



**CITY OF BIRMINGHAM
MUSEUM BOARD AGENDA
556 W MAPLE
Thursday, January 5, 2017
5:30 PM**

***Mission Statement:** The Birmingham Museum will explore meaningful connections with our past, in order to enrich our community and enhance its character and sustainability. Our mission is to promote understanding of Birmingham's historical and cultural legacy through preservation and interpretation of its ongoing story.*

- 1. Call to Order**
- 2. Roll Call**
- 3. Introduction of Guests**
- 4. Approval of the Minutes**
 - A. Minutes of November 10, 2016
- 5. Announcements**
- 6. Unfinished Business**
 - A. Birmingham Museum 2017-2020 Strategic Plan Document
 - B. Birmingham Book Project
 - C. CREEM Party
- 7. New Business**
 - A. Professional Logo Design and Marketing Plan
- 8. Communication and Reports**
 - A. Director Report
 - B. Member comments
 - C. Public comments
- 9. Next Regular Meeting: February 3, 2017**
- 10. Adjournment**

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Draft



**CITY OF BIRMINGHAM
MUSEUM BOARD
MEETING MINUTES
Thursday, November 10, 2016
5:30 PM
Hunter House**

Members Present: James Cristbrook, Russ Dixon, Judith Keefer, Tina Krizanic, Marty Logue, Caitlin Rosso,

Student Members Present: None

Members Absent: Gretchen Maricak

Administration: Museum Director Leslie Pielack

Guests: Andrew McMechan, George Stern, Museum Assistant Caitlin Donnelly

Mr. Dixon called the meeting to order at 5:30 PM.

**Approval of the Minutes
Minutes of October 6, 2016**

MOTION: by Logue, seconded by Krizanic:

To approve the minutes of October 6, 2016.

VOTE: Yeas, 6
Nays, 0

Announcements

None.

Unfinished Business

A. The Museum Board reviewed the proposed 2017-2020 Strategic Plan at the task level. The proposed plan continues some goals, objectives, and tasks from the existing 2013-2016 plan with slight modifications and was reviewed in abbreviated form. The final written document draft will be presented to the Museum Board for its approval and recommendations in January. Mr. Stern commented that he was disappointed that some tasks were not completed from the 2013-2016 Strategic Plan.

MOTION: by Logue, seconded by Rosso:

To approve the 2017-2020 Strategic Plan at the task level.

VOTE: Yeas, 6
Nays, 0

New Business

A. The Museum Board reviewed the proposed meeting schedule for 2017 and agreed to the dates with a modification of the meeting time to be at 5:30 PM rather than 6:30 PM.

MOTION: by Keefer, seconded by Krizanic:

To approve the proposed 2017 Museum Board Meeting Schedule as amended to a 5:30 PM meeting time.

VOTE: Yeas, 6
Nays, 0

B. The Museum Board considered the appropriateness of supporting a city-wide initiative to commemorate the bi-centennial of Birmingham's founding on December 1, 1818 with some type of public event on or around December 1, 2018. Connecting such an event to the annual Wintr Markt was mentioned as a logical tie-in. It is unclear how the city as a whole might best approach this type of celebration. The Museum Board asked the Museum Director to gather additional information for the board to review before its January meeting in order to consider the matter further.

The Museum Board also considered the matter of an update to the *Book of Birmingham* as part of the bicentennial celebration. Mr. McMechan proposed that the original *Book of Birmingham* be left as is, with the exception of minor corrections only. Changing the content, updating with additional information, graphics, photographs, etc. would alter the original work, which he believes should be left intact. Instead, he proposed a different publication as a separate work that can incorporate new content and material that is relevant to Birmingham's continuing story. The Museum Board discussed the value of a new publication as well as the challenges of such a task. Developing partnerships, such as with local publications, other community groups, and for fundraising, etc. would involve a significant effort that would need to be well organized and begun as soon as possible. Mr. Cristbrook pointed out that the anniversary of the Fair Housing Administration is also approaching, and this could tie in to possible funding and partnerships for a book project. The input of the Friends would be very helpful; their next meeting is scheduled for November 17, 2016. The Museum Board proposed that a joint subcommittee with the Friends would be an important next step.

MOTION: by Rosso, seconded by Cristbrook:

The Museum Board is in support of a book project, and proposes the establishment of a joint subcommittee with the Friends of the Birmingham Museum to explore the possibility of a publication, to take place around the Birmingham Bicentennial on December 1, 2018.

VOTE: Yeas, 6
Nays, 0

Communication and Reports

- A. Director Pielack presented the Director Report. The budget process is in its early stages, and it is expected that the museum budget will request similar funding for operations as it has in the past. Mr. Dixon asked that the Museum Board be provided with comparative numbers on the proportion of the museum budget to the city budget and revenues in 2009 during the recession vs. the current 2016-17 budget.
- B. There were no Museum Board comments.
- C. Public comments are included under business items relating to the Strategic Plan (Unfinished Business) and Birmingham Bicentennial and Book Project (New Business).

Mr. Dixon adjourned the meeting at 6:46 p.m.

DATE: January 5, 2017
TO: Museum Board
FROM: Leslie Pielack, Museum Director
SUBJECT: 2017-2020 Strategic Plan Document

The Museum Board has completed its review of the 2013-2016 Strategic Plan for the 2017-2020 period. This has included revision of the language of the goals and objectives, and a review of the final strategies at the task level, with final approval on November 10, 2016.

The revisions have been incorporated into a final document, which would take the place of the expiring 2013-2016 Strategic Plan. The new plan alludes to its foundation in the original plan development for reference purposes to minimize redundancy and make it most user-friendly. Otherwise all the material reviewed and revised by the Museum Board during the 2016 process has been included.

Suggested Resolution: To approve the final 2017-2020 Birmingham Museum Strategic Plan document and to recommend that it be presented to the Birmingham City Commission for final approval.

City of Birmingham

BIRMINGHAM
The **MUSEUM**

2017-2020 Strategic Plan

2017-2020 STRATEGIC PLAN (Draft)

APPROVALS

Museum Board:
City Commission:

CONTRIBUTORS

Museum Director: Leslie Pielack

Museum Board Members: James Cristbrook, Russell Dixon, Judith Keefer, Tina Krizanic, Marty Logue, Gretchen Maricak, Caitlin Rosso

This plan represents an update and revision of the 2013-2016 Museum Strategic Plan

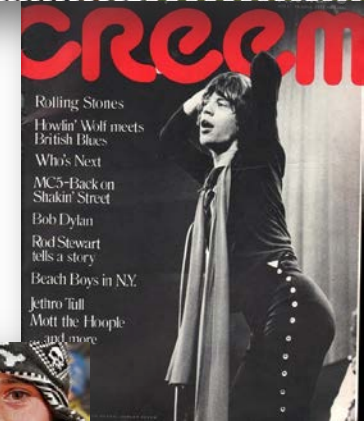


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INTRODUCTION

BACKGROUND AND PROCESS: In 2012, the Birmingham Museum (formerly Birmingham Historical Museum & Park) adopted a strategic plan for the period of 2013-2016. It was created with input from city staff and officials; the public; local churches, schools, and other cultural organizations; and major stakeholders, especially the Friends of the Birmingham Historical Museum & Park (a.k.a. Birmingham Historical Society). The process was guided by consultant Marilyn Opdyke of Opdyke Consulting Group.

The resulting **2013-2016 Strategic Plan** also incorporated the findings of a **2012 Museum Assessment Program** report, a grant-funded audit and review of the museum's collection provided by the American Alliance of Museums/Institute of Museum & Library Services. The final strategic plan represented a broad effort to respond to community expectations, professional museum standards, and the museum's needs in a changing cultural environment.

At its inception, the 2013-2016 plan was intended to be adjusted as needed during implementation, with a more detailed revision planned for the next period of 2017-2020. Accordingly, during 2016, the Museum Board reviewed and updated the expiring plan based upon progress toward objectives and current museum status.

The 2013-2016 plan emphasized improved collection care and community outreach as well as funding issues and board development. However, a particularly important accomplishment of the period has been the initial phase of the museum's re-branding effort using input from the public and museum stakeholders, as well as current museum trends. With the resulting change in the museum's name and updating of its mission, its identity and message is better aligned with the needs of our community.

MISSION AND VALUE: The updated mission statement reflects a more inclusive and contemporary approach to integrating Birmingham's history in meaningful ways for new audiences, enhancing its value to the community and improving its long term sustainability. Its new stated mission is as follows:

The Birmingham Museum will explore meaningful connections with our past, in order to enrich our community and enhance its character and sustainability. Our mission is to promote understanding of Birmingham's historical and cultural legacy through preservation and interpretation of its ongoing story.

OVERVIEW

The **2017-2020 Birmingham Museum Strategic Plan** builds on the foundation of the 2013-2016 plan. It reflects alterations in certain implementation details only, as the original plan continues to provide relevant overall direction.

Plan goals and associated objectives form two different groups; 1) those related to the public service functions of the museum, and 2) those related to strengthening capacity and resources to carry out its mission. (Because of the interconnectedness of museum goals, similar objectives or tasks may appear more than once in the plan, but are separately detailed for convenient reference.)

Following the summarized description of goals and objectives, the plan is presented in table format. This provides an easy to navigate reference that includes the essential elements of *What, How, Who, and When* for the implementation of various strategies and tasks under ideal conditions. The 2017-2020 Strategic Plan is best seen as a living document whose purpose is to provide direction and guidance over the next several years. Optimal effectiveness is achieved by ongoing modification as changing needs dictate. The Museum Board has the role and responsibility of reviewing and making recommendations for plan modification.

DEFINITIONS: The following definitions are used in this document.

Goals: Goals in this plan state where the organization will focus its energies over a defined time frame. They can be short or long term in nature. Goals are not necessarily directly measurable but provide a broad overview or concept of the priorities established by the organization. Goals establish general direction.

Objectives: Objectives in this plan are shorter-term milestones that support individual goals. Each goal has several tangible objectives that will move the museum toward reaching that goal. Objectives are concrete, measurable and focused on results.

Tasks/Strategies: Strategies or tasks in this plan are specific actions or steps that lead to the accomplishment of the objectives. They are action-oriented, short-term, and include the specific “what, by when and by whom,” components.

GOALS and OBJECTIVES: The four goals and associated objectives of the 2017-2020 Strategic Plan fall into two groups

1) Service and Mission-Related Goals

Goal I: Enhance community access, appeal, and engagement, resulting in increased utilization of the Birmingham Museum and broader appreciation for its cultural contribution to the region.

Objectives for Goal I:

- A. Develop and implement strategies and programs that actively engage and connect with the community, and make history and heritage more relevant.
- B. Establish the museum and park as a valued resource and place to encourage community connectivity.
- C. Develop an interpretive plan for both buildings. Enhance utilization of the collection by engaging in impactful events, activities, programs and exhibits.
- D. Develop and implement an interpretive plan for the park. Better utilize the park to share content, engage visitors, and connect them to the museum.
- E. Promote the museum through social media and marketing.

Goal II: Provide stewardship and management of the museum's collection of artifacts, archives, and buildings, in accordance with established professional museum practice.

Objectives for Goal II:

- A. Improve the museum's collection storage organization and environmental controls to protect and preserve the collection.
- B. Improve efficiency, accuracy, and accessibility of collection object records and documentation.
- C. Develop and implement collections-related policies and procedures for collections management; future acquisitions; deaccessioning; disaster preparedness; the museum's hands-on/use collection; building maintenance; and other collections-related policies and procedures in accordance with accepted museum standards.
- D. Provide improved digital access through exploring online or other virtual exhibit/access options.
- E. Seek professional training opportunities for museum staff to provide ongoing skills development and effectiveness.

GOALS and OBJECTIVES (Con't):

2) Capacity-Building and Support-Related Goals

Goal III: Increase funding to assure financial stability and sustainability, and increase the capacity of the Birmingham Museum to serve its mission through fundraising, board development, and building relationships and volunteer resources.

Objectives for Goal III:

- A. As a collaborative effort of the Museum Board and Museum Friends, develop a comprehensive fundraising plan for the Birmingham Museum that increases contributions to both operations and the endowment fund.
- B. Support board development by clarifying expectations and further developing the skills of the Museum Board, and seek new board members with complementary skills.
- C. Increase the personnel capacity of the Birmingham Museum by increasing professional staffing, engaging volunteers, and utilizing partner organizations.
- D. Explore grant-writing efforts in conjunction with the Museum Friends to identify opportunities for collaboration.

Goal IV: Define a unified message and marketing plan by using a variety of marketing media to further develop the museum's brand and to increase awareness, interest, and attendance.

Objectives for Goal IV:

- A. Identify and utilize free and low-cost marketing resources maintained by specific target audiences, such as city publications, local schools, senior groups, and other community organizations.
- B. Identify our target audiences, and explore and enhance the image the Museum presents to the public through independent and collaborative projects and partnerships that strengthen our ties to the community.
- C. Explore and assess the museum's brand and marketing needs and identify qualified consultants in accordance with City requirements.

2017-2020 STRATEGIC PLAN GOALS, OBJECTIVES & TASKS

Goal I: Enhance community access, appeal, and engagement, resulting in increased utilization of the Birmingham Museum and broader appreciation for its cultural contribution to the region.

Objectives for Goal I:

A. Develop and implement strategies and programs that actively engage and connect with the community and make history and heritage more relevant.

<i>Task</i>	<i>Who</i>	<i>Resources Needed</i>	<i>Timeline</i>
1. Public programming; schools, individuals & families	1. Museum staff	1. Personnel; materials/operational funds	1. Ongoing
2. Private programs & tours	2. Museum staff	2. Personnel; materials/operational funds	2. Ongoing

B. Establish the museum and park as a valued resource and place to encourage community connectivity.

<i>Task</i>	<i>Who</i>	<i>Resources Needed</i>	<i>Timeline</i>
1. Facebook and other virtual communication	1. Museum staff	1. Personnel; operational funds	1. Ongoing
2. Online calendar, events promotion	2. Museum staff	2. Personnel; operational funds	2. Ongoing
3. Enhanced internet capacity to support enhanced online access	3. City	3. City/grant Funding	3. Early-mid 2017

C. Develop an interpretive plan for both buildings. Enhance utilization of the collection by engaging in impactful events, activities, programs and exhibits.

<i>Task</i>	<i>Who</i>	<i>Resources Needed</i>	<i>Timeline</i>
1. Develop plan	1. Museum staff	1. Personnel	1. 2018
2. Exhibit development	2. Museum staff	2. Personnel, operational funds	2. Ongoing

2017-2020 STRATEGIC PLAN GOALS, OBJECTIVES & TASKS

Objectives for Goal I (Con't) :

D. Develop and implement an interpretive plan for the park. Better utilize the park to share content, engage visitors, and connect them to the museum.

<i>Task</i>	<i>Who</i>	<i>Resources Needed</i>	<i>Timeline</i>
1. Develop park master plan	1. Museum Board, museum staff	1. Personnel, historical survey data, design consultant	1. 2018-2019
2. Develop park interpretive plan	2. Museum staff	2. Personnel	2. 2019
3. Phased landscape construction	3. City/museum staff	3. Personnel, funding	3. 2019+

E. Promote the museum through social media and marketing.

<i>Task</i>	<i>Who</i>	<i>Resources Needed</i>	<i>Timeline</i>
1. Utilize and enhance existing social media communication	1. Museum staff	1. Personnel	1. Ongoing
2. Explore and develop additional online marketing as appropriate and in accordance with marketing plan (Goal IV A.)	2. Museum staff	2. Personnel, funding	2. 2017+

2017-2020 STRATEGIC PLAN GOALS, OBJECTIVES & TASKS

Goal II: Provide stewardship and management of the museum’s collection of artifacts, archives, and buildings, in accordance with established professional museum practice.

Objectives for Goal II:

A. Improve museum collection’s storage organization and environmental controls to protect and preserve the collection.

<i>Task</i>	<i>Who</i>	<i>Resources Needed</i>	<i>Timeline</i>
1. Re-organize storage needs in keeping with accession and de-accession goals (II c.)	1. Museum staff	1. Personnel; funding;	1. 2017-19
	2. Museum staff	2. Personnel, funding	2. 2017-18
2. Improve environmental controls	3. Museum staff	3. Personnel, funding	3. 2017-19
3. Re-housing of artifacts and archives	4. Museum staff	4. Personnel	4. 2019-20
4. Develop artifact assessment & intervention plan			

B. Improve efficiency, accuracy, and accessibility of collection object records and documentation.

<i>Task</i>	<i>Who</i>	<i>Resources Needed</i>	<i>Timeline</i>
1. Continue digitization and improvement of digital records and expansion of electronic storage	1. Museum staff; interns/ volunteer professionals	1. Personnel; funding	1. Ongoing

2017-2020 STRATEGIC PLAN GOALS, OBJECTIVES & TASKS

Objectives for Goal II (con't):

- C. Develop and implement collections-related policies and procedures for collections management; future acquisitions; deaccessioning; disaster preparedness; the museum's hands-on/use collection; building maintenance; and other collections-related policies and procedures in accordance with accepted museum standards.**

<i>Task</i>	<i>Who</i>	<i>Resources Needed</i>	<i>Timeline</i>
1. Develop and finalize approval of collections policy	1. Museum staff	1. Personnel	1. 2017
2. Develop and finalize disaster preparedness plan	2. Museum staff	2. Personnel-museum and City	2. 2017-18
3. Develop a building and grounds maintenance schedule	3. Museum staff	3. Personnel-museum and City	3. 2017-18

- D. Provide improved digital access through exploring online or other virtual exhibit/access options.**

<i>Task</i>	<i>Who</i>	<i>Resources Needed</i>	<i>Timeline</i>
1. Expansion of digital collections for public access	1. Museum staff	1. Personnel, funding; fiber-optic connectivity	1. 2017-2018;
2. Explore joint content with other institutions	2. Museum staff	2. Personnel, funding	ongoing 2. 2018+

- E. Seek professional training opportunities for museum staff to provide ongoing collection management skills development and effectiveness.**

<i>Task</i>	<i>Who</i>	<i>Resources Needed</i>	<i>Timeline</i>
1. Explore and provide virtual and actual professional training opportunities	1. Museum staff	1. Personnel; funding	A. Ongoing

2017-2020 STRATEGIC PLAN GOALS, OBJECTIVES & TASKS

Goal III: Increase funding to assure financial stability and sustainability, and increase the capacity of the Birmingham Museum to serve its mission through fundraising, board development, and building relationships and volunteer resources.

Objectives for Goal III:

A. As a collaborative effort of the Museum Board and Museum Friends, develop a comprehensive fundraising plan for the Birmingham Museum that increases contributions to both operations and the endowment fund.

<i>Task</i>	<i>Who</i>	<i>Resources Needed</i>	<i>Timeline</i>
Develop plan	Museum Board, Museum Friends, consultant, museum staff	Personnel; funding	2018+

B. Support board development by clarifying expectations and further developing the skills of the Museum Board, and seek new members with complementary skills.

<i>Task</i>	<i>Who</i>	<i>Resources Needed</i>	<i>Timeline</i>
1. Provide opportunities for continuing education	1. Museum Board; Museum Friends	1. City/museum personnel; funding	1. Ongoing

C. Increase the personnel capacity of the Birmingham Museum by increasing professional staffing, engaging volunteers, and utilizing partner organizations.

<i>Task</i>	<i>Who</i>	<i>Resources Needed</i>	<i>Timeline</i>
1. Pursue appropriate staffing levels and planning	1. Museum staff	1. Personnel; funding	1. Ongoing

D. Explore grant-writing efforts in conjunction with the Museum Friends to identify opportunities for collaboration.

<i>Task</i>	<i>Who</i>	<i>Resources Needed</i>	<i>Timeline</i>
1. Identify and explore grant opportunities for supporting museum initiatives	1. Museum staff	1. Personnel; potential partnering organizations	1. 2018+

2017-2020 STRATEGIC PLAN GOALS, OBJECTIVES & TASKS

Goal IV: Define a unified message and marketing plan by using a variety of marketing media to further develop the museum’s brand and to increase awareness, interest, and attendance.

Objectives for Goal IV:

A. Identify and utilize free and low-cost marketing resources maintained by specific target audiences, such as city publications, local schools, senior groups, and other community organizations.

<i>Task</i>	<i>Who</i>	<i>Resources</i>	<i>Timeline</i>
1. Complete and implement marketing/branding plan	1. Museum staff; Museum Board; consultant	1. Personnel (City and museum); funding	1. 2017+

B. Identify our target audiences, and explore and enhance the image the Museum presents to the public through independent and collaborative projects and partnerships that strengthen our ties to the community.

<i>Task</i>	<i>Who</i>	<i>Resources</i>	<i>Timeline</i>
1. Explore and identify opportunities for collaborative partnerships	1. Museum staff	1. Personnel; funding	1. 2017+

C. Explore and assess the museum’s brand and marketing needs and identify qualified consultants in accordance with City requirements.

<i>Task</i>	<i>Who</i>	<i>Resources</i>	<i>Timeline</i>
1. Complete and implement marketing plan	1. Museum staff, Museum Board; consultant	1. Personnel; funding	1. 2017+

DATE: January 5, 2017
TO: Museum Board
FROM: Leslie Pielack, Museum Director
SUBJECT: Birmingham Book Committee Establishment

At its November 10, 2016 meeting, the Museum Board considered the matter of whether it would be appropriate for the board to explore the possibility of publishing a book relating to Birmingham history. Such a project would be a major undertaking and would involve considerable resources. Accordingly, the Museum Board requested that the Friends of the Museum Board of Directors be consulted about the possibility of forming a joint committee to research the matter.

At its November 17 meeting, the Museum Friends agreed to participate in a joint committee to investigate the matter, providing it is understood that the Friends organization does not have the financial or personnel resources to take the lead of such a project at this time. Participation in a joint committee would involve initial exploration only.

Suggested Resolution: To establish a joint committee to explore the issues relating to a possible book project, to consist of ___ members of the Museum Board and ___ members of the Friends board, and who would make final recommendations to the Museum Board; and to appoint _____ of the Museum Board to the joint committee.

DATE: January 5, 2017
TO: Museum Board
FROM: Leslie Pielack, Museum Director
SUBJECT: Director Report

Budget Process and Long Range Planning—The 2017-18 budget planning for the museum is in the first stage. In general, normal museum operations remain unchanged, but we are working to make provisions in the budget for

- enhanced internet capacity, which is essential to public access, virtual content, and Wi-Fi projects (the city's IT department is working with the museum to make final recommendations for its budget)
- increasing personnel hours to facilitate implementation of museum administrative and planning objectives

The master landscape planning this year will likely result in specific capital projects next year.

The city's Long Range Planning meeting is scheduled for Saturday, January 28. The report to the city commission will focus on the following long-range objectives

- The comprehensive master planning for the landscape
- The adoption and implementation of the 2017-2020 Strategic Plan
- Consideration of possible bicentennial celebration activities and a possible book project

Allen House Siding—Bids were received on 12/15/2016. The lowest qualified bid was \$96,000. The funds are available in the current fiscal year museum budget. Construction is expected to begin mid-April, weather permitting.

CREEM Digitization—The museum will potentially be able to acquire access to a complete digitized collection of the entire run of Creem in exchange for sharing some of its issues. The arrangement would permit our visitors and staff complete access for research and related purposes. The city attorney is currently reviewing the matter.

New Exhibition—Victor Pytko's works are in place and includes some installments geared especially for our exhibition to highlight some of the objects in our collection. It also accentuates the important educational focus of science as it impacts our visual experience and the natural properties of light. A Meet-and-Greet private reception is being planned for later in January, with the intent of inviting members of the art community, city commission, Friends, and others to have an opportunity to meet Victor and discuss his work.

Museum Virtual Exhibitions—We now have three virtual exhibits in place;

- *Birmingham's Earliest Schools*
- *Birmingham's Schools, the Modern Era*
- *Birmingham's Police Department, Past and Present: A Birmingham True Crime Story*

Promotional Video—A five minute video is in final completion. The video introduces the museum and some of the features of the site as well as what museum staff do and how we work to tell Birmingham's story.

DATE: January 5, 2017
TO: Museum Board
FROM: Leslie Pielack, Museum Director
SUBJECT: Possible RFQ for Professional Logo Design and Marketing Plan

The museum has completed the beginning phases of re-branding as provided for in the 2013-2016 Strategic Plan. A study of existing conditions in the field, collection of stakeholder and public input, and survey data were used in late 2015/ early 2016 to recommend a change in the mission statement and change the name of the museum from *Birmingham Historical Museum & Park* to *Birmingham Museum*. The changes were adopted by the City Commission on March 14, 2016 and the ordinance was changed to reflect these modifications on March 28, 2016.

Following this action, the Museum Board determined that it was in the best interests of the museum to work with a professional firm to design a logo and all associated materials to reflect the new name and expanded identity. A new permanent exterior museum sign was also intended as a follow up to the logo design. Furthermore, the 2013-2016 Strategic Plan includes objectives for reviewing and improving the marketing of the museum, which also relates to the final phase of museum re-branding.

The traditional approach to engaging professional services to approach this work would be to create a **Request for Proposals (RFP)** and go out to bid for the project through the normal City procedures. This involves

- developing a Scope of Work and posting the RFP statewide
- bidders return proposals with the cost they determine would be necessary to complete the work
- assuming qualified quotes are returned, a contract would be awarded to the selected firm, provided the City wishes to continue with the project
- proposal costs cannot be anticipated in advance, and can range widely

However, an alternative approach has recently been used by the City to accomplish similar objectives in the form of a **Request for Quote (RFQ)** as a partnership. In this process,

- a Scope of Work is prepared and a fixed stipend can be determined in advance
- a list of firms can be identified (e.g., Birmingham firms) and contacted with the scope of work and proposed terms and invited to develop a partnership to provide the services at the funding level available
- this generally means that a portion of the project cost is absorbed by the firms, should they choose to participate, in essence being a *pro bono* or in-kind arrangement
- the City recently used this approach in its re-branding effort and McCann World Group was selected from a pool of 5 possible Birmingham firms that were interested in providing the service

If the museum chooses to use the RFQ approach and does not have satisfactory response, a RFP can still be used to complete the project.

Suggested Resolution: To recommend that the Museum utilize a Request for Quote (RFQ) approach to seek professional services to design a logo and marketing plan for the Museum.

or

To recommend that the museum utilize a Request for Proposals (RFP) approach to seek professional services to design a logo and marketing plan for the Museum.