a stronger institution that is better able to serve the Tribal community. We will do this by providing training opportunities whenever possible and encouraging participation in professional conferences. These professional development actions aim to respond to the continuous learning needs of the entire Museum/THPO workforce.



In Focus High quality standards for operating our Department ensures a safe and informative visitor experience.



A special thanks to our Chairman, Council, and six communities throughout South Florida. We are your Department.



SEMINOLE TRIBE OF FLORIDA
AH-TAH-THI-KI
M U S E U M
A PLACE TO LEARN. A PLACE TO REMEMBER.

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