Florida Public Archaeology Network Strategic Plan

Florida Public Archaeology Network
University of West Florida
207 East Main Street
Pensacola, FL 32502

June 2010

Dedication

This document is dedicated to the tireless efforts of
FPAN's young and enthusiastic staff.
May it guide you to new heights of achievement.

Florida Public Archaeology Network Strategic Plan

Prepared for

Florida Public Archaeology Network
University of West Florida

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PANDION

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Acronyms

ACT	Academic Technology Center
ATTF	Archaeological Tourism Task Force
CC	Coordinating Center
COC	Chamber of Commerce
DHR	Florida Division of Historical Resources
FAC	Florida Archaeological Council
FAS	Florida Anthropological Society
FAU	Florida Atlantic University
FHS	Florida Historical Society
FPAN	Florida Public Archaeology Network
HART	Historical and Archaeological Resource Training
MOA	Memorandum of Agreement
NRHP	National Register of Historic Places
NWRC	Northwest Regional Center
PM	Performance Measure
RC	Regional Center
SSP	Site Stewardship Program
SWOT	Strengths, Weaknesses, Opportunities, Threats
TDC	Tourism Development Council
UAPS	Underwater Archaeological Preserve System
UF	University of Florida
USF	University of South Florida
UWF	University of West Florida
WCRC	West Central Regional Center

Executive Summary

The Florida Public Archaeology Network (FPAN) is a program of the University of West Florida and is comprised of eight regional offices with a coordinating center at the University of West Florida in Pensacola. A Board of Directors oversees the work of the organization and provides guidance to the staff. FPAN has been in existence since 2005 and its mission is

> *To engage the public by promoting and facilitating the appreciation, value, and stewardship of Florida's archaeological heritage through regional centers and partnerships.*

The University of West Florida engaged Pandion Systems, Inc. of Gainesville, Florida, in November 2009 to coordinate the development of a five-year strategic plan – 2010-2015- for FPAN.

The process to develop the strategic plan included the following steps.
1. Perform a Needs Assessment: through a combination of phone interviews, staff surveys, and a comprehensive survey of FPAN's partners and target audiences, a needs assessment was completed.
2. Prepare for a Planning Retreat: a coordinating committee of FPAN staff worked with representatives of Pandion to prepare the agenda for the retreat.
3. Hold the Planning Retreat: a two-day planning retreat with FPAN staff and its Board of Directors was held in Pensacola in early March 2010.
4. Draft Plan Produced: after the retreat, the draft plan was written and an evaluation section was added.
5. Recommendations on revisions to FPAN MOA based on results of strategic planning presented to FPAN following preparation of the draft plan.
6. Final Plan Produced: the final draft of the plan was presented to FPAN on June 30th, 2010.

The plan lays out a new mission, a vision, and a series of 12 goals with supporting objectives to guide work in three areas: Outreach, Local Government Assistance, and Assistance to the Division of Historical Resources. Each objective is supported by Outputs, Outcomes, and Impacts that explain what FPAN staff need to do and what they can expect as a result of their work, both as immediate outcomes and long-term impacts. FPAN personnel responsible for implementing each objective as well as a timeframe for implementation are presented.

Evaluation of outcomes and impacts will allow FPAN to monitor their progress with implementation of each part of the plan. It will also allow them to modify outputs as needed to adapt to changing circumstances in an effort to ensure success and achieve their goals.

FPAN enters a new decade as a young and vibrant organization with skilled, enthusiastic staff. This plan will enable focused work to move the organization forward during the next five years and create many new programs to benefit the status of archaeological resources in Florida.

Introduction

The Florida Public Archaeology Network (FPAN) was formally launched in July 2005 by the University of West Florida. In just under five years, the organization has grown dramatically. A central FPAN Coordinating Center (CC) has been established in Pensacola along with eight Regional Public Archaeology Centers (Regional Centers) throughout the state (see History). Each Regional Center has worked on the overall organizational mission with considerable customization towards the perceived needs of each region served. With 32 employees, FPAN has developed unique educational programs and exhibits, worked with local governments to protect historical resources, and formed partnerships with other heritage organizations statewide. The early successes of FPAN were affirmed through a needs assessment survey conducted in December 2009 in which the overwhelming majority of hundreds of respondents were both pleased and excited with FPAN's efforts (see Needs Assessment under Strategic Planning Process).

As with many young organizations, the passion and drive of a committed staff and board has resulted in a dynamic, multi-faceted organization. However, as organizations grow and mature, the need for greater organizational structure and a more cohesive strategy typically emerges. The FPAN Board of Directors realized this need and began a strategic planning process in the fall of 2009. Through a competitive bidding process, FPAN selected Pandion Systems, Inc. to design and facilitate a five-year strategic plan. The strategic planning process was guided by a small steering committee of FPAN staff and board members and included a needs assessment survey, a staff and board survey, a two-day strategic planning retreat for the staff and board combined, and follow-up meetings with the steering committee.

History

Archaeology at the University of West Florida (UWF) began with the arrival of Dr. Judy Bense and the creation of the Archaeology Institute in 1980. Over the course of the next two and one-half decades, Dr. Bense (who currently serves the university as President) and others worked to develop an internationally respected academic and research program at UWF that increasingly included the public as both participant and benefactor.

Dr. Bense's work in Pensacola showcased the importance for Florida of publicly focused archaeology. In 1984, construction of a new building for City Hall led to the uncovering and looting of numerous artifacts from Pensacola's Spanish Colonial past. Dr. Bense put together an effort to salvage some information from this site, which kicked off a long-standing program of archaeological research in downtown Pensacola that increasingly involved the public. Increased awareness of the presence and value of these archaeological remains led to improved preservation efforts on behalf of the city and county. The success of publicly focused archaeology in Pensacola and its ability to increase the preservation of archaeological sites inspired Dr. Bense to envision a statewide program of public archaeology for Florida.

Long-standing public archaeology programs in Arkansas and Louisiana—both characterized by a network of regional archaeology centers—served as a model for a network of regional public archaeology centers throughout Florida. On behalf of the UWF, Dr. Bense first proposed the concept for a statewide network to the Secretary of State Katherine Harris in 1999.

Because of the continued popularity and success of UWF public archaeology, in 2002 the local Northwest Florida legislative delegation asked Dr. Bense if there was a state-level project she thought worthy of development. Dr. Bense described the statewide network of public archaeology centers that she had previously shared with Secretary of State Harris. In 2003 a formal proposal for a statewide network of public archaeology centers was prepared by Dr. Bense in conjunction with the Florida Division of Historical Resources (DHR) and legislative staff.

Legislation was drafted in 2004 to establish a "Florida network of public archaeology centers to help stem the rapid deterioration of this state's buried past and to expand public interest in archaeology" (Chapter 267.145, *Florida Statutes*). After passage of this enabling legislation in 2004, UWF President John Cavanaugh provided funds to plan and develop the network and appointed a Steering Committee to oversee this work. Designed to achieve broad representation of the Florida archaeological community as well as outside representation from leaders in public archaeology and administrators of university-based archaeological programs, the Steering Committee consisted of Marion Almy (Archaeological Consultants, Inc.), Elizabeth Benchley (UWF), Judy Bense (UWF), Bob Carr (Archaeological and Historical Conservancy), Gregory Cook (UWF), Hester Davis (University of Arkansas), Thomas Eubanks (Louisiana State Archaeologist, Division of Culture, Recreation, and Tourism), Lynne Goldstein (Michigan State University), Bill Marquardt (University of Florida), Jim Miller (Consultant and former State Archaeologist, Tallahassee), Sheila Stewart (Florida Anthropological Society [FAS]), Brent Weisman (University of South Florida), and Ryan Wheeler (State Archaeologist, DHR). During Fiscal Year 2004-2005, the Steering Committee drafted a Memorandum of Agreement (MOA) between the Florida Department of State and UWF—as called for in the enabling legislation—providing for the creation and operation of the network.

The Steering Committee carefully crafted the MOA to create a statewide program to be administered by UWF. The committee was resolute that the new network would be collaborative with local programs operating in different regions of the state. This regional involvement was to be achieved through the operation of regional public archaeology centers by host institutions contracted by UWF to deliver the FPAN program within a specific region. The hosts provide space and related infrastructure support and, via their hosting contract with UWF, receive funds to hire staff and to support travel and programming. Counties comprising the regions were selected based on a number of variables, including population, geography, and cultural and archaeological heritage.

The Steering Committee was also insistent that FPAN not duplicate or compete with other archaeological programs such as that of the FAS and Florida Archaeological Council (FAC), that it would not be involved with enforcement of regulations or the law, and that it would not conduct work that is required by Federal, State, or local preservation programs. These concerns were met by defining the goals for FPAN that focused on public outreach, assistance to local governments, and assistance to DHR. The wording of the goals that was developed in the MOA defined the types of work that FPAN was to be involved with and established relationships with some of FPAN's partner organizations. The goals that were established are now defined as work

areas that form the framework for the goals and objectives developed for this strategic plan. These goals are listed below using the original language from the MOA.

1. Public Outreach
The Regional Centers will develop visible public outreach programs, including promotion of archaeological/heritage tourism; partnerships with Florida Anthropological Society chapters and other regional heritage organizations; dissemination of archaeological information to the public; promotion of existing regional heritage events and programs; and promotion of archaeological volunteer opportunities. Outreach may include development of portable regional archaeological exhibits, creation of a regional archaeology webpage, as well as distribution of regional archaeological literature.

2. Assistance to Local Governments
The Regional Center will support local governments in their efforts to preserve and protect regional archaeological resources by assisting with local archaeological ordinances, comprehensive plan elements, and preservation plans; providing professional archaeological assistance with local archaeological emergencies; and advising local governments on the best management practices for municipally-owned and county-owned archaeological sites.

3. Assist the Division of Historical Resources (DIVISION) in its Archaeological Responsibilities
The Regional Centers will assist the DIVISION in its archaeological responsibilities by promoting DIVISION programs, including grants; by supporting the DIVISION with venues and professional assistance for regional training opportunities; by referring local inquiries to the appropriate DIVISION office or staff member; by distributing literature promulgated by the DIVISION; and by assisting with and promoting the identification and nomination of local archaeological sites to the National Register of Historic Places.

The MOA also provided that the diverse representation of the Steering Committee would continue to guide FPAN with the transition of this committee into a permanent advisory Board of Directors. The advisory board became operational in May 2006 and remains one of FPAN's strongest assets.

The MOA was signed on July 1, 2005, in downtown Pensacola with a publicly focused archaeological field school as a backdrop. On the same day, legislative funding for the network became available as part of the base appropriation for UWF. FPAN's founding MOA was modified on January 4, 2006, to clarify language identifying institutions eligible to serve as hosts of Regional Centers and to revise the composition of the board of directors to remove potential conflicts with the Florida open meetings statute (s. 120.525, *Florida Statutes*).

Shortly after the MOA was signed, the Steering Committee interviewed candidates for Executive Director of the network. A national search was conducted beginning in the spring of 2005 in anticipation of funding of the network and signing of the MOA. The Steering Committee selected Dr. William Lees for this position, and he began work in August 2005.

The MOA established that the network would be administered through a public archaeology center at UWF. This center, the network's Coordinating Center, opened in temporary quarters (Old Christ Church Parish Schoolhouse) in August 2005 in Pensacola's downtown historic district and UWF's downtown campus, where the seed of public archaeology at UWF had first been planted. In late 2005, the FPAN Steering Committee convened in Pensacola to select the first three Regional Centers for FPAN. Host institutions selected to operate these "Charter Centers" were Flagler College in St. Augustine (Northeast Region); the University of Florida (UF) Museum of Natural History, operating a center at their Randall Research Center on Pine Island near Fort Myers (Southwest Region); and the University of South Florida (USF) in Tampa (West Central Region). The UF and USF centers were proposed by Steering Committee members Bill Marquardt and Brent Weisman, respectively, who resigned from the committee before submitting their proposals. Staff were hired and these centers became operational in mid-2006. In the fall of 2006, a director was hired for the Northwest Region, operated by UWF and housed at the Coordinating Center.

In October of 2006, the FPAN board selected host institutions for two new regions: Florida Atlantic University as host of the Southeast Region in Ft. Lauderdale and Brevard Community College as host of the East Central Region in Titusville, both of which became operational during the following spring. In June of 2007, the board approved a proposal from USF to host a second region, the Central Region at the Crystal River State Park. USF negotiated an MOA with the Crystal River State Park to allow operation of this center. By early fall of 2007, Regional Centers were in operation in seven of FPAN's eight regions.

In January of 2007, the Coordinating Center moved from its temporary home to the newly renovated L&N Marine Terminal Building. Originally built by the Louisville and Nashville Railroad in 1902 on one of Pensacola's wharfs, this building was moved in the 1960s to its present location and was restored in 2006 for use as headquarters for FPAN. This building contains administrative offices, offices for the Northwest Region, the Destination Archaeology Resource Center (opened in 2008), an archaeological lab, a board room/library, and a classroom.

In August of 2007, UF took action to terminate their contract with UWF for hosting the Southwest Region Center (at the Randall Research Center). A search was conducted for a new host for this region, and in February 2008 the board selected the Town of Fort Myers Beach as a new host with the center to be located at the Mound House museum.

During mid-2007, Florida's previously robust economy began to slow down. This ultimately became a financial crisis that lasts to this day and that has had significant impact on public funding for Florida agencies and universities. By the time of the May 2008 FPAN board meeting, several mid-year cuts to the state budget had been announced, and a sizeable reduction in funds available for Fiscal Year 2008-2009 had been announced. This financial crisis resulted in a permanent reduction in FPAN's appropriation, which the board determined to handle by not funding the eighth Regional Center (North Central) until the budget situation improved.

In September of 2009, Brevard Community College took action to terminate their contract for hosting the East Central Region. A search was conducted for a new host, and the Florida Historical Society (FHS) in Cocoa was selected before the end of the year. With smooth contract

negotiations and transfer of staff and equipment to FHS, there was no disruption of service in the East Central Region and FHS officially became the new host at the start of 2010.

Before the board's action in May 2008 to delay establishment of the North Central Regional Center, the Executive Director had been searching for a suitable host for this region. After the state budget cuts, attention shifted to using carry-forward funds to hire time-limited UWF staff to open an office in Tallahassee to provide some programming in the North Central Region. In 2010 DHR offered use of the carriage house at the Governor Martin House in Tallahassee, which is the location of the offices of the Bureau of Archaeological Research, for housing of FPAN staff at no cost to FPAN. This offer was accepted and an agreement between DHR and UWF was being negotiated at the close of June of 2010. Anticipating successful negotiation of this MOA, a search was conducted in spring 2010 for an archaeologist for the North Central Region, and in June 2010 UWF hired a public archaeologist for this assignment. As of this date, all eight of FPAN's regions have an FPAN staff presence for the first time since the creation of the Network.

In the fall of 2009, the FPAN Board of Directors took action to prepare the Network for its next five years. These actions included reviewing and revising the FPAN MOA, which required reauthorization at the end of five years, and conducting a strategic planning exercise. UWF retained Pandion Systems, Inc. of Gainesville to conduct strategic planning, and this work began in December of 2009. A variety of work, including a two-day planning retreat, culminated in the creation of a robust plan for FPAN's next five years. Concurrent with and interrelated with the planning, the Board conducted review of the MOA between UWF and DHR and proposed revisions that bring the MOA into line with practice and that make enhancements to what all agree has been a sound governing document.

Structure and Work Areas

Facilities

FPAN is one of three units within the Archaeology and Anthropology Division of the College of Arts and Sciences at UWF. This division also includes the Department of Anthropology and the Archaeology Institute and at the end of Fiscal Year 2009-2010 was overseen by Dr. Elizabeth D. Benchley. Under the direction of Executive Director Dr. William Lees, FPAN directly operates the Northwest Region Public Archaeology Center and administers Regional Centers located in other regions of the state through contract agreements with partner host institutions: FHS (East Central Region), Flagler College (Northeast Region), Florida Atlantic University (Southeast Region), Town of Fort Myers Beach (Southwest Region), UWF (Northwest and North Central Regions), and USF (Central and West Central Regions).

Staff and Work Areas

Each Regional Center has a director, an outreach coordinator, and support staff. Some Regional Centers also have specialist staff either for projects within that region or to assist with network-wide projects. Each Regional Center is self-contained within its host institution and these relationships are critical to the success of FPAN. The staff members at each Regional Center are employed by the host institutions according to the terms of separate contracts between the University of West Florida and each host.

FPAN staff focus on three distinct areas of work as directed by the MOA that forms their charter. The three work areas are:

- Public Education and Outreach
- Assistance to Local Governments
- Assistance to DHR

Directors administer the FPAN program within their regions and are the main point of contact with the Coordinating Center. Together, each Region's director and outreach coordinator work to deliver the FPAN program by outreach, assistance to local governments, and assistance to DHR.

FPAN is fortunate to have a young, dedicated, and enthusiastic staff. For the most part they are professionally trained archaeologists with a passion for imbuing society with a sense of the importance of preserving Florida's past, both buried and submerged. They are committed to a societal transformation from indifference about archaeological resources to a common belief that remains from the past are integral to the fabric of society today. It is the purpose of this plan to provide them with the structure they need to be successful.

Board of Directors

The FPAN is governed by a board of directors including the following members.

- Dr. Judith Bense, Chair, RPA, UWF
- Greg Cook, UWF Archaeology Institute
- Norma Harris, UWF Archaeology Institute
- Patty Flynn – FAS
- Paul L. Jones, Florida History, LLC, FAC
- Robin Moore, St. Johns County Growth Management, Historic Resources Program (At Large, Florida)
- Lee Hutchinson, RPA, Archeological Consultants, Inc. (At Large, Florida)
- Dr. Lynne Goldstein, RPA, Michigan State University (At Large, Out of State)
- Terry Kline, RPA, SRI Foundation (At Large, Out of State)
- Dr. Ryan Wheeler, RPA, State Archaeologist, Bureau of Archaeological Research
- Hester Davis, RPA (Emeritus Board Member)
-
- Dr. William Lees, RPA, Executive Officer and Secretary, UWF
- Dr. Elizabeth Benchley, RPA, UWF Archaeology Institute (Advisor)

FPAN Organization Chart

**Florida Public
Archaeology Network
Organizational Chart
May, 2010**

FPAN Board of Directors
Dr. Judith Bense, UWF, Chair
Greg Cook, UWF
Norma Harris, UWF
Dr. Ryan Wheeler, DHR
Paul Jones, FAC
Patty Flynn, FAS
Lee Hutchinson, at large
Robin Moore, at large
Dr. Lynne Goldstein, at large
Terry Klein, at large
Dr. Hester Davis, emeritus

FPAN Coordinating Center
University of West Florida
Dr. William Lees, Executive Director
Cheryl Phelps, Office/Contract
Administrator
Jason Kent, Web Architect

NW Region
Univ of West Florida
Dr. Della Scott-Ireton,
Director
Irina Franklin, Outreach

North Central
Univ of West Florida
Barbara Hines, Outreach

**Regional Centers
Via
Contract with UWF**

Destination Archaeology
Univ of West Florida
VACANT, Manager
Dean Nones, Kad Henderson,
Amelia Easterling

Northeast
Flagler College
Dr. William Abare, Jr, PI.
Sarah Miller, Director
Amber Graft-Weiss,
Outreach

East Central
Florida Historical Society
Dr. Ben Brotemarkle. PI
Dr. Rachel Wentz,
Director
Gregg Harding, Outreach

Southeast
Florida Atlantic Univ
Dr. Michael Harris, PI
Dr. Michele Williams,
Director
Sarah Nohe, Outreach

Southwest
Town of Ft. Myers Beach
Theresa Schober, PI
Steve Archer, Director
Matt Schuld, Outreach

West Central
Univ of South Florida
Dr. Brent Weisman, PI
Jeff Moates, Director
Rae Harper, Outreach

Central
Univ of South Florida
Dr. Brent Weisman, PI
Rich Estabrook,
Director
Nicole Tumbleson,
Outreach

PI = Principle Investigator at host institution.

Strategic Planning Process

On March 1st and 2nd of 2010, the staff and board members of FPAN gathered in Pensacola, Florida, for a retreat to create a strategic plan to guide the organization through 2015. The retreat was facilitated by Peter Colverson and Ondine Wells of Pandion Systems, Inc.

Preparation for the retreat began in November 2009 with Pandion conducting phone interviews with seven FPAN board and staff members. The results of these interviews provided the facilitators with important background information on the structure and internal workings of FPAN. In December 2009, Pandion created and distributed a Needs Assessment Survey to FPAN members, supporters, and affiliates statewide. The results indicated that FPAN's work is widely seen as effective. The full report for the Needs Assessment is presented in the Appendix.

Peter Colverson attended the December 2009 meeting of the FPAN Board of Directors to discuss the agenda for the strategic planning retreat and receive feedback. The final agenda for the retreat was prepared by the Steering Committee and Pandion facilitators.

In order to prepare the 25 staff and board members for the retreat, Pandion conducted a Strategic Planning Survey in January 2010. The results helped further define the process for the two-day retreat, which included a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis, a process to hone the mission statement and create a vision statement, a World Cafe to define the organization's goals, and small group work to develop objectives.

After the retreat, follow-up meetings and phone calls were held with the steering committee to finalize the mission, vision, goals, and objectives. A draft of the FPAN strategic plan was delivered to the Board of Directors and FPAN staff prior to the May meeting of the Board in Fort Myers. At this meeting, with minor changes, the Board approved the Mission, Vision, and Goals and Objectives and directed the Executive Director to work with Pandion to finalize other sections of the plan.

Needs Assessment

A Needs Assessment survey was conducted as the first phase of a strategic planning exercise. The survey was distributed to several lists maintained both by FPAN staff and members of the FPAN Board of Directors and was also distributed to members of the Florida Trust for Historic Preservation, Florida Archaeological Council, Florida Anthropological Society, and Florida Association of Museums. The survey was completed by 539 professionals and members of the public. The Needs Assessment survey clearly indicated that there is strong support for FPAN and the work that it is doing.

A strong majority of professionals who completed the survey had a good working relationship with FPAN and felt that FPAN's future efforts should continue to be on outreach and education with an increased focus on providing assistance to local governments.

Most public respondents had attended more than one FPAN activity and had a clear understanding of FPAN's role in educating and informing the public about the importance of

protecting archaeological resources. About 90% of respondents considered themselves more aware of the importance of protecting archaeological resources as a result of FPAN programs that they had attended.

SWOT Analysis

Prior to the Strategic Planning Retreat, a survey was sent out to all staff and board members on Survey Monkey. The survey helped to launch FPAN's SWOT Analysis and began the conversation about the organization's mission and vision. The following prioritized strengths, weaknesses, opportunities, and threats were identified and provided a solid foundation for discussing the mission, vision, goals, and objectives over the two-day retreat.

Strengths
- Excellent, dedicated, creative, and passionate staff
- Diversity of staff skill sets – allows each to rely on others for specific knowledge
- Statewide "reach"

Weaknesses
- Inconsistent delivery of FPAN programs between regions
- Funding
- Not well enough known
- Too much program variability between regions
- Lack of formalized relationships with state partners, FAS and FAC
- Lack of effectiveness with local governments

Opportunities
- To be better known – visibility, branding
- To be better funded – secure grants, etc.
- Partnerships and liaisons – "spread the work" by involving professionals workin in Cultural Resources Management local government, DHR, etc.
- New possibilities with technologies
- Facilitate and disseminate information for partners
- Become a national leader

Threats
- Funding
- Arrangements with host institutions
- Dilution
- Insufficient marketing
- Insufficient collaboration

Mission and Vision

The staff and board reviewed two versions of mission statements for FPAN from the enabling legislation and from the MOA between the DHR and UWF, which governs FPAN operations.

These earlier versions of the mission are presented below:
Mission from Enabling Legislation:

> *To help stem the rapid deterioration of [the] state's buried past and to expand public interest in archaeology.*

Mission from the Memorandum of Agreement:

> *To promote and facilitate the conservation, study, and public understanding of Florida's archaeological heritage through regional centers.*

From these two versions, the following mission statement was agreed to.

FPAN's mission is:

> *To engage the public by promoting and facilitating the appreciation, value and stewardship of Florida's archaeological heritage through regional centers and partnerships.*

FPAN's vision provides a word picture of what the organization will look like in 2020 after implementation of this plan and further work in the five years to follow. It is based on the individual visions of all retreat participants.

The combined, agreed upon vision for FPAN is

> *In 2020 FPAN is the leading advocate for Florida's archaeological stewardship and the premier example of how public archaeology is done well. FPAN has a fully funded center in each region with support from a diverse group of sources. Archaeological resources are viewed as community assets of value that contribute to a "sense of place" for Florida's residents and are a destination for visitors. State laws as well as local policies, regulations, programs, and incentives are in place to protect archaeological resources and provide local governments and law enforcement agencies with the tools and resources needed to ensure protection. Archaeology is integrated into state educational standards and archaeological based lessons are widespread in the state's schools at all grade levels.*

Both the mission and vision provide a solid foundation for the organization to build its core programs as well as a standard by which to measure success. The goals and objectives for FPAN are presented in the next section and their implementation will facilitate the achievement of the mission and vision.

Goals and Objectives

There are eleven goals with supporting objectives listed below. Outputs, Outcomes, and Impacts are identified for each objective in the subsequent table. For each objective, the personnel assigned to ensure the work is completed as well as time frame are identified. Performance measures (PM) are identified for each Output, Outcome, and Impact. These represent what need to be measured in order to determine if success has been met.

Goal 1: Standardize all training courses and workshops (in-person and web-based) offered across the Network to follow common outlines, content, procedures, and purposes.

> Objective 1: Determine which training courses and workshops currently provided by FPAN are for use statewide. Identify additional statewide programs to be developed.

> Objective 2: Develop standardized formats and content for all courses and workshops identified in Objective 1.

> Objective 3: Ensure that all FPAN personnel who are delivering workshops and courses are adequately prepared in training and assessment methods to ensure effective training courses.

Goal 2: Increase the exposure of Florida's school children to archaeology by training teachers to use archaeological curricula.

> Objective 1: Implement trainings for teachers in each FPAN region using existing archaeological curricula and provide ongoing support to those teachers with the use of the curricula.

> Objective 2: Assess the results of implementing Objective 1 and continue to expand and improve teacher training programs based upon the results of the assessment.

Goal 3: Effectively engage new audiences and partners using new outreach strategies and media.

> Objective 1: Establish an FPAN web presence that is consistent across regions and provides improved service to a growing number of users.

> Objective 2: Effectively use social networking media (e.g., Facebook and Twitter) to connect with the public with a focus on teens and young adults.

Goal 4: Develop a program of internet based training to efficiently reach targeted audiences with appropriate courses.

> Objective 1: In partnership with DHR, develop a pilot web-based training course for county/municipal staff that uses existing Historical and Archaeological Resource Training (HART) materials.

Objective 2: Deliver the HART pilot training course and assess its success.

Objective 3: Develop a strategy for delivery of other FPAN program elements via the Internet based on lessons learned from developing and delivering the pilot HART course.

Goal 5: Develop and implement a strategy to work effectively with local governments to protect archaeological resources.

Objective 1: Form a team of FPAN staff, board members, and representatives from other organizations to develop the local government strategy.

Objective 2: Develop a manual for how to work effectively with local governments together with an implementation strategy and timeline, based on the strategy developed by the completion of Objective 1.

Objective 3: Provide all relevant FPAN staff with training in how to work effectively with local governments in order to implement the local government strategy.

Goal 6: Develop and implement a strategy to promote archaeological heritage tourism ("archaeotourism") in Florida.

Objective 1: Form a team (the Archaeological Tourism Task Force - ATTF) with FPAN staff and board members plus representatives from other organizations such as Visit Florida and local tourism development councils to develop the strategy.

Objective 2: ATTF produces a strategy that provides statewide and regional recommendations for FPAN and partners to develop and promote archaeotourism in Florida.

Objective 3: Develop effective working relationships among FPAN and chambers of commerce and local tourism development councils based on priorities developed by the ATTF.

Objective 4: Develop archaeological content for the "*Next Exit History*" program and a web-based "*Destination Archaeology*" program as prioritized by recommendations of the ATTF.

Goal 7: Increase the number and effective use of archaeotourism destinations in Florida.

Objective 1: Work with DHR to increase the capacity of the Underwater Archaeological Preserve System (UAPS) to receive site appropriate tourism.

Objective 2: Work with museums, historic sites, and parks to add or improve interpretation to enhance visitor experiences at archaeological sites.

Goal 8: Establish an annual FPAN/DHR workshop for planning and cross-training to ensure regular coordination of activities and messages.

Objective 1: Hold an annual two-day meeting between FPAN staff and DHR staff to begin in September 2010.

Objective 2: Raise awareness of the programs and materials available from DHR among county and municipal professionals.

Goal 9: Increase public volunteerism in the protection and stewardship of Florida archaeology.

Objective 1: Develop a clearinghouse of volunteer opportunities within FPAN and with other Florida institutions.

Objective 2: Develop and deliver a training program to recruited volunteers.

Objective 3: Develop a Speakers Bureau of volunteers qualified to deliver programs that contribute to the mission of FPAN.

Objective 4: Develop a program to engage sport divers in the identification of charted wrecks and obstructions and in the stewardship of underwater archaeological preserves and other underwater sites.

Objective 5: Utilize staff and volunteers to assist DHR with identification and nomination of sites to the National Register of Historic Places (NRHP).

Objective 6: Partner with FAS and FAC to evaluate the feasibility for a site stewardship program for Florida.

Goal 10: Develop statewide FPAN administrative procedures to address needs for improved employee orientation, communication, and consistency among Regional Centers.

Objective 1: Establish an advisory committee of staff to propose and review procedures for internal communication both between the Coordinating Center and Regional Centers and among the Regional Centers.

Objective 2: Establish a New Employee Orientation Guide to assist new employees with the structure, goals, and working relationships of FPAN.

Objective 3: Implement a technology-based file sharing system with format, guidelines, and training.

Goal 11: Secure private funding sources to assist with the implementation of FPAN programs.

Objective 1: Create a fund raising strategy that identifies and prioritizes foundations and other private donors likely to fund projects.

Objective 2: Develop grant proposals based on the FPAN strategy and upon opportunities as they arise.

Outputs, Outcomes, Impacts, and Evaluation for Each Objective

Outputs: The process to accomplish this objective	Outcomes: The products of this objective	Impacts: The changes and benefits that will result from this objective	When	Who	Evaluation
Goal 1: Standardize all training courses and workshops (in-person and web-based) offered across the Network to follow common outlines, content, procedures, and purposes.					
Objective 1: Determine which training courses and workshops currently provided by FPAN are for use statewide. Identify additional statewide programs to be developed.					
Form committee and hold meetings as needed to conduct review of existing and needed statewide programs. Prepare a list of programs prioritized based on the importance of developing a standardized format for a statewide program for each course or workshop. PM: Committee formed and first meeting held.	First step in developing a standardized set of courses and workshops available in a consistent format throughout the state. PM: List of programs N/A	N/A	Begin June 1, 2010 and complete prioritized list by October 1, 2010.	Selected outreach coordinators, directors, and at least one board member.	Completed list of statewide courses and workshops to be offered by FPAN, prioritized by need for standardization.
Objective 2: Develop standardized formats and content for all courses and workshops identified in Objective 1.					
Form committees to revise and standardize existing programs and develop new courses and workshops based on identified priority. PM: Standardized format and content created for each identified course or workshop within identified timelines.	Standardized courses and workshops will be delivered across Florida. PM: Training that adheres to new guidelines offered in different regions.	More efficient use of successful training curricula and methodologies in all network regions leading to improved and consistent training statewide. PM: Combination of employee satisfaction, improved use of staff time, and satisfactory trainee evaluations.	Course and workshop standardization begins fall 2010. Ongoing through fall 2012. Impacts begin by end of 2013.	Selected outreach coordinators, directors, and at least one board member.	Report on creation of standards and delivery of standardized courses and workshops in all regions.
Objective 3: Ensure that all FPAN personnel who are delivering workshops and courses are adequately prepared in training and assessment methods to ensure effective training courses.					
Determine all appropriate personnel who need training and then select and implement the training. Share the results of this training internally as needed. PM: Number of staff who have completed the required training.	FPAN staff can deliver improved training courses and materials. PM: Improved post-course evaluations.	Improved trainings leading to improved information transfer leading to greater support for FPAN and improved awareness of and support for the protection of archaeological resources. PM: Improved program evaluations. Improved staff confidence and reporting of overall program effectiveness. Develop an index to track changes in attitudes towards the importance of protection of archaeological resources throughout the state and increases in the adoptions of local preservation policy. This could begin with a baseline and then regular monitoring could be used to determine any changes and improvements in areas where trainings have occurred, and should address attitudes of the public and public officials and employees. Proposed name for the index is the Archaeological Knowledge, Attitudes, and Actions Assessment (the Assessment).	Key staff should receive training by fall 2011. Training ongoing for staff as needed.	Executive Director in coordination with RC Directors.	Review course evaluations for improved participant satisfaction and increases in knowledge.

Outputs: The process to accomplish this objective	Outcomes: The products of this objective	Impacts: The changes and benefits that will result from this objective	When	Who	Evaluation
Goal 2: Increase the exposure of Florida's school children to archaeology by training teachers to use archaeological curricula.					
Objective 1: Implement trainings for teachers in each FPAN region using existing archaeological curricula and provide ongoing support to those teachers with the use of the curricula.					
Conduct a pilot project with at least one staff member from each center, implement one training workshop on either *Project Archaeology* or *Beyond Artifacts* for educators in their region by the end of the summer 2011. PM: Number of workshops held.	Participating educators will integrate archaeology programs into their classroom. Educators will improve their knowledge of archaeology. PM: Number of teachers using FPAN references and resources will increase.	Greater exposure for Florida's school children to FPAN approved archaeological information and resources. Increased communication between educators and FPAN staff. PM: Number of teachers using the curricula materials in their classrooms will increase. Increased number of contacts between teachers and FPAN employees.	Training by summer 2011. Initial impacts by end of 2012.	Outreach coordinators led by Amber Graft-Weiss and Rae Harper.	Database of teachers attending training. Follow-up with sample of teachers to determine use of curricula (make follow-up part of credit).
Objective 2: Assess the results of implementing Objective 1 and continue to expand and improve teacher training programs based upon the results of the assessment.					
Form a committee of the outreach coordinators and other selected members. PM: Committee formed and meetings held.	Committee determines success and charts future course for teacher training efforts. Committee recommends how that future course will be implemented. PM: Plan formed, implemented, and results assessed.	Greater exposure for Florida's school children to FPAN approved archaeological information and resources. Increased communication between educators and FPAN staff. PM: Number of teachers using the curricula materials in their classrooms will increase. Increased number of contacts between teachers and FPAN employees.	Fall 2011 onwards. Suggest a quarterly meeting to begin effort then reassess.	Outreach Coordinators led by Amber Graft-Weiss and Rae Harper plus committee.	Dedicate a section of a region's annual report to reporting progress in this area based on performance measures.
Goal 3: Effectively engage new audiences and partners by using new outreach strategies and media.					
Objective 1: Establish an FPAN web presence that is consistent across regions and provides improved service to a growing number of users.					
FPAN will design a website template and work with each center to update regional web pages by January 2011. Redesign of FPAN web interface to create more content-rich and user-friendly experience by March 2011. PM: Universal template is established, the unique regional identities are developed, and the new interface is designed and put in place.	A more user-friendly and easily navigable web interface will both improve user's web experience (internal and external users) and increase the number of external users. PM: User's responses to a survey.	Increase in number of users of the FPAN websites with reported improvement in their experiences. PM: Increase of 50% over current known use by end of 2012 (Google Analytics).	Ongoing through 2012.	CC Web Architect with individual centers.	New website for each region using the new template by January 2012. Google Analytics used to compare existing sites and improved sites. Conduct BETA user survey with FPAN contacts to determine website satisfaction.

Outputs: The process to accomplish this objective	**Outcomes:** The products of this objective	**Impacts:** The changes and benefits that will result from this objective	**When**	**Who**	**Evaluation**
Objective 2: Effectively use social networking media (e.g., Facebook and Twitter) to connect with the public with a focus on teens and young adults.					
Create an integrated social media network plan for FPAN by August 2010. Implement the plan to create needed social media sites by January 2011. PM: Plan in place.	Each FPAN center will have a standardized social media presence by January 2011. PM: Sites created and operational.	The social media will be used by a diverse audience and grow by an average of 10% per month over next 12 months. New audiences become engaged in Florida archaeology and archaeological preservation and engage with FPAN during events, etc. by end of 2012. PM: Growth in site use. Number of new individuals attending FPAN events that learned about FPAN via social media.	Ongoing through end of 2012 with improvements ongoing from there including adoption of new media as appropriate.	CC Web Architect with individual centers.	Include in the BETA survey of FPAN web users. Determine whether a region is using or will use social media outlets. Monitor growth in site use.
Goal 4: Develop a program of internet based training to efficiently reach targeted audiences with appropriate courses.					
Objective 1: In partnership with DHR, develop a pilot web-based training course for county/municipal staff that uses existing Historical and Archaeological Resource Training (HART) materials.					
With the assistance of the Academic Technology Center (ACT) at UWF, develop a web-based distance-learning webinar using existing HART training materials as a pilot program to use the internet for training. PM: Audience selected, plans laid, and course designed and made available.	The format for a new web-based course. A documented strategy for implementing one web-based training course. PM: Record of course outline and planning so course can be repeated by other FPAN staff.	Integration of new technologies into training. Improved ability to create future web-based courses. PM: N/A	By summer 2011.	CC Web Architect, ACT, and FPAN staff depending upon course content and intended audience Kevin Porter of DHR.	N/A
Objective 2: Deliver the HART pilot training course and assess its success.					
Implement the pilot web-based HART training within the framework of an overall new strategy. Include the FPAN Regions with access to appropriate distance learning facilities. PM: Course completed.	Pilot course is completed by at least 20 of the selected audience by December 2011. Audience is better informed about DHR programs and materials so that they can use them effectively. PM: Number of attendees. Satisfaction of attendees.	Improved opportunities for outreach and training associated with archaeological preservation and stewardship. Counties and municipalities served by the training will make greater use of DHR resources. Use of DHR resources to protect archaeological resources increases by at least 25% in the regions where course is offered within one year post course. PM: Participant satisfaction and increases in knowledge.	By end of 2011.	Selected instructors and support staff.	Pre- and post- webinar evaluations to measure increases in knowledge. Post course assessment of participant satisfactions.
Objective 3. Develop a strategy for delivery of other FPAN program elements via the Internet based on lessons learned from developing and delivering the pilot HART course.					
Analyze the findings from the HART online course and develop a strategy that provides guidelines for further use of the internet for training. Include courses to use, numbers of courses to offer, and procedures to follow. PM: Strategy completed.	A new and improved method for FPAN to reach audiences with training and outreach materials. New revenue stream available to FPAN. PM: Strategy made available for development of further courses.	Improved distribution and use of materials that support the protection and stewardship of archaeological resources. PM: Creation and implementation of future courses.	Begin Jan 2012. Ongoing through 2015.	Committee identified in Objective 1 plus new members as needed.	Strategy created. Report on the creation and delivery of other FPAN internet courses.

Outputs: The process to accomplish this objective	**Outcomes:** The products of this objective	**Impacts:** The changes and benefits that will result from this objective	**When**	**Who**	**Evaluation**
Goal 5: Develop and implement a strategy to work effectively with local governments to protect archaeological resources.					
Objective 1: Form a team of FPAN staff, board members, and representatives from other organizations to develop the local government strategy.					
Identify a minimum of three individuals from across the preservation community in FL that have expertise/experience in working with local governments to preserve archaeological resources. Seek commitments to work on a strategy. PM: Three or more people identified.	Commitments to serve from selected people. PM: All commitments are secured.	Team is formed and starts to work on a strategy that will assist FPAN to make progress in one of its core work areas. PM: Successful initial meetings of the team. A framework for the strategy created.	By November 30, 2010.	WCRC	Dedicate a section of the annual report to reporting progress in this area.
Objective 2: Develop a manual for how to work effectively with local governments together with an implementation strategy and timeline based on the strategy developed by the completion of Objective 1.					
Produce a manual about the structure of local government in Florida with guidelines on how to work effectively with local governments based on the strategy developed in Objective 1. Develop an implementation plan for use of the manual. PM: Strategy produced in manual form with implementation plan.	FPAN staff provided tools to effectively work with local government officials to protect archaeological resources PM: Staff use the manual and implementation plan.	At least ten Florida counties and/or cities will implement new regulations, policies, and procedures that will effectively protect archaeological resources by 2015. PM: Effective working relationships developed by each center with at least three local governments by June 2012. New ordinances and regulations passed between 2012 and 2015.	By end of June 2011. Impacts begin at end of 2013 after training and implementation.	WCRC CRC CC	Dedicate a section of each annual report to reporting progress in this area.
Objective 3: Provide all relevant FPAN staff with training in how to work effectively with local governments in order to implement the local government strategy.					
Determine all appropriate personnel who need training and then select and implement the training (maybe done internally or externally). Share the results of this training internally as needed. PM: Number of the appropriate staff who have completed the required training.	Trained staff that understand how to effectively work with the government. PM: Number of FPAN staff comfortable in this work.	Counties in Florida will develop tools to protect archaeological resources though a combination of regulation and education. Improved working relationships between FPAN staff and local government representatives. PM: Number of functional professional relationships between FPAN staff and local government representatives. Number of counties and other local governments with protection mechanisms in place.	Training completed by end of 2012. Full scale implementation of program in 2013.	WCRC CRC CC	Dedicate a section of each annual report to reporting progress in this area.
Goal 6: Develop and implement a strategy to promote archaeological heritage tourism ("archaeotourism") in Florida.					
Objective 1: Form a team (the Archaeological Tourism Task Force - ATTF) with FPAN staff and board members plus representatives from other organizations such as Visit Florida and local tourism development councils to develop the strategy.					
Identify representatives from appropriate organizations to join this team of up to 10 people including at least 3 FPAN representatives. Seek commitments to work on a strategy. PM: Up to 10 people identified.	Commitments to serve from selected people. Team is formed and starts to work. PM: All commitments are secured. Successful first meeting of the team.	Team continues to develop strategy. PM: Increased understanding of needs and approaches to promoting archaeotourism. Framework created for the strategy.	Team has first meeting by end of May 2011.	Designated FPAN Coordinator.	Dedicate a section of the annual report to reporting progress in this area.

Outputs: The process to accomplish this objective	**Outcomes:** The products of this objective	**Impacts:** The changes and benefits that will result from this objective	**When**	**Who**	**Evaluation**
Objective 2: ATTF produces a strategy that provides statewide and regional recommendations for FPAN and partners to develop and promote archaeotourism in Florida.					
Team meets as needed continuously to create a strategy for developing and promoting heritage tourism based on archaeological sites. PM: Planning for manual.	Produce strategy in manual format. PM: Manual produced.	Promotion of archaeotourism begins either statewide or in a pilot region. PM: Successful launch of pilot or statewide program.	By end of 2013.	Designated FPAN Coordinator.	Dedicate a section of the annual report to reporting progress in this area.
Objective 3: Develop effective working relationships between FPAN and chambers of commerce and local tourism development Councils based on priorities developed by the ATTF.					
Two visits per year to selected Chambers of Commerce (COC) and Tourism Development Councils (TDC) plus additional necessary contacts PM: Number of visits and contacts.	Effective cooperation between FPAN and the selected centers PM: None.	Improved ability to implement Heritage Tourism Strategy when it is available. PM: Improved partnerships and communication with COC and TICs.	Ongoing through 2015.	RC, COC, TDC	Report on number of meetings with COC and TDC and the outcomes.
Objective 4: Develop archaeological content for "Next Exit History" program and a web-based "Destination Archaeology" program as prioritized by recommendations of the ATTF.					
Form teams to develop this new content. Choose areas of the state to pilot programs. PM: Teams form and select pilot locations.	Programs are developed and either implemented or piloted. PM: None.	Visitors will use the programs – select target numbers. PM: Numbers of locations hosting the programs and visitors using the programs.	End of 2013 to 2015.	Selected staff.	Report on progress developing content and implementation. This can be included in an annual report.
Goal 7: Increase the number and effective use of archaeotourism destinations in Florida.					
Objective 1: Work with DHR to increase the capacity of the Underwater Archaeological Preserve System (UAPS) to receive site appropriate tourism.					
FPAN and DHR representatives form a task force to produce a strategy to improve access and quality of interpretation at sites within the UAPS. Coordinate work with the ATTF. PM: Committee forms and meets.	Strategy produced and pilot tested. PM: Analysis of the pilot project.	Analyze the results of the pilot project and make improvements to the strategy. PM: The creation of statewide recommendations for improving UAPS tourism.	Team has first meeting by mid 2012.	Designated FPAN Coordinator (coordinated through the ATTF).	Dedicate a section the annual report to reporting progress in this area.
Objective 2: Work with museums, historic sites, and parks to add or improve interpretation to enhance visitor experiences at archaeological sites.					
FPAN representatives get together with representatives of selected museums, historic sites, and parks in an ongoing effort to produce more effective interpretation of archaeological sites. Coordinate work with the ATTF. PM: Committee forms and meets.	Strategy produced. PM: N/A.	Increase in number of sites and use. PM: Successful launch of pilot or statewide program.	By end of 2013.	Designated FPAN Coordinator (coordinated through the ATTF).	Dedicate a section of the annual report to reporting progress in this area.
Goal 8: Establish an annual FPAN/DHR workshop for planning and cross-training to ensure regular coordination of activities and messages.					
Objective 1: Hold an annual 2-day meeting between FPAN staff and DHR staff to begin in September 2010.					
By June and with DHR input, plan and schedule a two-day meeting in Tallahassee for September 2010. PM: annual meeting planned by start of FY2010-2011.	A mutually constructed and agreed upon work plan for FPAN and DHR for the upcoming year that pertains to issues of mutual interest. PM: Meeting occurs with at least 75% of targeted staff from both organizations in attendance.	Better coordination and more efficiency for tasks where FPAN and DHR overlap. Specifically FPAN staff will know exactly how best to assist DHR in their respective regions. PM: At least one mutually agreed upon task is completed in each region per year beginning 9/30/10.	Ongoing through 2015.	Della Scott Ireton for FPAN. Ryan Wheeler for DHR.	Agenda for meeting. Meeting held annually. Report of meeting outcomes.

Outputs: The process to accomplish this objective	Outcomes: The products of this objective	Impacts: The changes and benefits that will result from this objective	When	Who	Evaluation
Objective 2: Raise awareness of the programs and materials available from DHR among county and municipal professionals.					
Based upon input from annual meeting with DHR staff, develop a work plan for the year to promote DHR programs and materials to county and municipal professionals. PM: Work Plan developed.	Implementation of the work plan will create increased opportunities for DHR programs and materials to be used in the work of local governments. PM: Track number of DHR programs and materials being used around the state.	Targeted DHR program objectives will be achieved through this increased attention paid to their programs and materials. PM: Progress towards achieving DHR program objectives.	Ongoing though 2015.	WCRC on point. Regional Directors supporting.	Dedicate a section of a region's annual report to reporting progress in this area. Can have specific questions about actions taken and partnerships created.
Goal 9: Increase public volunteerism in the protection and stewardship of Florida archaeology.					
Objective 1: Develop a clearinghouse of volunteer opportunities with FPAN and other Florida institutions.					
Assess volunteer opportunities and develop the clearing house either as a printed resource or web resource or both PM: Opportunities identified.	A resource that can be referred to recruit and assign volunteers. A mechanism to expand the reach of FPAN staff and board members. PM: Resource list that is regularly updated.	Volunteers start to fill important archaeological stewardship and outreach roles that facilitate improved knowledge and protection of archaeological resources within Florida. PM: Resource list that is regularly updated.	Ongoing through 2015.	Selected committee members. Include FPAN staff and board members as well as partners including FAS, Universities and Colleges in Florida, and local museums and historic sites.	Report on the development and use of the resource list.
Objective 2: Develop and deliver a training program to recruited volunteers.					
Develop and deliver training program or use a program already in existence. This training should be an introduction to the various roles that volunteers can play in assisting archaeological professionals. PM: Program developed and implemented.	Increasing pool of qualified volunteers to assist with programs. PM: Number of volunteers recruited and trained.	Volunteers start to fill important archaeological stewardship and outreach roles that facilitate improved protection and knowledge of archaeological resources within Florida. PM: Improved ability to recruit, place, and retain volunteers.	Ongoing through 2015.	Selected members of FPAN staff and board.	Dedicate a section of a region's annual report to reporting progress in this area. Conduct surveys of volunteers.
Objective 3: Develop a Speakers Bureau of volunteers qualified to deliver programs that contribute to the mission of FPAN.					
Develop the Speakers Bureau as a way to engage volunteers and encourage participation. Develop recruitment system (part of clearing house) and training program that focuses on interpretive presentations. PM: Program developed and implemented.	Increasing pool of qualified volunteers to serve as members of the Speakers Bureau. PM: Number of volunteers recruited and trained.	Volunteers start to fill important outreach roles that facilitate improved protection and knowledge of archaeological resources within Florida. PM: Improved ability to recruit, place, and retain outreach volunteers.	Ongoing through 2015.	FPAN Outreach Coordinators.	Dedicate a section of a region's annual report to reporting progress in this area. Conduct surveys of volunteers.
Objective 4: Develop a program to engage sport divers in the identification of charted wrecks and obstructions and in the stewardship of underwater archaeological preserves and other underwater sites.					
Develop and implement a site documentation and stewardship program with sports divers focusing on underwater archaeological sites. PM: Program established.	New program with opportunities for volunteerism and improved protection of underwater sites. PM: N/A	Increase in the identification of underwater archaeological resources and improved management of underwater archaeological preserves and other sites. PM: Number of identified wrecks and obstructions; number of stewardship programs.	Ongoing through 2015.	NWRC and other selected staff, board members, and selected partners.	Dedicate a section of a region's annual report to reporting progress in this area. Conduct surveys of volunteers. Index scores for status of sites.

Outputs: The process to accomplish this objective	Outcomes: The products of this objective	Impacts: The changes and benefits that will result from this objective	When	Who	Evaluation
Objective 5: Utilize staff and volunteers to assist DHR with identification and nomination of sites to the National Register of Historic Places (NRHP).					
Recruit and train volunteers to assist with the identification of and preparation of NRHP nominations for archaeological sites. PM: Number of volunteers recruited and trained.	Increasing pool of qualified volunteers to assist with this work. PM: Number of volunteers recruited and trained.	Increase in the number of archaeological sites nominated to the NRHP. PM: Number of sites being nominated.	Ongoing through 2015.	FPAN Outreach Coordinators.	Report on progress in annual report for each region. Conduct surveys of volunteers.
Objective 6: Partner with FAS and FAC to evaluate the feasibility for a site stewardship program for Florida.					
Selected members of FPAN staff and Board will form a committee together with selected members of FAS and FAC to study the feasibility of establishing a statewide archaeological site stewardship program. First step will be to benchmark any existing programs in other states. PM: Committee forms plus ongoing progress.	Concept paper that outlines the features of a statewide stewardship plan with an implementation plan (if feasibility is determined). Areas to pilot a program should be identified. PM: N/A	To be determined if a plan to develop a stewardship program is pursued. PM: N/A	Committee forms by end of 2010. Work continues as determined by the committee.	FPAN Executive Director and selected staff, plus selected board members and partners.	Report on progress in annual report for CC.
Goal 10: Develop statewide FPAN administrative procedures to address needs for improved employee orientation, communication, and consistency among Regional Centers.					
Objective 1: Establish an advisory committee of staff to propose and review procedures for internal communication both between the Coordinating Center and Regional Centers and among the Regional Centers.					
Executive Director appoints an advisory committee to propose and review procedures for internal communcation. PM: Advisory committee established.	Procedures for internal communication are proposed and delivered to Executive Director. PM: Procedures are developed.	Better communication and sharing of ideas and concerns among staff and with Executive Director. PM: More effective internal communication.	Advisory committee appointed by September 2010; procedures developed by September 2011.	FPAN Executive Director and FPAN staff.	Meeting agendas. Report on meeting outcomes . Recommendations for ways the meetings could be improved.
Objective 2: Establish a New Employee Orientation Guide to assist new employees with the structure, goals, and working relationships of the Florida Public Archaeology Network .					
Create an online training program to familiarize new FPAN staff with network, mission, practices, and goals by June 2011. This will use new technology, face to face interactions, and continuing education. PM: Program exists by January 2011.	100% of FPAN staff completes the training program by end of 2012; ongoing from then on with new staff. PM: Number of staff that have received training.	Improved ability for new staff to rapidly become oriented to FPANs structure and work procedures. Improved cooperation among RCs and between the RCs and the CC. PM: Increase in ability of staff to quickly adjust to their new job duties and become an effective part of FPAN.	Establish program by June 2011. Ongoing.	FPAN Executive Director and selected FPAN staff.	Exit surveys of existing staff as they complete the program. Ongoing: Exit surveys of new employees completing training
Objective 3: Implement a technology-based file sharing system with format guidelines and training.					
By end of 2010, assess usability of current FPAN FTP file sharing for • PowerPoints • Lesson Plans • Other documents By end of 2011, upgrade current system or adopt new system as needed based on assessment. PM: Assessment completed with recommendations. Upgrades to current system made or new system designed and adopted.	Each region will have expanded resources for public outreach and education. Improved use of staff expertise across the FPAN regions. PM: Number of programs uploaded to and downloaded from file sharing system.	By end of 2012, improved distribution of materials and presentations across Florida, which will enhance the knowledge of FPAN's key audiences about a variety of archaeological subjects. PM: Improved knowledge of selected audience members across the regions based on surveys.	Ongoing through end of planning period.	CC Web Architect and all FPAN staff.	Report on progress. Identification of technology, creation of framework/ template for setting up and using technology, and integration and use of technology.

Outputs: The process to accomplish this objective	Outcomes: The products of this objective	Impacts: The changes and benefits that will result from this objective	When	Who	Evaluation
Goal 11: Secure private funding sources to assist with the implementation of FPAN programs.					
Objective 1: Create a fund raising strategy that identifies and prioritizes foundations and other private donors likely to fund FPAN projects.					
Form a committee of 5 to 10 people and meet regularly to develop the strategy. PM: Committee forms, meets, and makes written progress.	Strategy developed. PM: Strategy created.	Strengthened ability of FPAN to achieve mission for areas identified as appropriate to receive outside funding. PM: Potential to strengthen FPAN resources.	Commence by November 2010. Ongoing through end of 2011 for strategy.	FPAN Executive Director, selected board members, and staff.	Report on progress in annual report for each region.
Objective 2: Develop grant proposals based on the FPAN strategy and upon opportunities as they arise.					
Write and submit proposals to identified foundations and other private entities. PM: Program exists by January 2012 with identified funding sources.	Secure additional funding to support FPAN's work. PM: Number of proposals submitted.	Increased resources available to achieve mission due to successful fund raising. PM: Funding secured from private sources.	Ongoing for proposals, 2012 to 2015.	Team identified in strategy.	Report on progress in annual report for each region.

Timeline

Florida Public Archaeology Network (FPAN) Five Year Strategic Plan

Goal	Objective	2010 Jul-Sept	2010 Oct-Dec	2011 Jan-Mar	2011 Apr-June	2011 Jul-Sept	2011 Oct-Dec	2012 Jan-Mar	2012 Apr-June	2012 Jul-Sept	2012 Oct-Dec	2013 Jan-Mar	2013 Apr-June	2013 Jul-Sept	2013 Oct-Dec	2014 Jan-Mar	2014 Apr-June	2014 Jul-Sept	2014 Oct-Dec	2015 Jan-Mar	2015 Apr-June	2015 Jul-Sept	2015 Oct-Dec

1 - Standardize all training courses and workshops (in-person and web-based) offered across the Network to follow common outlines, content, procedures, and purposes.
- 1.1
- 1.2
- 1.3

2 - Increase the exposure of Florida's school children to archaeology by training teachers to use archaeological curricula.
- 2.1
- 2.2

3 - Effectively engage new audiences and partners using new outreach strategies and media.
- 3.1
- 3.2

4- Develop a program of internet based training to efficiently reach targeted audiences with appropriate courses.
- 4.1
- 4.2
- 4.3

5 - Develop and implement a strategy to work effectively with local governments to protect archaeological resources.
- 5.1
- 5.2
- 5.3

6 - Develop and implement a strategy to promote archaeological heritage tourism ("archaeotourism") in Florida.
- 6.1
- 6.2
- 6.3
- 6.4

7 - Increase the number and effective use of archaeotourism destinations in Florida.
- 7.1
- 7.2

8 - Establish an annual FPAN/DHR workshop for planning and cross-training to ensure regular coordination of activities and messages.
- 8.1
- 8.2

9 - Increase public volunteerism in the protection and stewardship of Florida archaeology.
- 9.1
- 9.2
- 9.3
- 9.4
- 9.5
- 9.6

10 - Develop statewide FPAN administrative procedures to address needs for improved employee orientation, communication, and consistency among RCs.
- 10.1
- 10.2
- 10.3

11- Secure private funding sources to assist with the implementation of FPAN programs.
- 11.1
- 11.2

Legend
Ongoing Activities
Activities with Deadlines

Evaluation

Overview and Purposes of Evaluation

Evaluation will help determine how well each FPAN program is working and whether the results of the program are meeting goals and objectives. Evaluation will also gather information to help design and improve program operations and outcomes. The evaluation program will provide useful feedback to a variety of audiences, including program staff members, board members, program participants, sponsors, and other stakeholders. The feedback that will be most useful will inform program improvement decisions, budget decisions, future program design choices, and long term policy directions. In order to have the most impact, evaluation should be considered at every stage of a program: planning, implementation, and post program. Evaluation is iterative; it helps to improve all stages of a program.
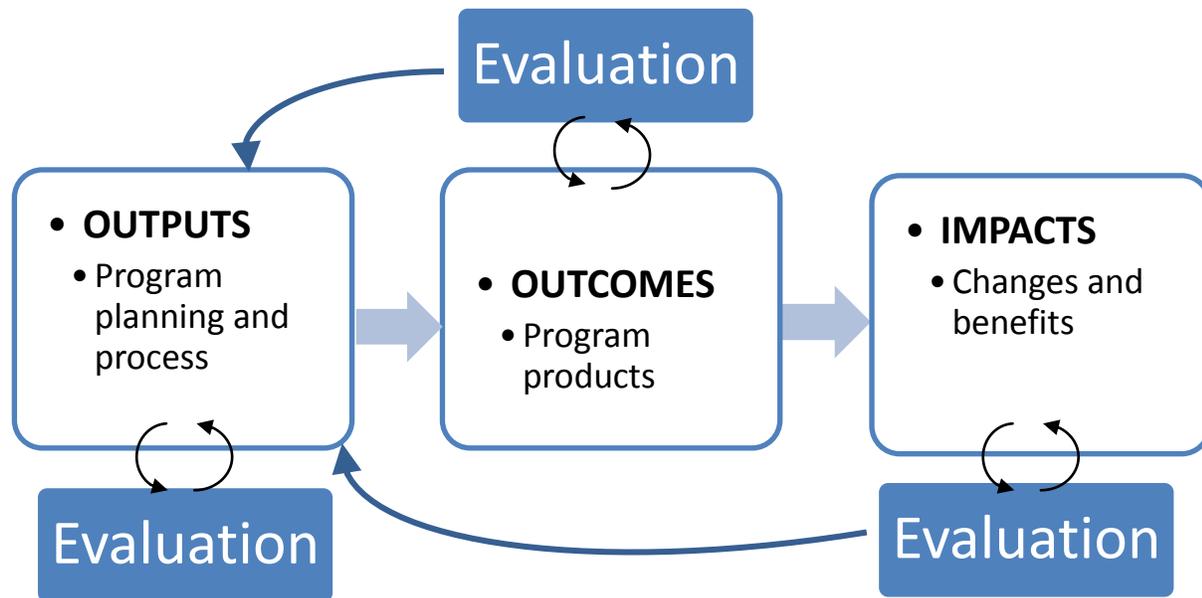
Evaluation of the objectives of this plan will help FPAN in the following ways.

- *Improve program design, implementation, and effectiveness* – With evaluation, you can say with confidence that the proposed program changes are based on an unbiased evaluation of *actual* results and outcomes.
- *Demonstrate how each program supports FPAN's mission* – Carefully crafted evaluation methods will allow a clear understanding of mission achievement.
- *Justify the costs of each program* – Thorough evaluation of each program will assist with defending each program's value and can be used to challenge budget cuts.
- *Determine program strengths and weaknesses* – Evaluation results will show how well each program is meeting its objectives and the areas that need improvement so that modifications can be made to cause improvements.
- *Reveal program successes to supporters, funders, and stakeholders* – Evaluation will generate the evidence needed to gain additional support for programs.

- *Validate or discover effective programming methods* – Evaluation of existing programs can provide information and ideas for future programming strategies.
- *Share information about what works with colleagues and similar organizations* – Valuable information about program effectiveness can be shared with other public and private organizations. The program can serve as a model for organizations in similar situations.

Evaluation Process for FPAN

Evaluation of this strategic plan will be focused on achievement of goals and objectives and should be considered integral to the process. Goals will be achieved due to success of the supporting objectives. Each objective is crafted with supporting Outputs, Outcomes, and Impacts. Each will need to be addressed separately during evaluation.

- **Outputs** represent the work that FPAN employees, board members, and partners will do to achieve objectives. Evaluation of outputs is *formative* and will focus on the process. Results of output evaluation can be used to improve program effectiveness.
- **Outcomes** represent the near-term results of implementation of the outputs. These results may be internal (for strategies) or external (for training workshops of external audiences and educational programs). Evaluation of outcomes is *summative* and will be focused on achievements – what was the result of actions taken during the output phase. Evaluation will either be final for programs with distinct outcomes or continuous for ongoing programs. Some internal objectives that involve developing and implementing strategies will continue to be evaluated as they move forward.
- **Impacts** represent the long-term results within a target population or set of resources. They represent changes that occur as a result of actions taken. These changes, if successful, will help achieve part or all of the project goals. As with the evaluation of outcomes, most evaluation of impacts is summative and may be one-time or ongoing.

Effective evaluation is iterative. In the implementation of FPAN's strategic plan, evaluation of Outputs, Outcomes, and Impacts should both inform program improvements within each phase and also other phases. Evaluation of outputs and impacts needs to ultimately feed back to the improvement of outputs to improve the overall achievement of the plan's goals.

Adaptation at all phases of evaluation is the key to success. If evaluation results show that success is not being achieved, then it is time to try new approaches and techniques. Evaluation is implemented using *instruments* such as surveys, tests, and inspections. In every case these should be designed with two clear purposes in mind.

First, reveal the critical information needed to determine success with each Output, Outcome, or Impact. To do this, an instrument should clearly address the identified *performance measures* and allow the evaluator to be able to easily determine the status of each measure compared against the last time that same measure was assessed.

Second, the instruments should also be designed to directly feed into the process of adaptation. Information revealed from implementation of the evaluation instrument should inform program designers about ways they might modify approaches and techniques to achieve success with either new or ongoing efforts.

This plan has goals and objectives with Outputs, Outcomes, and Impacts identified for each objective (see Outputs, Outcomes, Impacts, and Evaluation for Each Objective table). For each objective the personnel assigned to ensure the work is completed as well as time frame are identified. Performance measures are identified for each Output, Outcome, and Impact. These represent what need to be measured in order to determine if success has been met.

Use the information in the table above and the information presented in the tables below, to create instruments to perform effective evaluation systems. Focus on simplicity and clarity when creating all evaluation instruments. Build planning for evaluation into every program during initial program planning to ensure it will not be overlooked or simply "tacked on" at the end of the process.

FPAN Program Evaluation Opportunities

FPAN will have three distinct audiences to work with when conducting evaluations for progress towards achieving the strategic plan. These include an internal audience of staff and board members, which will need to constantly review their own progress, an external audience engaged in outreach and training activities, and a more remote audience who will use FPAN's website. Strategies to evaluate these audiences are presented below.

Internal Review/Progress Reporting

Internal review is a useful tool for program evaluation within an organization. It is often used by organizations as part of a quality improvement process. FPAN staff will submit a quarterly report that can be used for evaluation of progress.

What to evaluate	Why evaluate this?	How to evaluate
• What are the program's goals and objectives? What activities were undertaken to meet those goals and objectives? • What has gone well with the program? What is the most successful aspect of the program? • What do changes in the identified performance measures tell you about program successes or failures? • How has the program changed from what was originally proposed and what were those changes? Why did those changes happen and how did those changes affect the program outcomes? • Where did the program run into difficulties, and how did you handle those challenges? • What would you do differently in the program next time? • What needs to be done right now to improve or bolster the program?	To determine program progress, whether the program is meeting goals and objectives, and where program improvements can be made.	Establish a template for quarterly reports to guide report content so staff are able to sufficiently and succinctly provide information on how the program is doing. Ensure regular (3-4 times per year) face-to-face communication between RC staff to track progress towards achieving goals and objectives of the strategic plan. Once per year, review progress on achievement of strategic plan and modify as necessary. Maintain a focus on identified performance measures and track changes.

Workshop and Training Evaluations

Workshops and trainings (both in person and online) can be evaluated in a number of ways to determine program effectiveness. Workshop and training instructors have the advantage of a captive audience that can be surveyed before and/or after a program. This information can be used to measure program satisfaction as well as changes in participant knowledge and attitudes.

What to evaluate	Why evaluate this?	How to evaluate
What your target audience needs/wants to learn and how they prefer to learn it.	This helps program planners focus on the correct material and use the best methods to get information across. For example, there is no need to put on a full workshop if the target audience is mostly knowledgeable and could get the same information via a website or publication.	Needs assessment (online, phone, or focus group).
Knowledge and interest of the people who will be participating in a workshop.	Instructors can shape workshop content and focus based on pre-workshop input.	Send out a pre-workshop survey as people register for a program. Can be done via web (easiest), mail, or phone.
Who and how many people have attended the training.	To have information on number of people reached and to be able to contact them again.	Collect contact information during training registration. If this can be done electronically (online prior to training), it will save time and labor.
Changes and improvement in knowledge and attitudes.	To determine if an audience is learning what was intended.	• Pre- and post-workshop surveys (for groups such as teachers.) • Interactive exercises during a training. • Results and feedback on programs implemented following a training (use for FPAN staff and volunteers).
Use of information and materials.	To find out if the program material is being used by target audiences.	Follow up with participants via email, web, or phone. Find out during the training how to best follow up.

Website Evaluation

FPAN can use its own domain or server to provide a tracking feature for clients to gather information about the effectiveness of the website. Websites or pages on websites that call for registration in order to view content can be an even better source of information. FPAN can develop a form that collects very specific information from registrants. These registered users can then be a source population for future evaluation efforts. In addition, websites may be used as portals for survey research. A website can be programmed to ask every 10th user (for example) to take a survey or can guide users to a link to a web-based survey. The possibilities with website technology are endless.

What to evaluate	Why evaluate this?	How to evaluate
• Who visits your website. • How they found the website (what search engine they came from). • How they navigate your site. • How effective any advertising or marketing is.	To learn more about website users.	• Web navigation tracking. • Web surveys.
Recommendations for additional web content or services.	To find out what users need that is not currently available.	• Pilot test the beta version of websites with target users. • Surveys of web users can be collected via pop up window on website (this may be challenging to establish). • Surveys of FPAN stakeholders and partners. • Personal conversations.
User feedback on the website.	To find out how the website is meeting user needs and what can be done to improve it.	• Pilot test the beta version of websites with target users. • Surveys of web users can be collected via pop up window on website (this may be challenging to get to work). • Surveys of FPAN stakeholders and partners. • Personal conversations.

Determining Long-term Impacts

To evaluate the long-term impacts of the implementation of this strategic plan, it is important to revisit FPAN's mission and vision. The mission defines the focus of the organization's efforts, and the vision describes the long-term impacts desired. Together, the mission and vision describe succinctly what FPAN seeks to achieve, and they should, therefore, form the basis for evaluation of progress. Implementation of the goals and objectives laid out in this strategic plan will support the mission and vision. Evaluating the long-term impacts of the accomplishments resulting from this plan based upon the mission and vision will allow for a "big picture" view.

For convenience, the mission and vision are presented below.

Mission

> *To engage the public by promoting and facilitating the appreciation, value, and stewardship of Florida's archaeological heritage through regional centers and partnerships.*

Vision
> *In 2020 FPAN is the leading advocate for Florida's archaeological stewardship and the premier example of how public archaeology is done well. FPAN has a fully funded center in each region with support from a diverse group of sources. Archaeological resources are viewed as community assets of value that contribute to a "sense of place" for Florida's residents and are a destination for visitors. State laws as well as local policies, regulations, programs, and incentives are in place to protect archaeological resources and provide local governments and law enforcement agencies with the tools and resources needed to ensure protection. Archaeology is integrated into state educational standards and archaeological based lessons are widespread in the state's schools at all grade levels.*

FPAN's long-term impacts will be evaluated using a variety of measurement tools specifically designed to evaluate progress towards the different elements of the mission and vision. Each evaluation tool will be targeted towards specific audiences based upon the element to be achieved such as utilizing FPAN staff for internal elements and local government officials or the general public for external elements. Some elements will be quantitative such as the number of schools implementing archaeologically based lessons or the number of local governments with preservation policies in place. Other measurements will be qualitative in nature such as case studies and attitude assessments.

The following table summarizes elements of the mission and vision that are listed as impacts to be monitored together with the audiences specific to each and the measurement tools to be developed to perform the evaluation.

Impact to be Monitored	Audience	Measurement Tool
FPAN is the leading advocate for Florida's archaeological stewardship and the premier example of how public archaeology is done well.	Archaeological professionals in Florida and other states	• Archaeological Knowledge, Attitudes, and Actions Assessment (the Assessment)
A fully funded center is in each region with support from a diverse group of sources.	FPAN staff	• Data on number of centers and financial support
Archaeological resources are viewed as community assets of value that contribute to a "sense of place."	Residents	• The Assessment • Site evaluation case studies
Archaeological resources are a destination for visitors.	Visitors, Businesses	• The Assessment • Annual number of visitors to sites
State laws as well as local policies and regulations are in place to protect archaeological resources.	Public officials	• The Assessment • Number of local governments with preservation policies in place • Improvement in types of preservation policies • Site evaluation case studies
Programs and incentives are in place to protect archaeological resources.	Advocacy organizations, Local government staff, and Elected officials	• The Assessment • Number of programs and incentives • Site evaluation case studies
Local governments and law enforcement agencies have the tools and resources needed to ensure protection.	Local government staff	• The Assessment • Site evaluation case studies
Archaeology is integrated into state educational standards and archaeological based lessons are widespread in the state's schools at all grade levels.	Educators, Students	• The Assessment • Number of schools providing archaeological based lessons • Evaluations completed by teachers • Pre and Post tests completed by students • Site evaluation case studies

Some of the impacts will be measured by FPAN staff on an annual basis as part of the ongoing evaluation. Examples include data collection on the status of local, county, or state preservation policies and case studies about site protection or program successes. Other long-term impacts will be evaluated using a Site Evaluation tool to be implemented by both FPAN staff and trained volunteers. The Archaeological Knowledge, Attitudes, and Actions Assessment tool (the Assessment) will be developed to provide qualitative feedback on the status of archaeological resources as community assets.

Some comments below provide further guidance on how the different elements of the evaluation will occur.

Site Preservation Case Studies

Increases in the number of archaeological sites for which positive preservation actions are taken are a clear indication that the mission of FPAN is being achieved. When actions occur in this realm, they constitute case studies that will be reported for the region in which they occur. Examples of positive actions include purchase of an archaeological site for protection, stabilization of archaeological sites to prevent erosion, developing on-site interpretation that will increase appreciation for the value of the site, clean-up projects at archaeological sites, etc. Negative actions may include destruction of landmark sites through development, and new or ongoing looting of sites.

Status of Local Government Preservation Policy

A concrete measure of a changing attitude towards the preservation of archaeological sites will be an increase in the protection of sites at the level of local government as reflected in changes in policy. Using the Local Government Preservation Program Directory (2007) as a baseline, changes in the number of local government preservation policies can be assessed by a periodic survey of local government jurisdictions, resulting in an update for the directory.

Archaeological Knowledge, Attitudes, and Actions Assessment (the Assessment)

Many long-term impacts will be measured using an *Archaeological Knowledge, Attitudes and Actions Assessment* (the Assessment) that would monitor the knowledge, attitudes, and actions of various audiences towards archaeological resources on an ongoing basis. A web-based survey that is designed to capture data on an ongoing basis would be most efficient. A web-based survey can be easily designed to include dedicated lists of questions for each audience. The survey will be established on FPANs website such that targeted people and groups can be invited to complete the survey, or random site visitors can be requested to complete the survey (for example, every 10th visitor to FPAN's website could be asked to complete the Assessment).

Responsibility to establish and implement the Assessment should not fall on FPAN alone. The Assessment can be developed in coordination with partners and would provide numerous volunteer opportunities. The Assessment should be developed within the first two years of this planning horizon (by mid 2012) and then piloted within up to two regions for the remaining three years (2012-2015). Evaluation of the pilot will then allow the Assessment to be refined and implemented statewide for FPAN's next strategic planning horizon in 2016. An accelerated schedule would allow full statewide implementation during the present planning horizon.

The Assessment should be established and operated using the following steps:
- Identify the knowledge, attitudes and actions to be targeted for assessment.
- Develop the Assessment tool.
- Determine an implementation strategy (recommended to be a web-based tool).
- Pilot the Assessment in up to two FPAN regions.
- Establish baseline information.
- Evaluate the pilot assessment, make changes, and commence statewide implementation.

To provide some additional guidance on establishing the Assessment, each of the steps is described briefly below.

Identify Knowledge, Attitudes, and Actions

The mission of FPAN is focused on the public's *"appreciation, value, and stewardship of Florida's archaeological heritage."* FPAN's long-term impacts, however, will be determined by not only the attitudes and behaviors of the public, but also by other key target audiences. The first step in developing the Assessment, will be for FPAN and its partners to identify knowledge, attitudes, and actions for each target audience. Gains in the selected knowledge, attitudes, and actions will reflect the mission and the impacts that FPAN hopes to achieve.

The Assessment will include general assessment questions for all audiences as well as specific questions for different target audiences. For example, general questions may include how important it is to preserve archaeological sites or what actions the individual has taken to preserve archaeological sites. Questions about existing sites should be developed to test knowledge. Targeted questions such as those directed to public officials and government employees may include items on how important preservation policies are, how effective policies are, and what types of programs and incentives have been successful at preserving archaeological sites.

Develop the Assessment Tool

Once the elements of knowledge, attitudes, and actions have been selected, the Assessment can be developed and made ready for piloting.

Determine an Implementation Strategy

It is recommended that the Assessment be developed as a web-based tool. This will provide for numerous efficiencies during analysis. Staff time will be more heavily invested during development of the tool but, once implemented, data collection and analysis will be fully digital and, if well designed, will facilitate sophisticated analysis and adaptation to reports and presentations.

The implementation of the Assessment should allow for random sampling within each of the target audiences as much as possible. For example, visitors to the FPAN website may be randomly selected to participate or individuals from the FPAN mailing list may be randomly selected on an annual basis to take the Assessment. These two approaches could provide valuable data without incurring a lot of FPAN's staff time. Surveying the general public via phone or web surveys may garner a wider random sample, but would require more FPAN staff time and monetary resources. The pros and cons of each sampling approach should be explored by FPAN and its partners.

Select a Region or Regions to Complete a Pilot Project

FPAN staff assigned to this effort should select the region or regions deemed most appropriate for a pilot test of the Assessment. Careful thought will need to be put into the scope of the pilot or pilots to be implemented. The pilot test will allow FPAN to determine if the Assessment questions are gathering the needed information and allow for opportunities to revise the Assessment where needed. The pilot test will also establish what methods of distribution are most effective.

There could be a small, single pilot test followed by analysis and then a larger follow-up pilot that would in turn be followed by analysis and then full-scale statewide launch. Alternatively, the pilot could be accomplished simultaneously in parts of two or more regions that provide some demographic diversity and variety of archaeological resources present. Once again, analysis and necessary modifications would be followed by full-scale statewide implementation.

Establish Baseline Information

Baseline information will be critical to the success of the Assessment. It will establish important benchmarks for FPAN to evaluate long-term progress associated with knowledge, attitudes, and actions that currently exist. The Assessment will then be used repeatedly in the coming years to detect changes which result from implementation of the strategic plan.

Once the pilot studies are complete and a final version of the Assessment has been prepared, its first statewide implementation will yield baseline information. Baseline data should be collected using the agreed upon sampling technique.

Evaluate changes in Knowledge, Attitudes, and Actions

A schedule should be developed to gather repeat information regularly: semi-annually or annually depending upon the resources available. The surveys used for the different target audiences should remain the same to provide for direct comparison of findings from the baseline surveys to the time the survey is repeated. This will provide a direct indication of any changes in attitudes and behaviors towards archaeological resources.

Samples within the target audiences should be chosen in the same way as for the baseline information. Results can be assessed directly back against the baseline results to detect any changes in attitudes or behaviors. Trends can be developed over time with repeat surveys.

A Note on Actions

Actions represent a tangible product of knowledge and attitudes. People can claim a lot of knowledge and a high respect for a particular resource, but if this does not lead to positive actions that benefit the same resource, then the claim of knowledge and respect is essentially meaningless. Even when knowledge and respect are present, positive actions may still be lacking. In these circumstances, the lack of action may well be caused by the existence of one or more barriers to action. Under these circumstances, knowledge of the barriers can be extremely valuable. Knowledge of what is needed to overcome those same barriers then becomes essential to trigger positive actions.

Barriers can be as simple as inconvenience or "old habits die hard" and are often associated with a lack of resources. Generally, unless a barrier is specifically addressed and hopefully removed, it is unlikely there will be significant changes in actions.

If a disconnect between knowledge and attitudes and actions does become evident during the pilot study, further research to discover any barriers may be needed. There is a growing body of social science literature that addresses this issue. Much of it was developed through studies associated with health issues such as diet, exercise, and smoking. Today, that research has been

extended successfully to sustainability and would likely work well in association with the protection and stewardship of archaeological resources.

Appendix: FPAN Needs Assessment, Report of Findings

Needs Assessment Report

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Introduction

A Needs Assessment was conducted by Pandion Systems for the Florida Public Archaeology Network, to accomplish the first phase of a strategic planning exercise.

A survey was designed using Survey Monkey online software. It was distributed to several distribution lists maintained both by FPAN staff and members of the FPAN Board of Directors.

Six hundred and seventy people started the survey, and 539 (80.4%) completed it. The number of responses varies from question to question based on the number who completed each question. All survey participants are referred to in this report as "respondents."

Survey Design

The survey included a total of 30 questions. All respondents were provided with the same first four questions. The remaining 26 questions were then divided into two sections depending upon whether the respondent was a professional (archaeologist or heritage professional) or a member of the public. Of the 670 total respondents, 306 were professionals and 364 were members of the public. The findings from the survey are grouped into these same 2 categories.

All respondents were asked some basic demographic questions and all were asked to state in writing what FPAN meant to them.

Professionals were asked questions to reveal the following information:
  - ➤ Their employment status in terms of the types of organizations they work for
  - ➤ Their professional membership
  - ➤ How they perceive their working relationship with FPAN personnel
  - ➤ The program areas they would like to see FPAN focus their work on
  - ➤ How they perceive the working relationship between FPAN and its partners
  - ➤ What should FPAN's future priorities be?
  - ➤ How often, and by what means they prefer to, communicate with FPAN personnel

Members of the Public were asked questions to reveal the following information:
  - ➤ Their employment status
  - ➤ How often they visited an archaeological facility within the past year
  - ➤ Which media formats did they use to learn about FPAN
  - ➤ How often and what sorts of FPAN activities did they engage in?
  - ➤ Their thoughts about the quality of the FPAN activities that they had engaged in
  - ➤ How important the protection of archaeological sites and collections is to them
  - ➤ By what means they prefer to communicate with FPAN personnel

A copy of the survey instrument is provided separately in Appendix 1.

Many written responses were received. To make the report more readable, a sample of these responses is included in this report. A complete listing of all written responses is contained within Appendix 2.

Summary of Findings

The Needs Assessment Survey clearly indicated that there is strong support for FPAN and the work that it is doing. Completing an online survey takes time, so the large response of 670 people who responded to at least some portion of the survey speaks volumes. When given a choice to rate FPAN's work as "excellent," "okay," or "poor," an overwhelming majority chose "excellent" or "okay" in all cases. There were also numerous written comments that were overwhelmingly positive, which clearly indicates support.

While 50 counties were represented in the survey responses, residents of only seven counties represented 52% (348) of the total. This indicates stronger support in certain areas than others, which may be reflective of the sequential way in which the FPAN network has opened regional offices.

The survey was sent to two separate demographics (professional archaeologists and heritage professionals as one group and the public as the other), and roughly half of the respondents belonged to each group.

Professionals

The following points summarize some key findings:

- The role of FPAN in educating the public about archaeology is clearly recognized, while assistance to local governments and the Division of Historical Resources (DHR) is less well known.
- FPAN has a good working relationship with a strong majority of respondents.
- Strong affirmation for FPAN's work in all areas was provided, but large groups did not know enough about the work areas with local government and DHR to offer an opinion.
- School classes and the general public should be FPAN's major targets for outreach.
- Work that promotes better protection of sites needs to be the focus for assistance to local governments.
- Assisting the DHR locally needs to be the FPAN's focus in this area of its work.
- If FPAN can do more, they should focus clearly on outreach and education and providing increased assistance to local governments.

The Public

The following points summarize some key findings:

- The role of FPAN to educate and inform about the importance of protecting archaeological resources was clearly understood.
- Most respondents had attended more than one FPAN sponsored activity.
- Most (about 90%) considered themselves more aware of the importance of protecting archaeological resources as a result of FPAN.
- Television and newspapers were the most reported forms of media used to learn about FPAN and archaeology.

- There were no clear winners when the respondents were presented with a range of choices for FPAN priorities to ensure future protection of archaeological sites.

Careful study of the survey findings should inform the strategic planning process. The following quote from the survey responses underscores the need for FPAN to exist and reinforces the idea that FPAN needs to carefully consider its options for the future in order to remain effective:

> *Please keep funding this wonderful organization!*

Survey Results

Demographics

Respondents who are residents of Florida represented 50 different counties. Fifty-two percent of the respondents came from seven counties in the state with the following breakdown:

Escambia	12.3% (76)
Saint Johns	8.9% (55)
Citrus	6.3% (39)
Brevard	5.3% (33)
Hillsborough	5.3% (33)
Palm Beach	5.2% (32)
Broward	4.7% (29)

There were no respondents from the following 17 counties: Baker, Bradford, Columbia, Dixie, Franklin, Gadsden, Gilchrist, Gulf, Hamilton, Hardee, Holmes, Jackson, Madison, Okeechobee, Sumter, Taylor, and Union. This indicates stronger support in certain areas than others, which may be reflective of the sequential way in which the FPAN network has opened regional offices.

Eighty-one percent of the survey respondents have lived in Florida for longer than five years, 15% have lived in Florida two to five years, and 4% have lived in Florida for one year or less. Thirty respondents (5.3%) indicated that they reside in a state other than Florida. Half of these respondents come from New York, Georgia, or Alabama. A number of respondents indicated they used to live in Florida or were "snow birds."

Ninety-eight percent of respondents were over 18 years of age and 2% (14 respondents) indicated they were younger than 18.

County of Residence for Respondents

County	Number of Respondents
Suwannee	1
Saint Lucie	1
Liberty	1
Levy	1
Lake	1
Lafayette	1
Jefferson	1
Indian River	1
Hendry	1
Glades	1
DeSoto	1
Putnam	2
Osceola	2
Monroe	2
Pasco	3
Martin	3
Flagler	3
Calhoun	3
Washington	4
Wakulla	4
Polk	4
Highlands	4
Walton	5
Clay	5
Marion	6
Manatee	6
Collier	6
Seminole	8
Nassau	8
Hernando	8
Bay	8
Orange	10
Duval	10
Volusia	13
Miami-Dade	13
Charlotte	15
Pinellas	18
Alachua	18
Sarasota	19
Leon	22
Santa Rosa	24
Okaloosa	28
Lee	28
Broward	29
Palm Beach	32
Hillsborough	33
Brevard	33
Citrus	39
Saint Johns	55
Escambia	76

Number of Respondents

Length of Residency in Florida
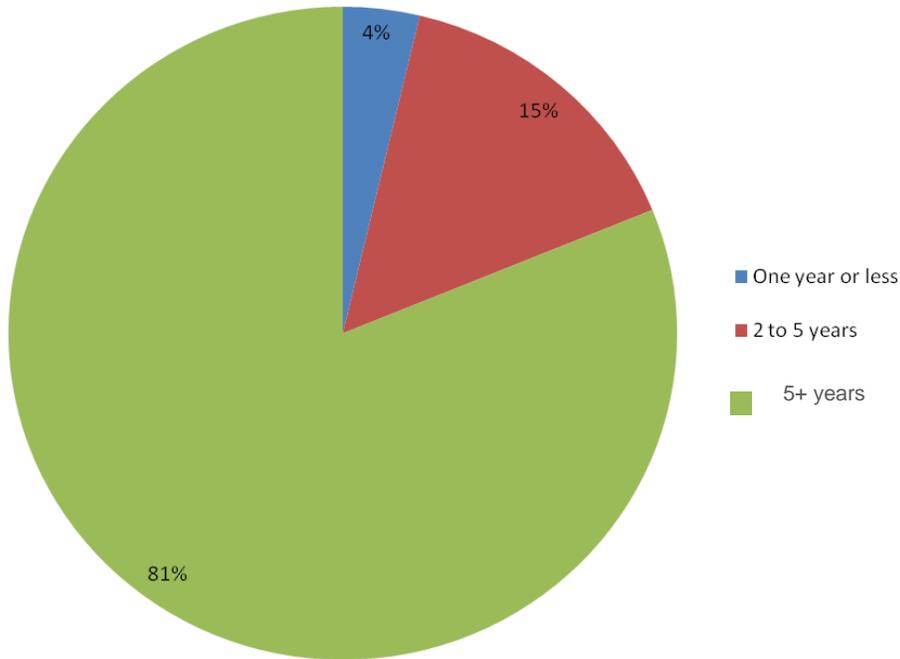
Affiliation

Respondents were divided rather evenly between the "member of the public" and the "professional" categories. Depending upon their answers to this question, respondents were directed to different parts of the remainder of the survey.

Affiliation with FPAN
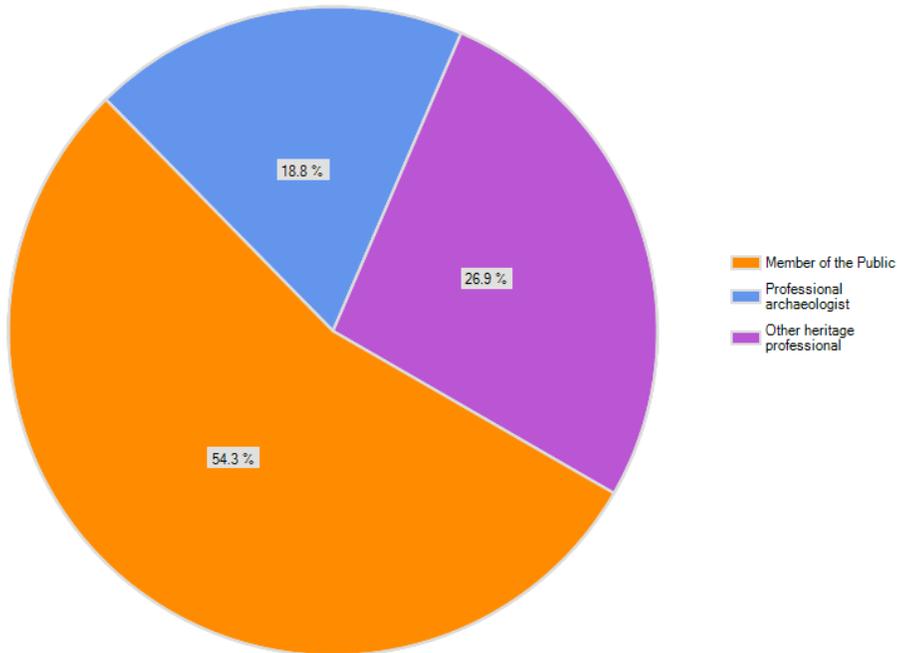
Professional Archaeologists/Heritage Professionals (306 Respondents)

What does FPAN mean to you?

This open-ended question was answered by 234 individuals. Of those, 20 respondents provided an answer indicating they did not know of FPAN or could not describe its mission or focus. The vast majority of the remaining 214 respondents had a clear understanding of FPAN's role in educating the public about archaeology in Florida. A smaller number of respondents noted FPAN's role in assisting local governments, and very few noted FPAN's relationship with the Division of Historical Resources.

The following quotes indicate a strong level of support and enthusiasm for FPAN's work.

1. *I work for a local government which cannot afford to have a staff archaeologist so FPAN is an invaluable educational resource to me. They provide expert assistance when dealing with changes to our designated archaeological sites. They have also provided both staff education in addressing impacts to our resources, and assisted in educating the public about the importance of archaeology and artifacts.*

2. *FPAN has been a tremendous partner in providing education to the public. We collaborate with FPAN on teacher training workshops, events, projects, and educating school children. They have proved to be a valuable resource and partnership with our institution.*

3. *They are a great resource on educating the public on the importance of Florida's cultural resources. By doing this and many, many more things they are helping to protect these irreplaceable both historic and archaeological resources. I love the public outreach programs that they provide to the community themselves and the assistance that they provide to other organizations with similar missions. They are an invaluable resource in providing quality heritage tourism, and an improved both quantitative (economic benefit) and also an improved quantifiable benefit (quality of life).*

4. *They "fill in the cracks" between academic archaeology and cultural resource management conducted by private firms under contract or by personnel in federal and state agencies. Oftentimes, they have critical connections with local community leaders that facilitate historic preservation projects.*

5. *It is an innovating way of reaching the public and is one of the finest in the country.*

6. *FPAN has been extremely helpful in interpreting our resources, documenting them and guiding us in protection and preservation. They have also assisted us in making our resources available to all park users. Those who wish to recreate and those who wish to learn about our archaeological areas.*

7. *FPAN is an amazing organization...I teach an upper level Anthropology/Archaeology High School elective and their assistance cannot be measured. From assisting me w/ school site digs to doing archaeological lectures and activities in my classes to demonstrating the art of flint knapping....FPAN is great. They have stirred interest in my students and many of them have attended the IN THE DIRT lectures, w/me, at the college.*

I have attended their teacher in-service sessions and I have been able to use the material presented, in my classes. I do beleive that the personnel at the East Central office in Brevard County are the key to the success of my program at the high school....and the popularity of the IN THE DIRT lectures and the wonderful ways they get this archaeological information to the public is professional and very informative....and it starts at the top w/Dr. Rachel Wentz and her competent staff. They are great communicators and teachers....and we are all lucky to have them. Her lectures at my school on Forensics Anthropology have motivated some of my students to go into this field of study... as stated earlier FPAN is great!!!!!!!!!!!!!!!!!!!!!!!!!!

8. *FPAN is an outstanding resource regarding information about archaeology and archaeological sites in our area, and employs very helpful professionals who provide that information, including on site visits.*

9. *I work as a school district administrator. The Florida Public Archaeology Network has worked with our district as professional development consultants. The FPAN has provided our teachers wonderful in-service and resources. Our participating teachers could not have been more positive about the great information and resources that they received through this professional development. We really appreciate the eagerness and gracious willingness of these wonderful folks at FPAN in working with our school district!*

10. *FPAN does a wonderful job of bringing archaeology (and history in general) to the public. Its staff is very visible at every heritage-related event in the Panhandle, and they are especially good at getting children to understand and appreciate the role of archaeology. FPAN supports local history and heritage, and there is no other group in the Panhandle with the staff and funding to do that. Bravo!*

11. *FPAN offers much needed education around the state of Florida. With cutbacks over the last 20 years or more, history of Florida education has all but been eliminated. It is vital that education remains important in our population's understanding. You cannot protect our historic treasurers for future generations...if no one knows what is in their own backyard.*

12. *FPAN is a network of individual centers that focus on the need of each region. They customize outreach, education, and historic preservation for the region in which they fall. FPAN is an ally where few exist archaeology and cultural resource management.*

13. *FPAN admirably serves a niche that is unfortunately lacking in many states; it provides a public face to archaeology that goes on everyday but to which the public is largely oblivious. I teach at a large public university, conduct research and publish my findings. But the only people who know of all that I do are my students and fellow avocational or professional archaeologists who read the journals within which I publish. FPAN is vitally necessary, because it gives an easy outlet to the public, informing all and with a little luck, inspiring a handful into doing this for a living.*

Of the 234 responses, only six indicated either a lack of support for FPAN or an interest in seeing more from FPAN.

1. *They have done very little. Surely not enough to warrant their nearly 2 million dollar budget.*

2. *FPAN was established to fill a void in public education and outreach that was not being fully accomplished by agencies or academic professionals. Although I was very involved in helping FPAN get started, I have not had a close relationship since I left the board. I believe that the Network has had a well-defined and appropriate mission and organization for its early growth years. Since then, many external and internal factors are rapidly changing, and I hope this planning effort will address issues like declining funding at all levels that has led to downsizing, doing less with less, and loss of ability as well as visibility.*

3. *I believe the purpose of FPAN should be to educate the public, especially children and teenagers, about the amazing bounty of archaeological resources in Florida and the extent to which they can teach us about our collective past. I know FPAN helps with archaeological festivals and teaches classes or workshops at local schools. I know some staff also attend archaeology and diving conferences, but I'm not sure if that always that promotes FPAN's mission.*

4. *FPAN doesn't mean much to me, because, frankly, in Southwest Florida, the previous occupant of that position used her position to get her husband work...She was "retired" thanks to the courageous efforts of Marian Almy, Archaeological Consultants, Inc. The premise the "network" is based on is at best a faulty one, and I don't see their impact improving...*

5. *They hand out freebees at conferences*

6. *Not sure, you are all over the place. One center does education and another center does something else.*

Employment

Forty-eight percent of respondents work either in a museum or historic site, a college or university, or a local government. Twenty-two percent work in a private consulting firm or state government. FPAN employees comprised 4% and Division of Historical Resources employees comprised 3% of professional respondents.

Employment of Professional Respondents
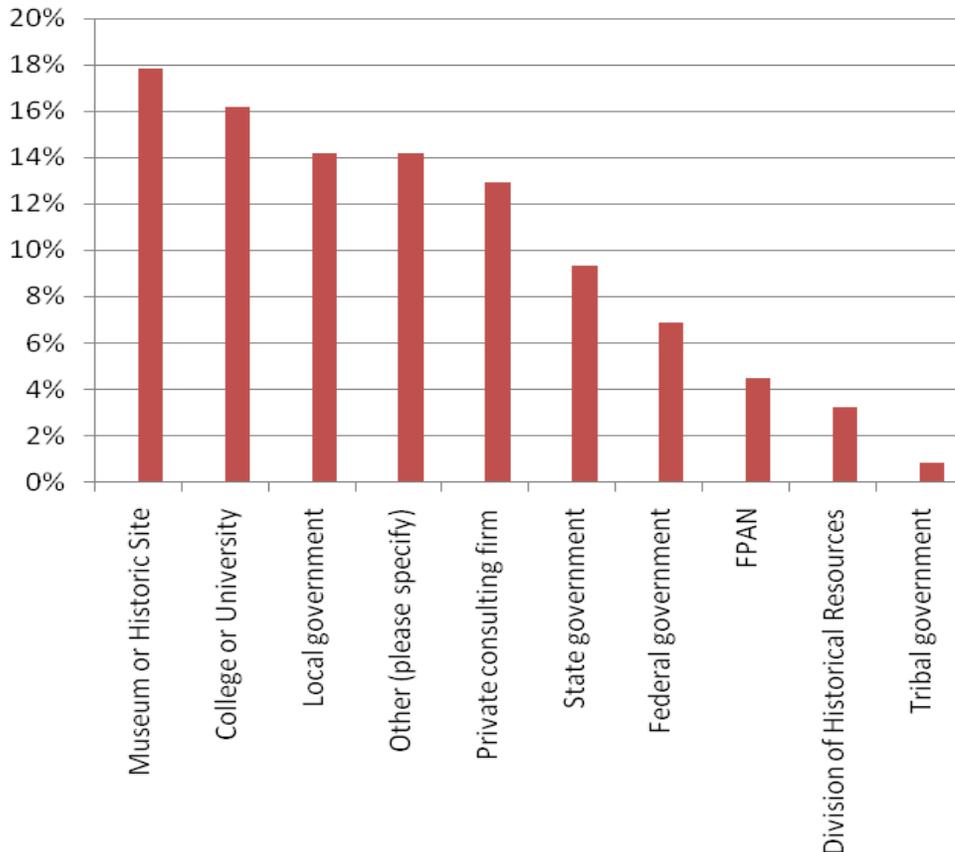
An additional 14% indicated "other" employment including:
- Florida State Parks
- Retired RI wildlife biologist
- A software company
- Retired
- Retired archaeologist (Corps of Engineers)
- Regional government
- Semi-retired
- County archaeologist
- Not-for-profit public aquarium
- http://amazonwaterfalls.org
- Retired anthropologist

- Not-for-profit aquarium
- Historical society
- Private foundation
- School district administrator
- Research
- Serve on local historic preservation board
- Historical societies
- Self-employed author and museum trustee
- None, currently
- Not for profit organization-Main Street Zephyrhills
- Private business
- Public school system
- Primarily as a retired archaeologist and local volunteer
- Volunteer at a historical museum in Chipley
- Public education
- President, Genealogical Society of Santa Rosa County
- Clay County Archives
- Not employed, but very active/involved volunteer
- Independent contractor for heritage education, program design, and grant writing.
- Educational professional
- Consultant to Broward County Historical Commission
- Nonprofit organization - Friends of A1A
- State park with historic sites
- Nonprofit archaeological and archival research

Memberships

Of the 228 respondents who answered this question, 38.6% are members of the Florida Anthropological Society, 18.4% are members of the Register of Professional Archaeologists, and 15.8% are members of the Florida Archaeological Council. More than half of the respondents (58.3%) are not members of any of these organizations.

Professional Memberships
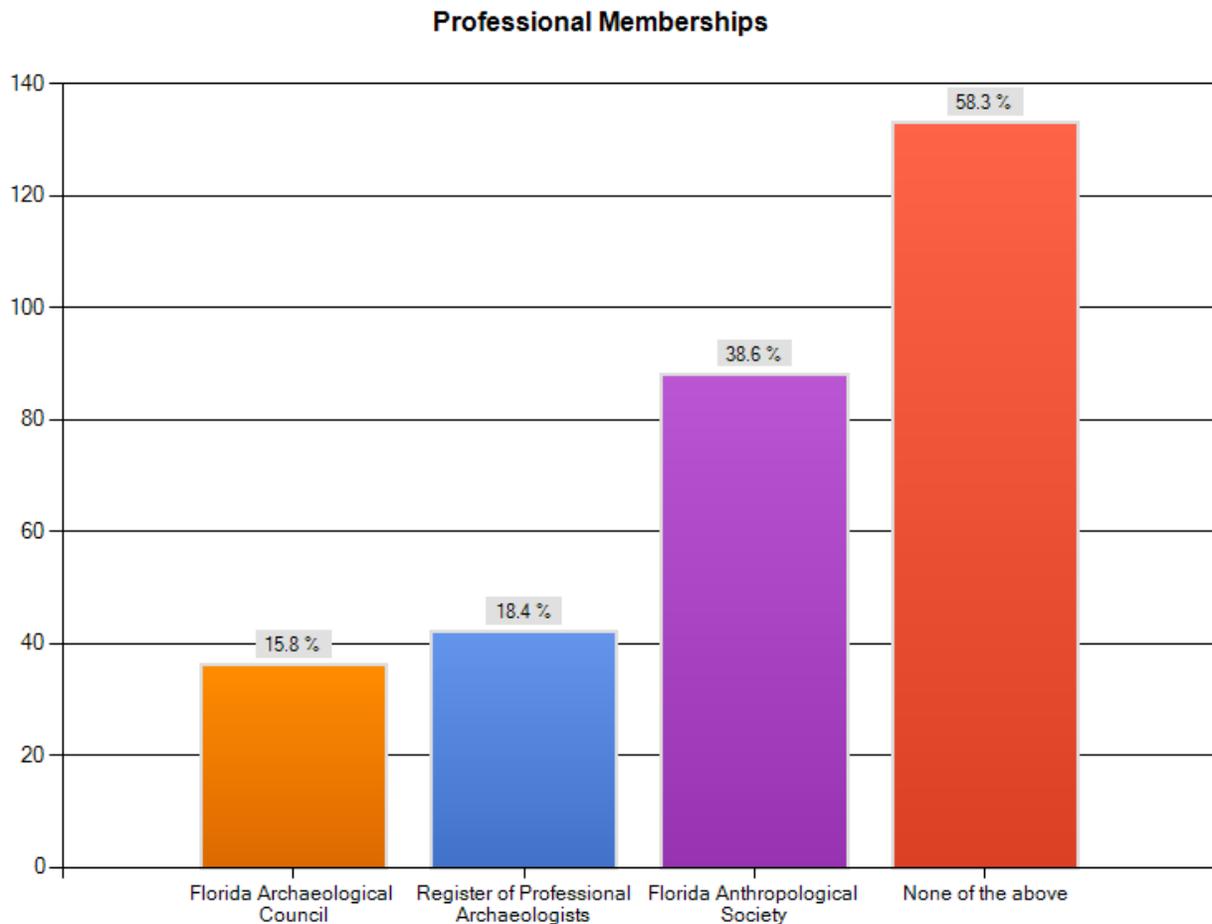
Sixty-eight respondents indicated they are members of other organizations, including the following:

- Society of Historical Archaeology (SHA) - 21
- Society for American Archaeology (SAA) - 16
- Southeastern Archaeology Conference (SEAC) - 10
- Florida Trust for Historic Preservation - 8
- American Anthropological Association (AAA) - 4
- American Planning Association (APA) - 3
- Florida Association of Museums - 3

- Central Gulf Coast Archaeological Society - 2
- Florida Bar Association - 2
- Florida and National Council for Social Studies - 2
- Florida Historical Society - 2
- National Trust for Historic Preservation - 2
- Alliance for Weedon Island Archaeological Research and Education
- American Association of Museums
- American Association of Physical Anthropologists
- American Institute of Architects (AIA)
- American Institute of Certified Planners (A.I.C.P.)
- ASPA American Society of Public Administration
- Big Bend Maritime Center
- Daughters of the American Revolution
- Daughters of American Colonists
- Flagler County Commission
- Florida Humanities Board of Directors
- Florida Humanities Council
- Florida Marine Science Educators
- Florida Society of Archivists
- Friends of the Museum
- Friends of the Randell Research Center
- Hillsborough County Historic Preservation Board, FPAN
- Manatee Education Assoc. / Kiwanis
- National Association for Interpretation
- Order of Comparative Vertebrate Anatomists
- Panhandle Historic Preservation Alliance
- Society for Primitive Technology
- Southwest Florida Archaeological Society
- The Organization of American Historians
- Time Sifters Archaeology Society
- War of 1812
- VAF, SESAH, SIA, FAM, AASLH, AAM, ROPA, GCPA, SGA, LAS

Working Relationship with FPAN

Of 234 respondents, a majority of respondents (62%) indicated an "excellent" working relationship with FPAN, and an additional 21.4% indicated an "okay" relationship. Nearly 16% indicated they did not have a relationship with FPAN.

Some of the positive comments that were provided included:
- *They are absolutely the best!*
- *Always enthusiastic, reliable and fun to work with.*
- *They do a terrific job of providing education to the public in a fun and informative way.*

The only comments that were less positive included the following:
- *FPAN does not fully engage with contract archaeologists.*
- *I think they're good but can use improvement.*

Working Relationship with FPAN
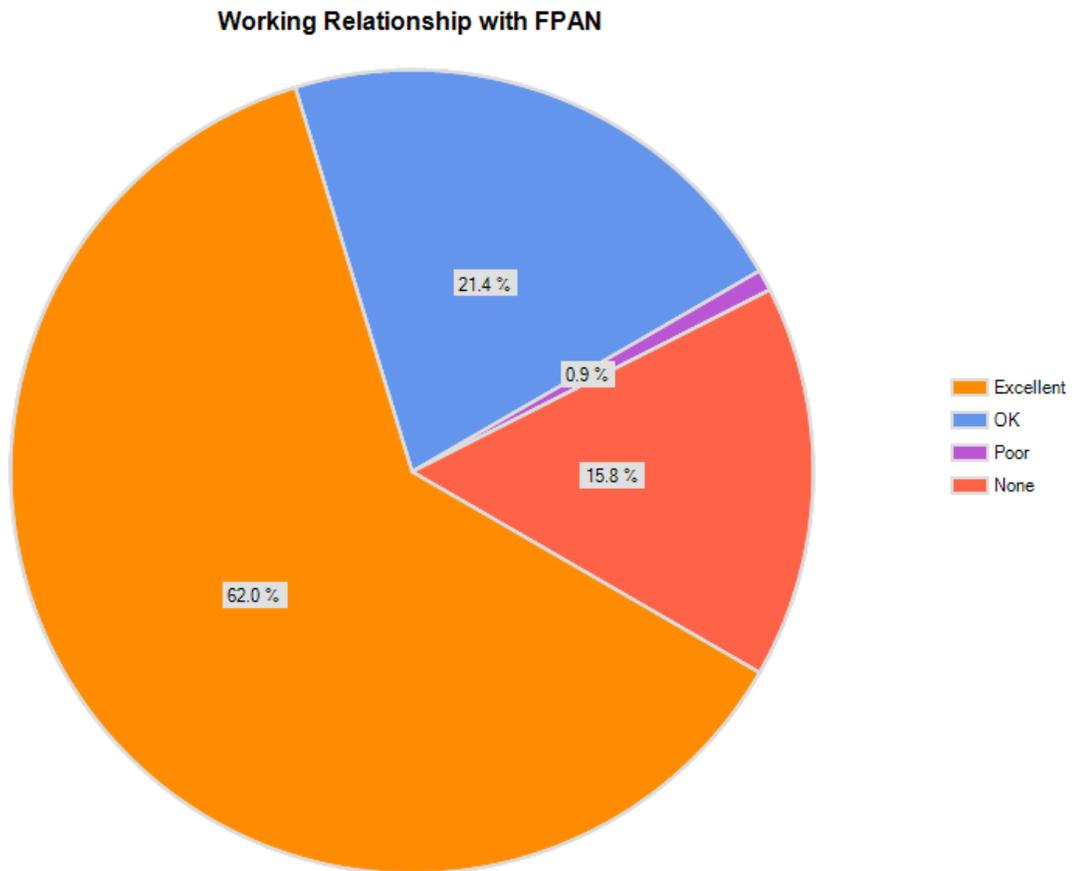
FPAN Program Areas

Most professionals have a positive perspective of FPAN's work. While the majority of professionals have an opinion about FPAN's public outreach and K-12 education efforts, less

feel able to rank FPAN's effectiveness in working with local governments and the Division of Historical Resources. These results are in line with respondents' description of FPAN's mission and focus. While education is clearly a focus of FPAN, the other focus areas are less well known among professionals.

Public Outreach and K-12 Education
The majority of professional respondents (70.4%) indicated that FPAN's public outreach and K-12 education programs were "excellent" or "okay." Only two respondents (0.9%) indicated this program area was poor, and 67 respondents indicated they did not know (28.8%).

Assistance to Local Governments
Half of respondents (51.1%) indicated that FPAN's efforts in assisting local governments are either "excellent" or "okay." Nine (3.9%) respondents indicated FPAN was poor in this area, and 45.5% indicated they did not know.

Assistance to the Division of Historical Resources
More than half (55.4%) did not know enough to comment. Less than half of the respondents (42.4%) indicated that FPAN's efforts in assisting the Division of Historical Resources are either "excellent" or "okay." Five respondents (2.2%) indicated FPAN was poor in this area.

Overall FPAN performance
The majority of the respondents (73.5%) indicated that FPAN's overall efforts are either "excellent" or "okay." Only four respondents (1.8%) indicated FPAN's overall performance was poor, and a quarter (24.7%) of respondents did not know how to rank FPAN's performance.

Effectiveness of FPAN Programs
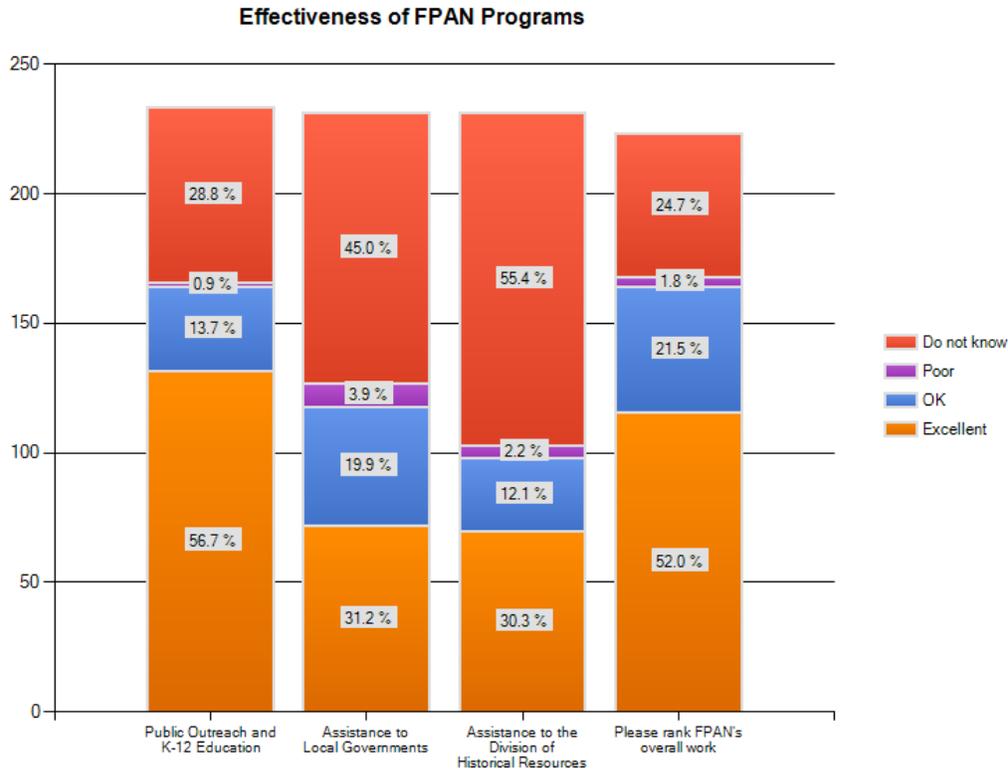
Public Outreach and K-12 Education

Professional respondents indicated that the top priority for public outreach and K-12 education should be the K-12 students and teachers with the second priority being the general public. The third priority was split between elected officials and local government professionals, with developers being a fourth priority.

While education of the public is definitely a priority, respondents indicated in their comments that protection of sites is also important and is accomplished by educating a combination of elected officials, local government professionals, and developers. Comments provided emphasize the need to reach both sets of audiences:

1. *Elected Officials and Government Professionals need to be targets, since they have the power to get things done.*

2. *I think first and foremost you engrain a respect for cultural material by getting it into the grade school curriculum. To regulate change in how sites are protected I believe you need to education local officials and government employees that have decision making power in regards to development of sites, site protection, law enforcement, etc...*

3. *Having worked for Orange Co. Dev. Eng. I know of many developers that destroy mounds, etc. because of hold ups.*

4. *keep the work on outreach and education going, but also target as selected above*

5. *This was really hard because I would prioritize them all for different reasons.*

6. *Local Govt Officials should be educated so that policies can be shaped around the local resources.*

7. *It is important for K-12 to learn and appreciate their world/community, but they do not destroy sites*

8. *Tough call, developers, elected/local govt officials, general public all need to be made aware of Fl's heritage*

9. *Oh, this is hard. Um, everyone! But teaching kids early is important as they carry the info home, etc.*

10. *Huge need to make local government aware of and understand archaeological ethics; Education of next generation is also important!*

11. *All of these are important. Prioritizing focus probably should be determined on the regional level, given the needs, established FPAN partners, threats to arch resources, etc., in any given region*

Priorities for Public Outreach and K-12 Education
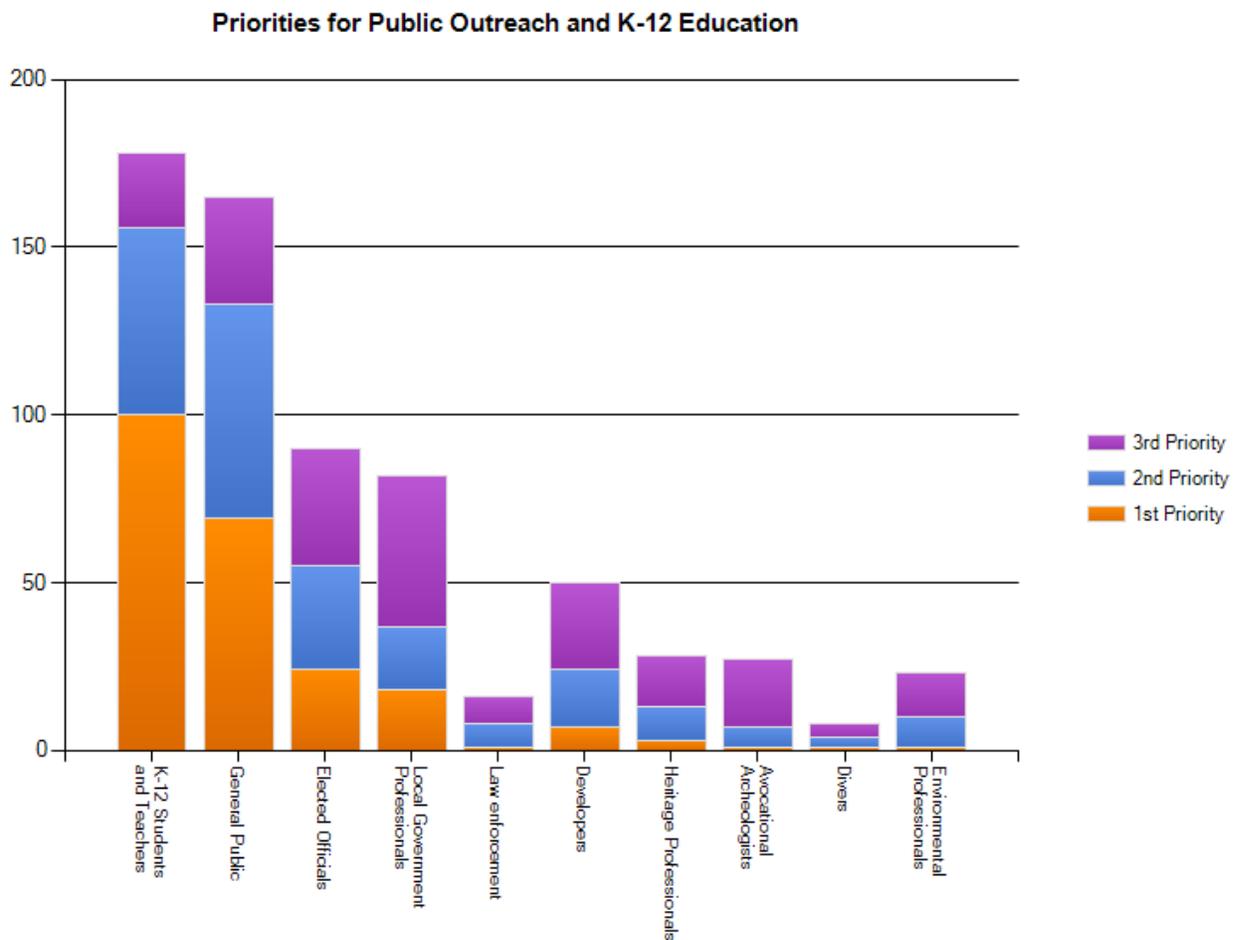
Assistance to Local Governments

Two hundred and twenty-five respondents answered this question, with 189 indicating that the protection of sites should be a top priority.

Respondents were more evenly split on additional priorities: planning assistance (135), developing ordinances (120), K-12 education (114), and training (96). Planning assistance and developing ordinances could be seen as strategies for achieving protection of sites.

Local Government Priorities
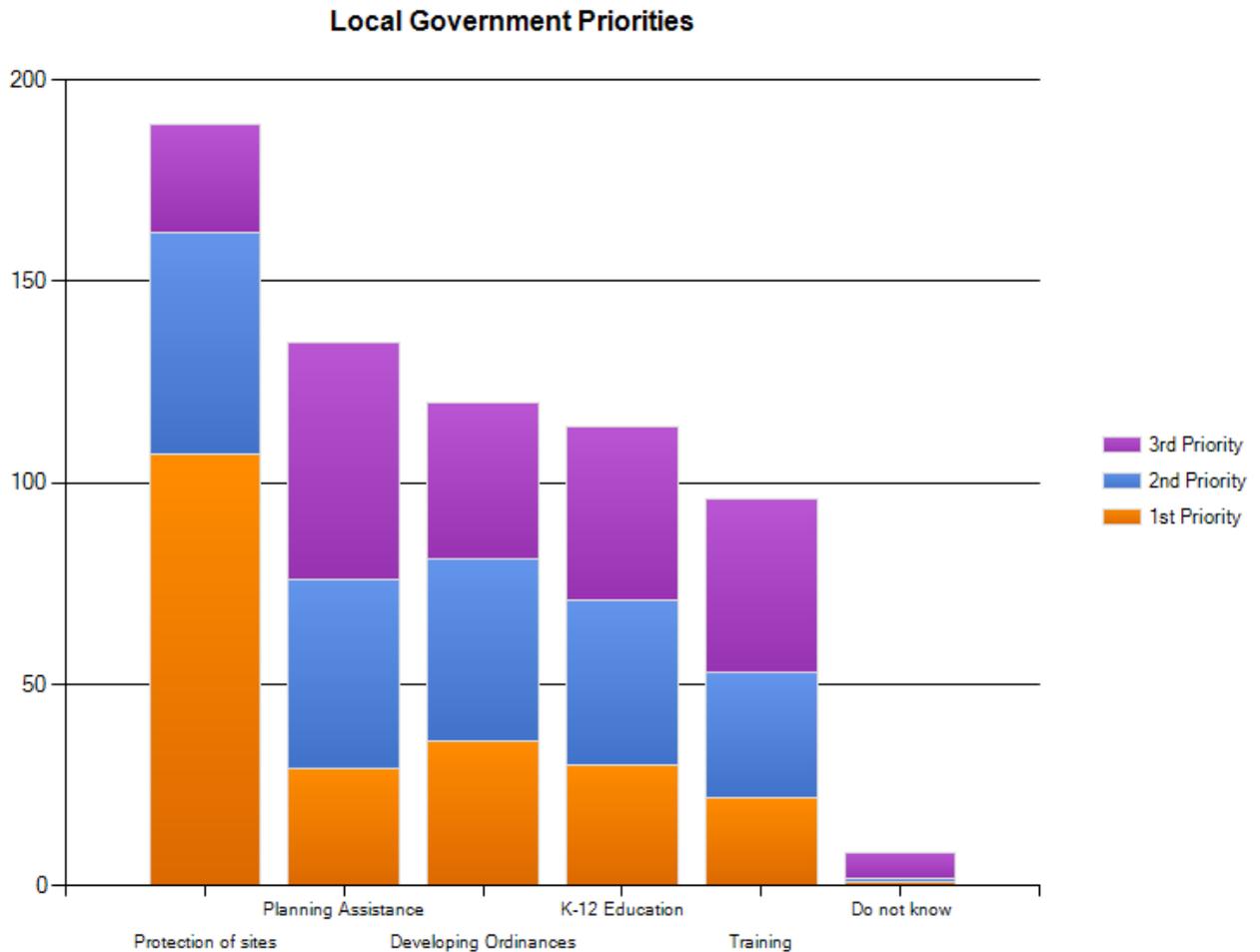
Assistance to the Division of Historical Resources

Respondents indicated that FPAN's top two priorities should be providing local assistance and training to the Division of Historical Resources.

The third priority was split between distribution of materials, assistance for grants, and nominations for National Register of Historic Places.

Thirty-five respondents did not know enough to answer this question, indicating that this program area of FPAN is less well known and understood in the professional community.

Division of Historical Resources Priorities
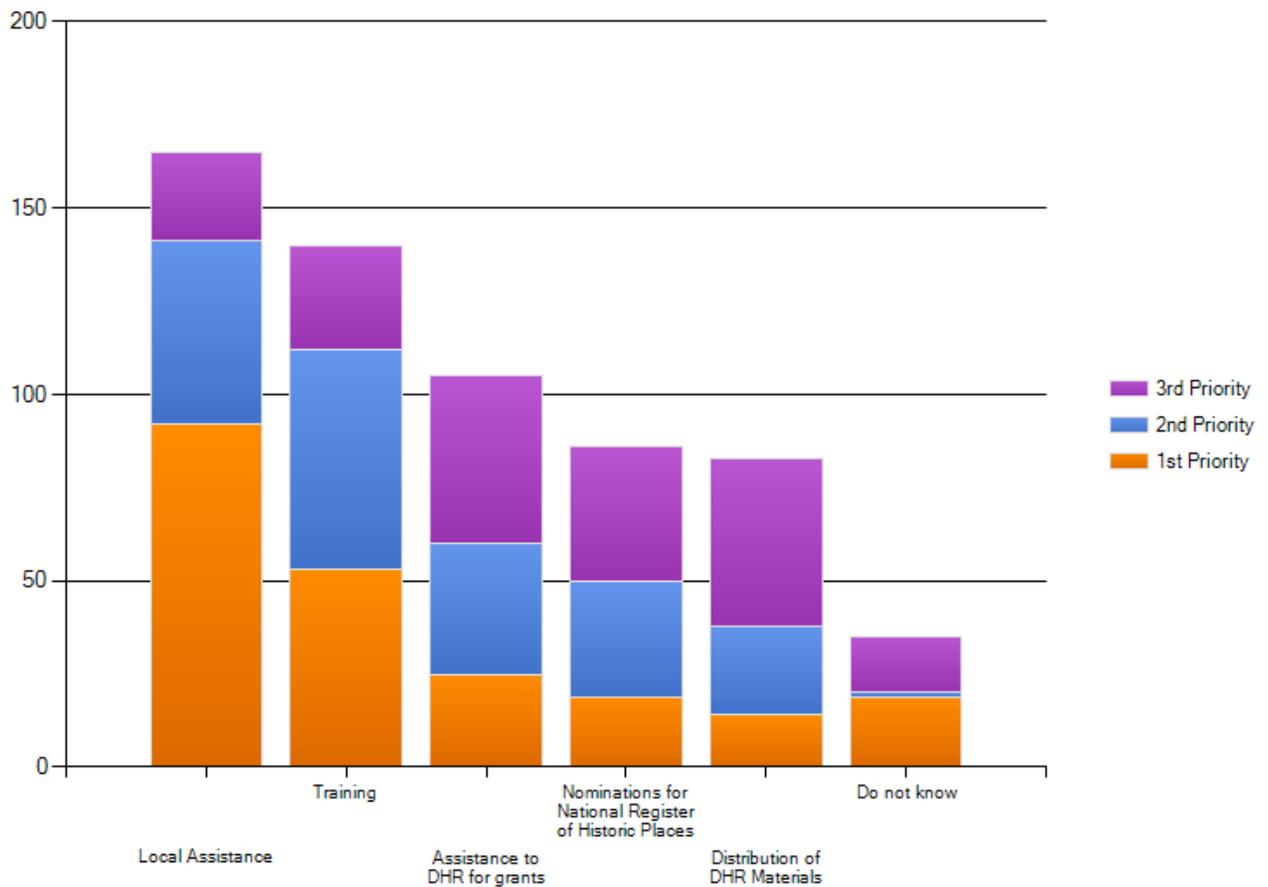
FPAN and its Partners

Overall, FPAN is seen as having a positive working relationship with its partners. The majority (68.6%) indicated either an "excellent" or "okay" relationship. Of the remaining respondents, most (30.0%) did not feel able to answer this question, and three respondents (1.4%) indicated a poor relationship.

While most respondents provided very favorable feedback, a few provided comments explaining why they believed there was a "poor" relationship:

- *FPAN does not work with partners. They just move in and take over the event or project.*
- *Local FPAN staff are not conscious of professional courtesy regarding sites, and work by others. They tend to "move in" on others' work without appropriate communication. It appears to be out of "enthusiasm" but is NOT appropriate.*
- *When contacted, they are always willing to help out. However, they don't always reach out to all stakeholders when conducting their own projects.*

Relationship with Partners
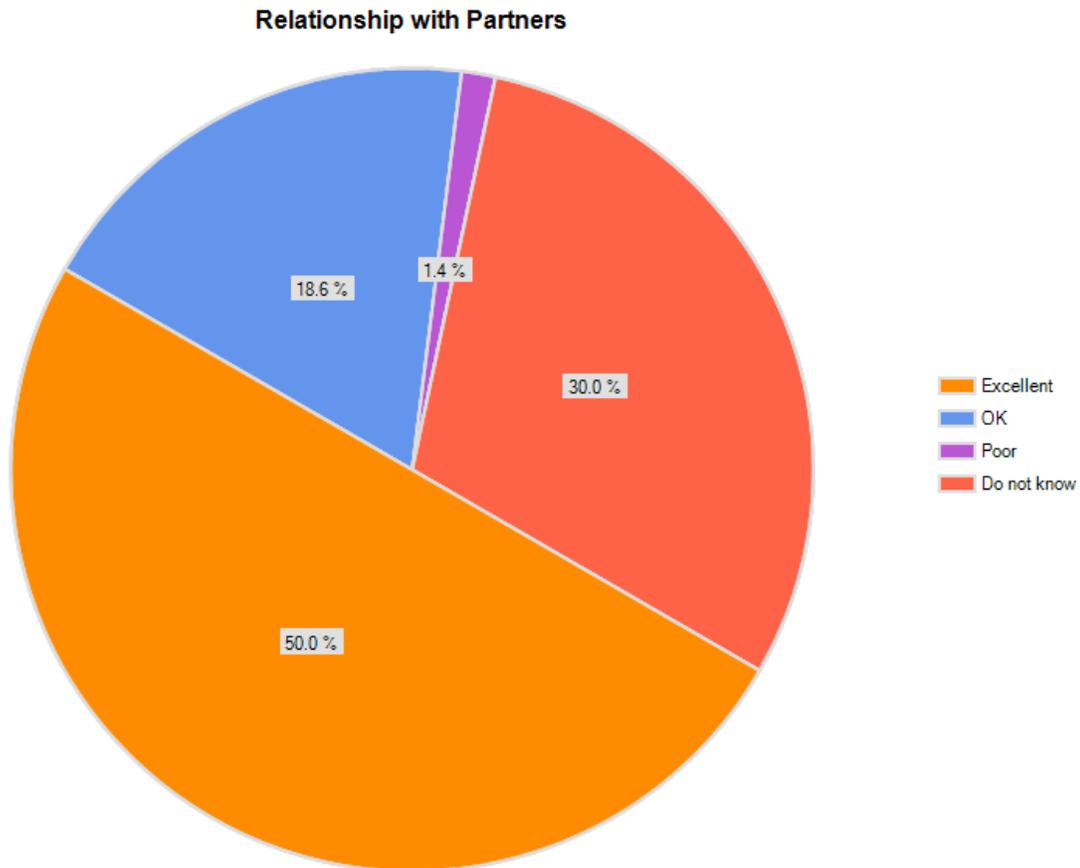
Future Priorities

Program Areas

The majority of respondents (70.0%) indicated that FPAN should spend more time working with local governments in the future. Only 11 people (5%) felt that FPAN should not spend more time in this area.

Respondents also agreed that FPAN should spend more time on public outreach (64.7%), whereas only 32.7% believed FPAN should spend more time working with DHR. If FPAN can do more, they should focus clearly on outreach and education and providing increased assistance to local governments.

Program Area Priorities
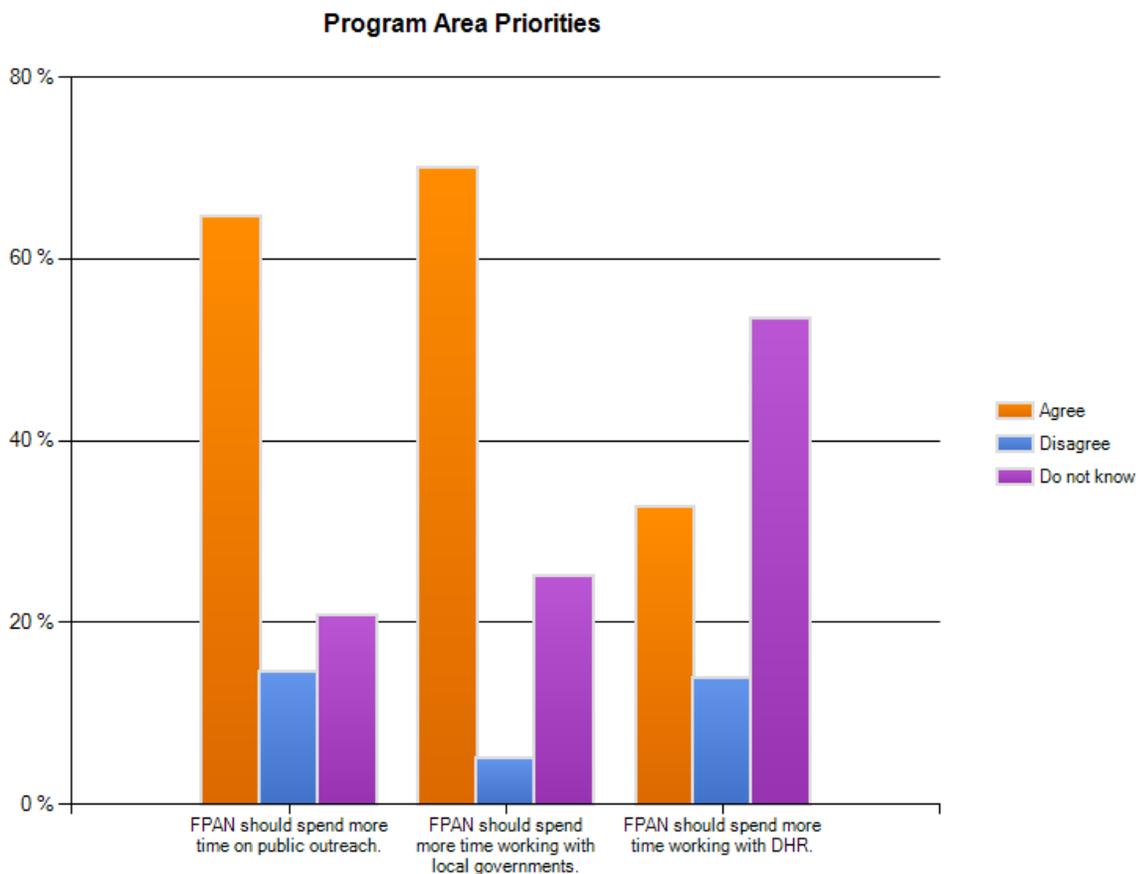
Protection of Archaeological Sites and Collections

Respondents were asked what FPAN can do to protect archaeological sites and collections in Florida. Out of 220 respondents, site stewardship programs were identified as one of the top three priorities by 121 respondents (55%).

Public lectures/presentations, local ordinances, and school/youth programs were identified as key secondary priorities. Fifty-eight respondents identified local ordinances as their first priority, more than any other, making this a key focus.

Priorities for Protecting Sites and Collections
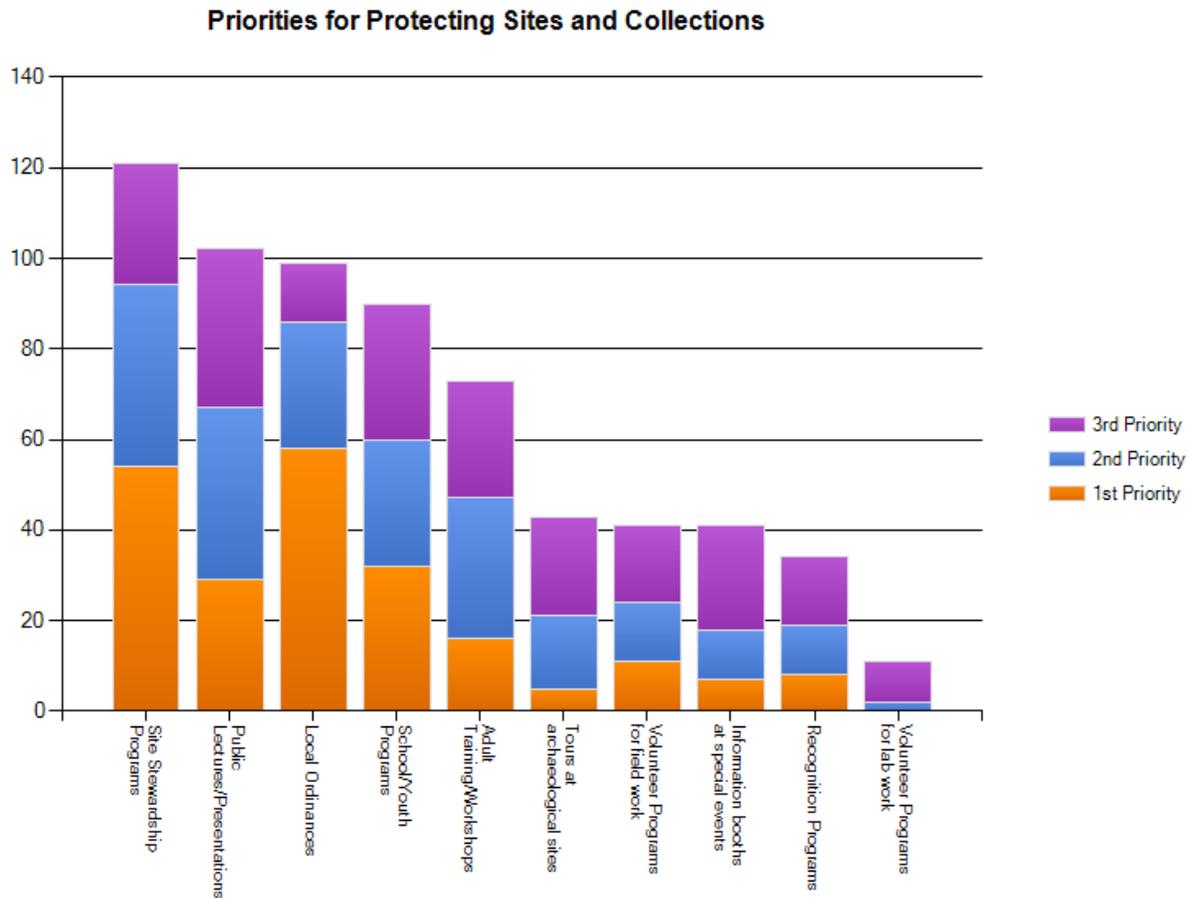
Communication with FPAN

The majority (33.2%) of professionals communicate with FPAN infrequently (one to three times a year). A little less than 20% indicated communicating with FPAN once per week or more. This suggests that FPAN staff communicate frequently with a relatively small number of their contacts.

The vast majority (77.6%) of professionals indicated that they prefer email communication. Twenty percent of professionals were evenly split between preferring phone and face-to-face meetings. Social networking sites and the FPAN website were not perceived as successful means of communicating with professionals.

Frequency of Communication with FPAN

Legend:
- Every 1-3 days
- Once a week
- 1-2 times a month
- Once every couple of months
- 1-3 times a year

Values: 24.3 %, 33.2 %, 9.4 %, 8.9 %, 24.3 %
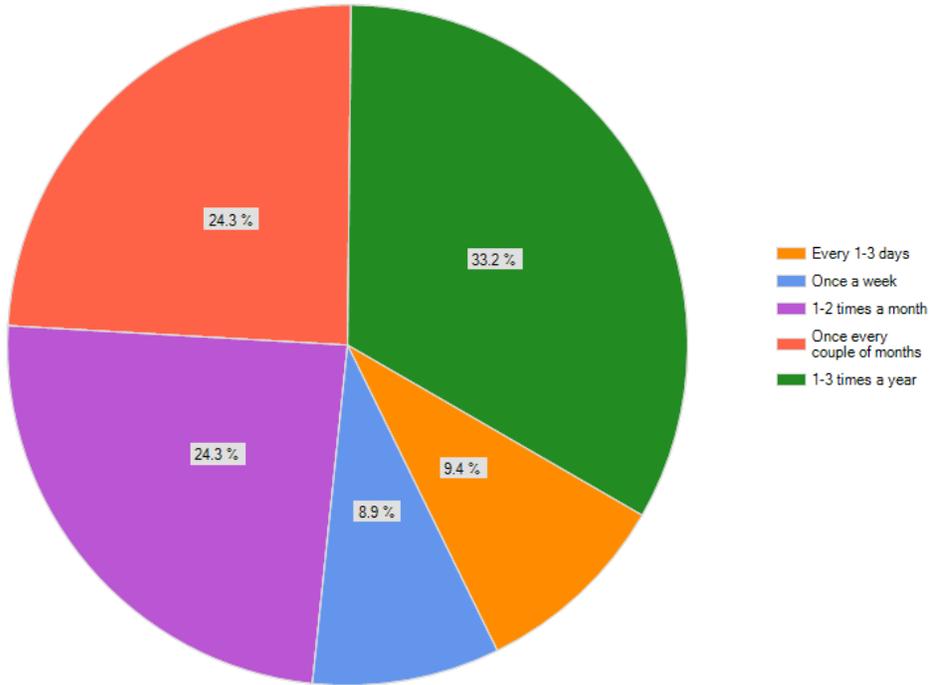
Preferred Method of Communication

Legend:
- Email
- Phone
- Social networking site(Facebook, Twitter)
- FPAN Website
- Face-to-face meetings

Values: 10.2 %, 2.0 %, 0.5 %, 77.6 %, 9.8 %
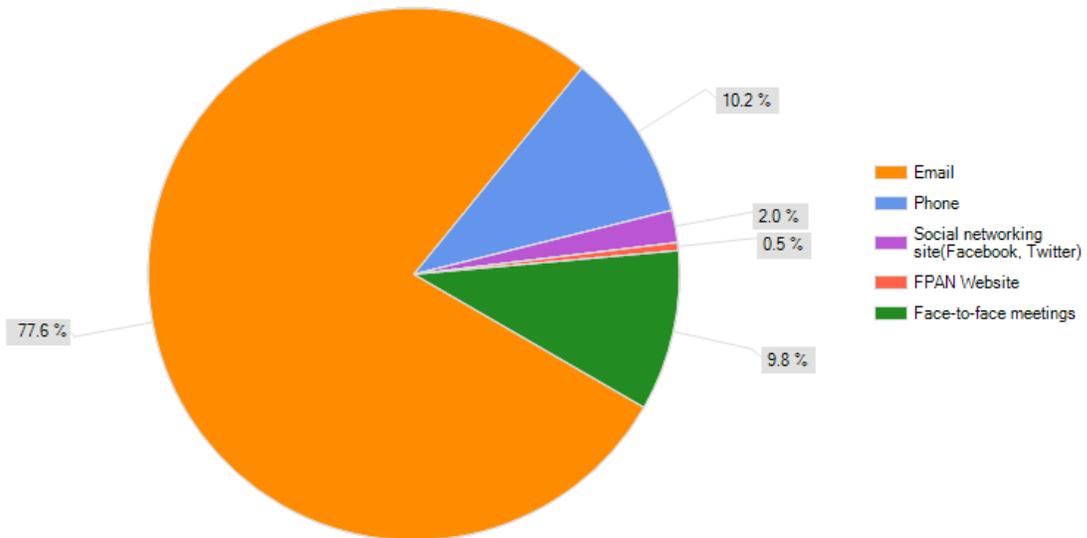
Additional Comments and Information

Fifty respondents provided additional comments at the end of the survey.

The majority of comments were very positive, including the following sampling:

1. *You are doing a tremendous service for our community. Keep up the good work.*

2. *Newsletters are excellent.*

3. *Staff is very helpful and provide information to us for our management planning process. The boat building program they have started is very popular with the public. They have done a great job in a short amount of time developing programs for the public.*

4. *Extremely professional and always organized each time they have assisted me with national parks service Junior Ranger Camps and Teacher Workshops.*

5. *FPAN is an excellent resource with very, very helpful staff. Tremendous help to local governments!*

6. *FPAN has brought a renewed interest in Archaeology. Students and adults love the workshops and lectures and are more aware of the need to preserve our past due to the efforts of this great movement. Local people are much more involved in preservation efforts in their communities.*

7. *I believe FPAN is a crucial element in protecting Florida's heritage.*

8. *One of the best ideas to be manifested on Florida's archaeological landscape in decades.*

9. *My experience with FPAN as a professional archaeologist and Federal resource manager has been very positive. They always have a through display and provide excellent information and services regarding archaeological site protection and heritage preservation to other professionals and the public.*

Some respondents provided valuable suggestions, questions, or more critical commentary, including the following:

1. *I think FPAN is doing an excellent job, but it is too easy to focus on schoolchildren and the general public who come to planned events. It is increasingly important to get to people who do not come to things that FPAN plans. In particular, FPAN has to have an impact on local governments. This may mean different things in different parts of the state -- I don't think that there will be a one-size fits-all approach.*

2. *I do NOT think that FPAN should get involved with grant projects, unless it is to help write them for CSO, government entities, etc. Contract archaeologists in FL do not need another competitor, especially one that is government funded. It's also some concern that FPAN employs archaeologists who aren't totally familiar with methods used in FL.*

3. *I think from what I have seen FPAN is doing a pretty good job of meeting their goals. They could/should use the expertise of the various cultural resource management firms in the state to broaden their educational information (we give great talks and presentations, given the opportunity--and sometimes have interesting sites that could be visited) and get more current information on what is being done in various regions (in at least one ex. I am familiar with, FPAN got all excited about salvaging the archaeological remains at a*

burned historic structure without finding out that the structure was, in fact, moved over a mile from its original location--we as the archaeologists for the new location had that information).

4. *FPAN is a wonderful idea, whose reality is less...wonderful than the conception. If FPAN wants the hardy support of contract archaeologists, the program needs to avoid direct conflict with those companies in the area served. I find the program bad...in that the people selected to fill the position get...tempted to...compete with the people trying to make a livelihood, or allow their spouses to compete...Other people selected are oblivious "talking heads" who give erroneous information... I really think our tax dollars would be better spent beefing up local ordinances for the protection through county ordinance rather than a cheery "camp counselor."*

5. *FPAN definitely needs to step up their presence among Florida and nearby archaeologists. This survey made me realize I don't know much about what FPAN does, what its goals are, or how it implements them.*

6. *One think I think would be good is to articulate FPAN with research based fieldwork throughout the state. Often academic archaeologists do not have the time or resources to organize formal site visits and tours. FPAN should take more advantage of these situations as they provide invaluable insight to the general public. This, of course, requires regular communication with researchers and cooperation between multiple entities.*

7. *FPAN as a concept is phenomenal. Putting regional archaeology offices all around the state can't help but give Florida archaeology greater exposure. However, one of its weaknesses is that it is an archaeological group run exclusively by archaeologists. This structure is understandable. But one of the inherent problems with this is that its focus on what archaeology means (or should mean) to the public at large tends to be academically focused. I would propose that a wider audience could be reached if a more holistic approach was used, one where concepts from the world of marketing and entertainment be responsibly utilized to engage the public, while educating them on the importance of cultural preservation at the same time. The ultimate goal of FPAN should be to get individuals who have no concern for archaeology to become strong advocates for cultural preservation. In order to accomplish that goal, FPAN's approach should use every available conduit at its disposal.*

8. *I feel that FPAN being limited to archaeology has the result of neglecting advocacy for other areas of cultural resource management and protection.*

9. *If you want the public members to contribute and support, you should support and encourage public members to work along with the organization rather than a "top down" approach.*

10. *You have a person from academia who has NO experience in the compliance/regulatory world in a position that requires advising people and local governments and has given the wrong advice. I know I've had people contact me AFTER contacting FPAN. A PhD looks nice and is great but you need someone who has been "in the trenches" literally and figuratively. Other than repeating the same lectures time after time at some point you have to do something else. Why are there no fieldwork opportunities? Why no lectures by*

archaeologists from UCF, USF, UF, UNF, and FSU? Why is an IRAS member doing all the public education at schools and not the FPAN director?

11. *FPAN may have roundtable meetings with business partners annually.*

12. *Greater public understanding of archaeological principles, the reasons for laws protecting archaeological resources, sites, human remains etc. There are a lot of local collectors who need to be educated.*

Members of the Public (364 Respondents)

Employment

More than a third (37.5%) of the 333 respondents listed their employment status as retired. Fifteen percent of respondents indicated they work in private business, and nearly 10% are employed as K-12 teachers. The remaining 38% was fairly evenly spread among local government, state government, college/university, college student, work in the home, and not for profit.

Employment
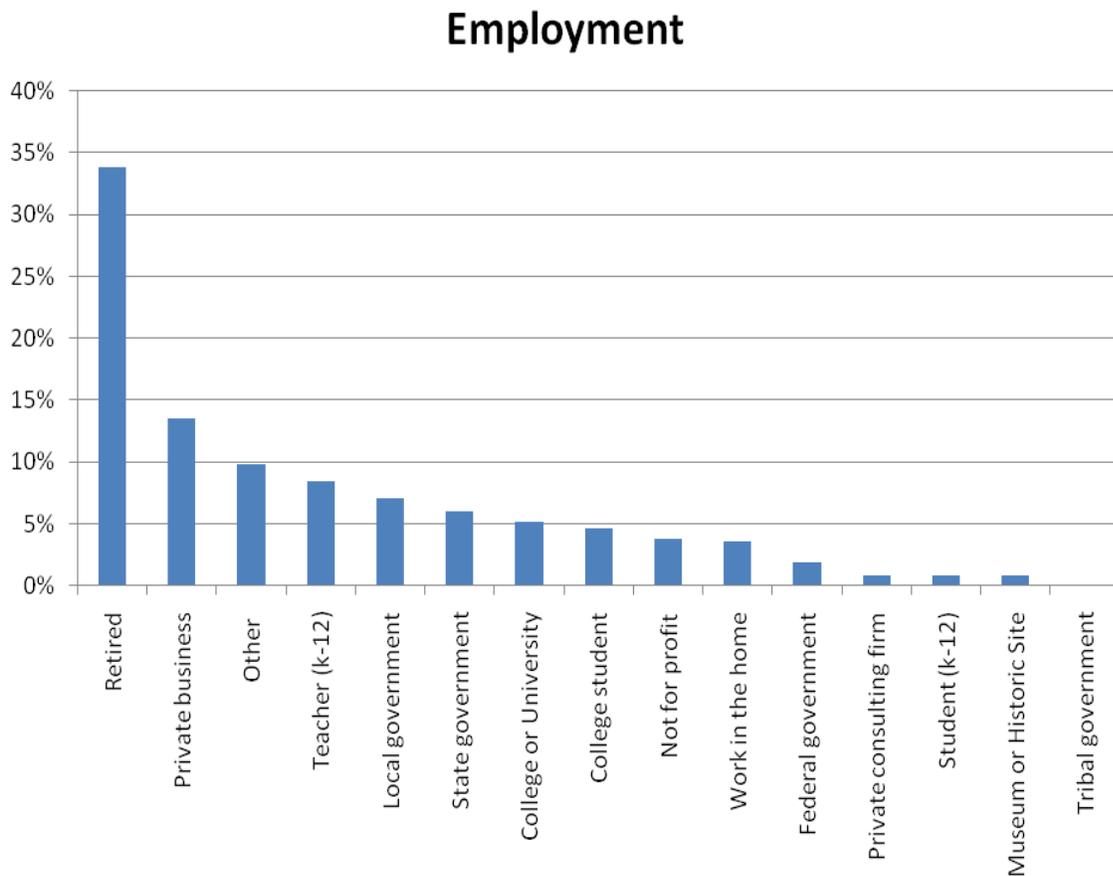
Visits in the Last Year

The majority of respondents have visited museums, historical/archaeological sites, or a state park (86.2%, 86.5%, and 88.5%, respectively) within the last year. Fewer have been to visitor information centers (65.6%) and theme parks (26.8%).

Visited in the Last Year
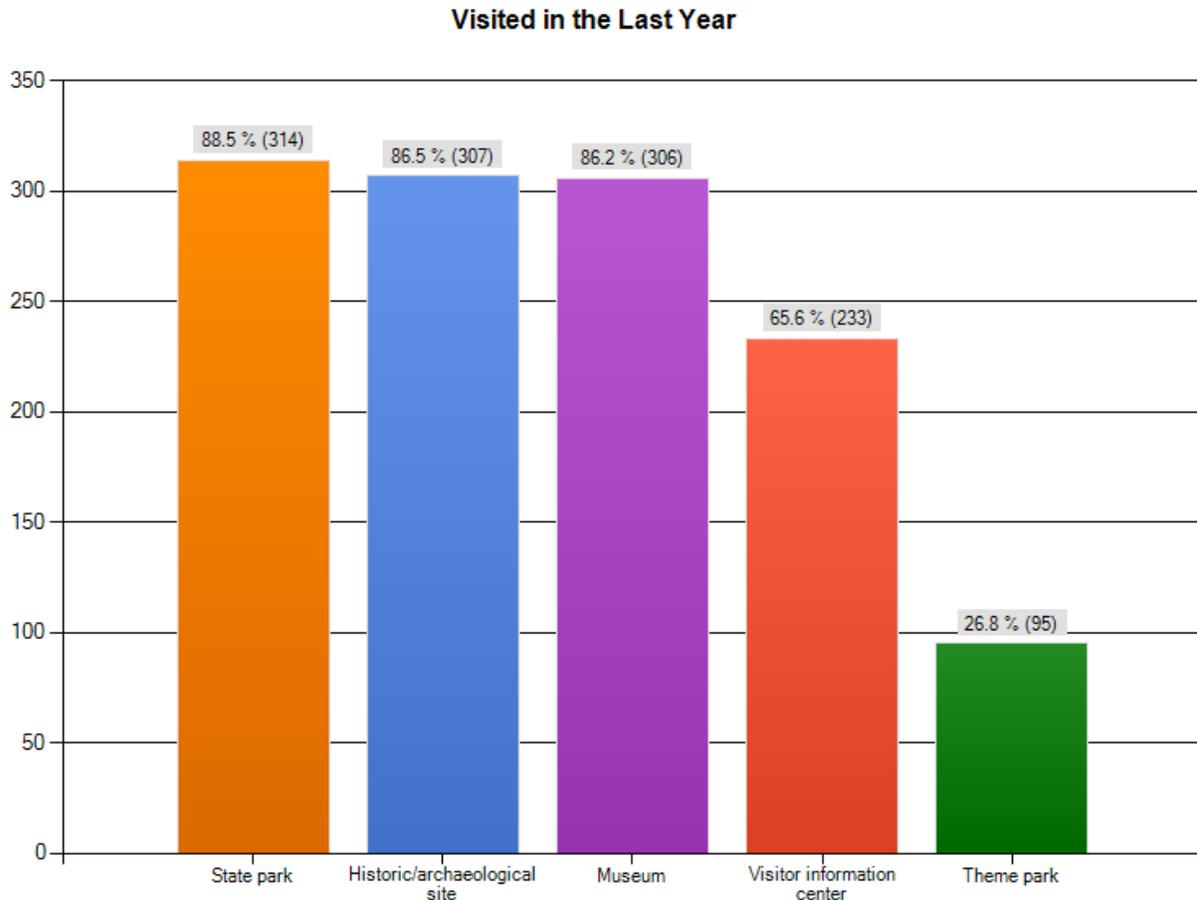
What does FPAN mean to you?

When asked this open-ended question, 292 respondents answered. The majority indicated that FPAN's focus is to <u>educate and inform</u> the public about Florida's past, citing the types of activities they have participated in as examples. Many respondents described the importance and value of FPAN to the citizens of Florida, including the following examples:

1. *To teach people about Florida's cultural heritage. With so many new residents, it's a constant battle to establish a sense of local history and a loyalty and appreciation for that heritage. To provide a go-to source for information.*

2. *To reveal, educate the public, and keep alive our great archaeological heritage of the state of Florida.*

3. *To bridge the gap between State Stewardship and Public awareness of Florida's valuable historical and archaeological resources.*

4. *They provide information about our history, how our ancestors lived, dealt with changes, survived, and how we have evolved to what we are today.*

5. *FPAN has opened up new vistas of historical/archaeological awareness of Florida. Growing up in urban sprawl of Hillsborough, Pinellas, and Pasco Counties, FPAN has created an awareness of Florida's rich historical legacy which needs to be preserved. FPAN has the professional expertise to connect local groups who share preservation goals and government officials to implement new protections.*

6. *They provide a wonderful opportunity for young students to experience archaeology in our own back yard. The expertise and insight helps to open new doors of future study and employment to our youth.*

A smaller number of respondents indicated that FPAN also focuses on preserving sites and the importance of this. A handful of respondents mentioned FPAN's involvement with local government. Twenty respondents indicated they did not know much about FPAN or that they had just heard about it.

FPAN in the Media

Media through which respondents have learned about FPAN activities included television (64.4%), newspapers (54.8%), radio (35.6%), brochures (33.3%), email (34.3%), and websites (32.6%).

A small number of respondents have learned about FPAN activities through magazines (6.7%) or journal articles (4.3%). Very few respondents have had exposure to FPAN through social networking sites, Twitter, podcasts, blogs, or books.

Broadcast Media
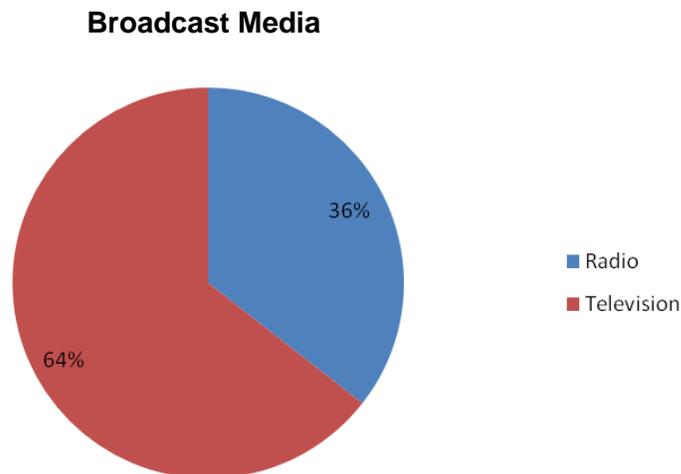
Electronic Media
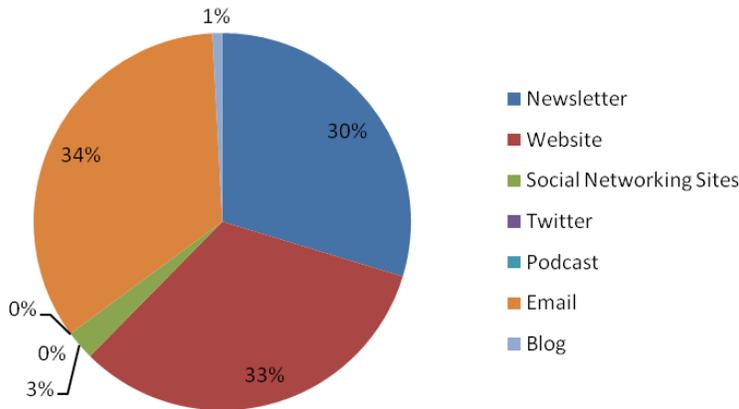
Print Media
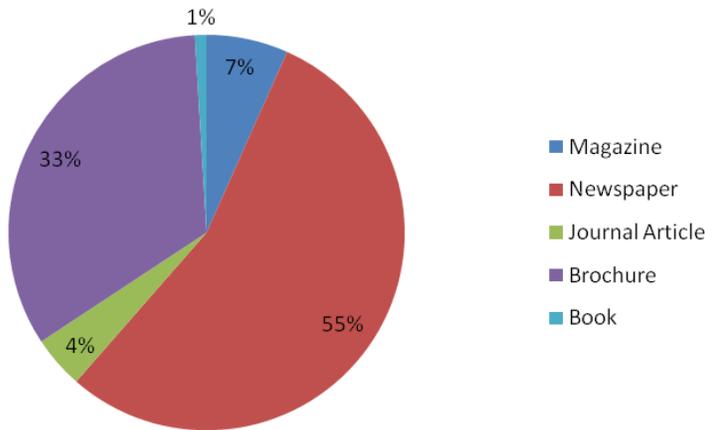
Participation in FPAN Activities

Of the 276 respondents who answered this question, the majority (69.6%) have participated in FPAN's public lectures and presentations. Nearly half of respondents have visited an FPAN information booth and/or have toured an archaeological site. Less than a quarter of respondents have participated in adult training or workshops, school/youth programs, or volunteer programs in the field or lab.

Respondents tend to be very engaged with FPAN. A quarter (25.5%) of the respondents have participated in more than five FPAN activities, and another 50% have participated in two to four FPAN events or activities.

The majority (87.5%) of respondents would recommend FPAN activities, with many comments indicating they would highly recommend them. Five respondents (1.7%) indicated they would not recommend FPAN activities.

The majority (89.3%) of respondents felt that FPAN's programs had made them either more aware or much more aware of archaeological resources in Florida.

Many of the respondents who provided comments noted enthusiasm for FPAN's programs:

- *Our divers learn something valuable every time we work with a FPAN representative!!!*
- *I learn more each activity/visit.*
- *FPAN has made me eager to visit archaeological sites and to learn from them about the history of Florida.*
- *Made me hungry for more opportunities.*

A few indicated a hope that FPAN would broaden its scope in their regions:

- *FPAN needs to give lectures on FL sites other than Windover*
- *Too much emphasis on old bricks*
- *Have not found any activity in Charlotte County*

All of the respondents felt it was either important or very important to protect archaeological sites and collections in Florida.

Participation in FPAN Activities
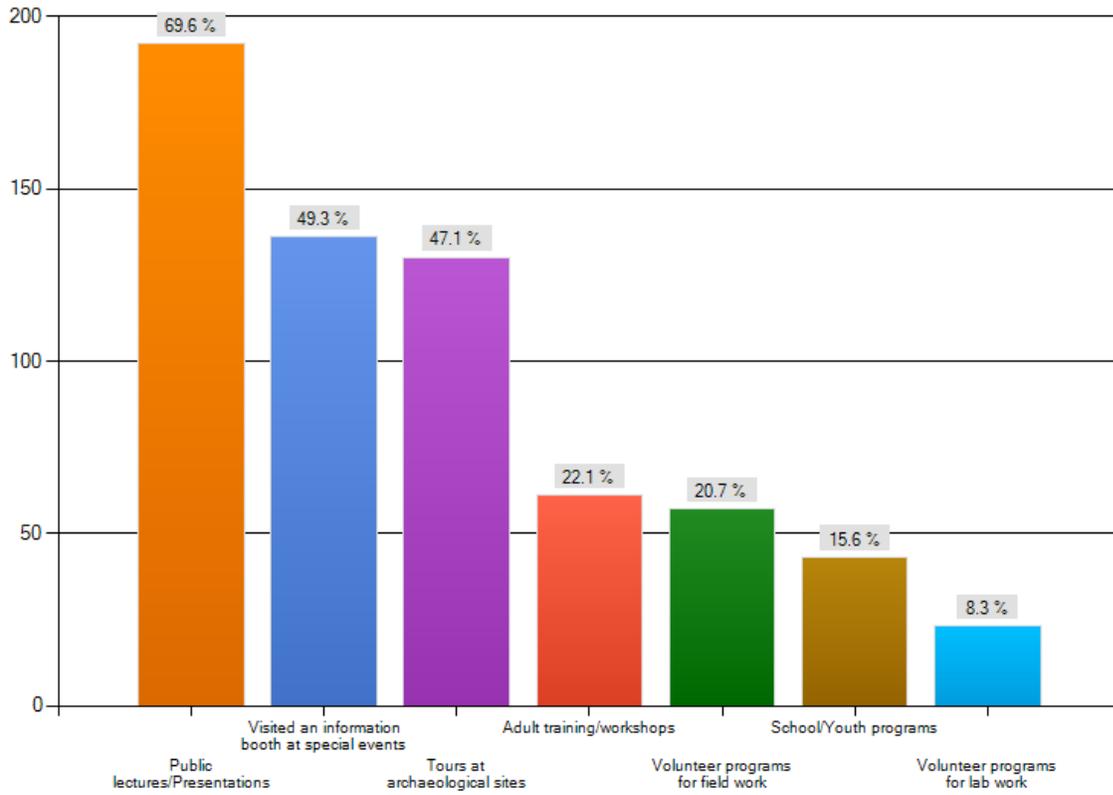
Number of FPAN Activities Participated In
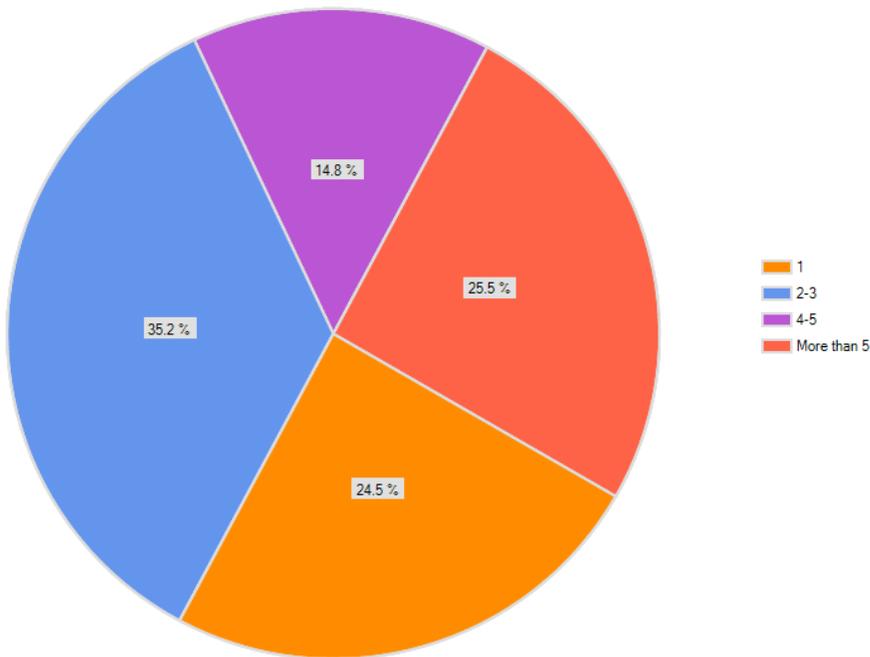
Ranking FPAN Activiites

- I would recommend — 87.5 %
- Ok — 10.8 %
- I would not recommend — 1.7 %
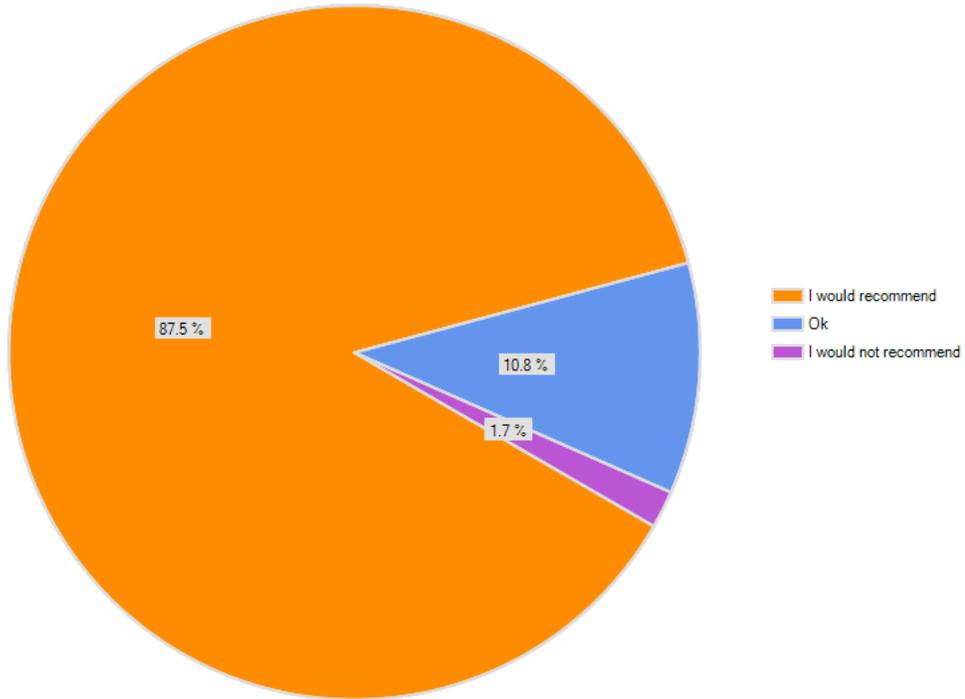
Awareness of Archaeological Resources in Florida

- Much more aware — 52.0 %
- More aware — 37.3 %
- About the same as I was — 10.7 %
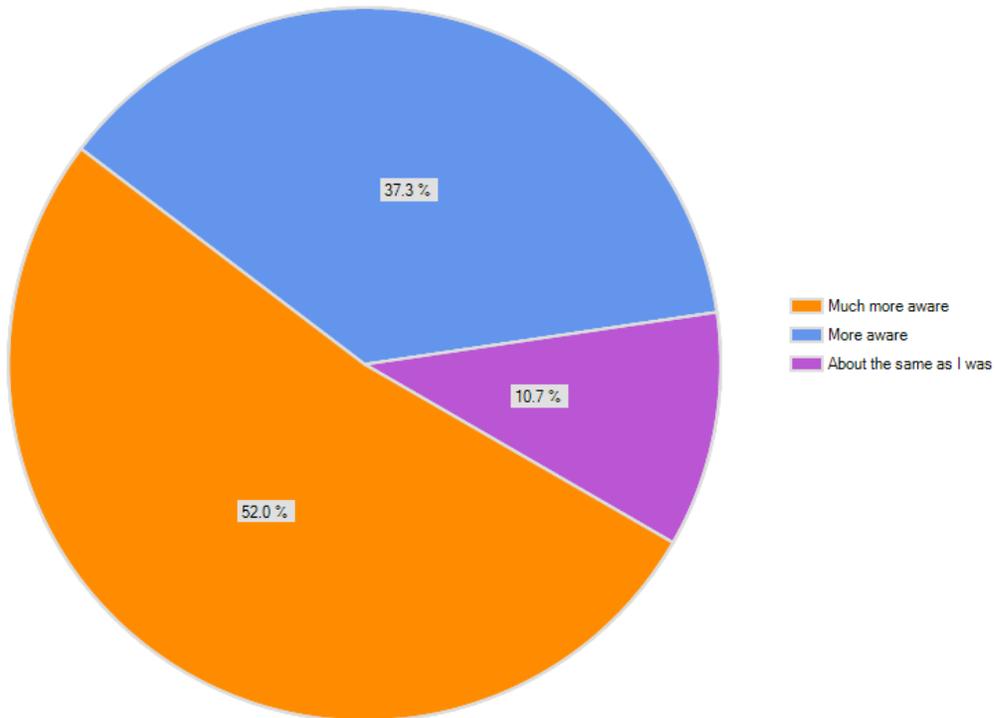
**Importance of Protecting Sites and Collections**
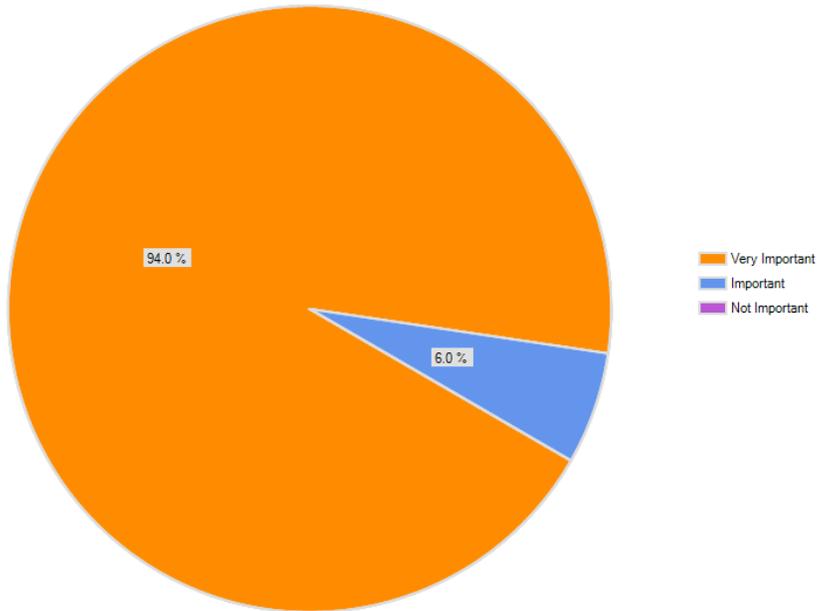
# Future Protection of Archaeological Sites and Collections

There was no clear priority when asked to identify priorities for protecting archaeological sites and collections. Respondents indicated a split focus on school/youth programs (18.8%), local government ordinances (16.6%), and site stewardship programs (15.9%).

Priorities for Protection of Sites and Collections
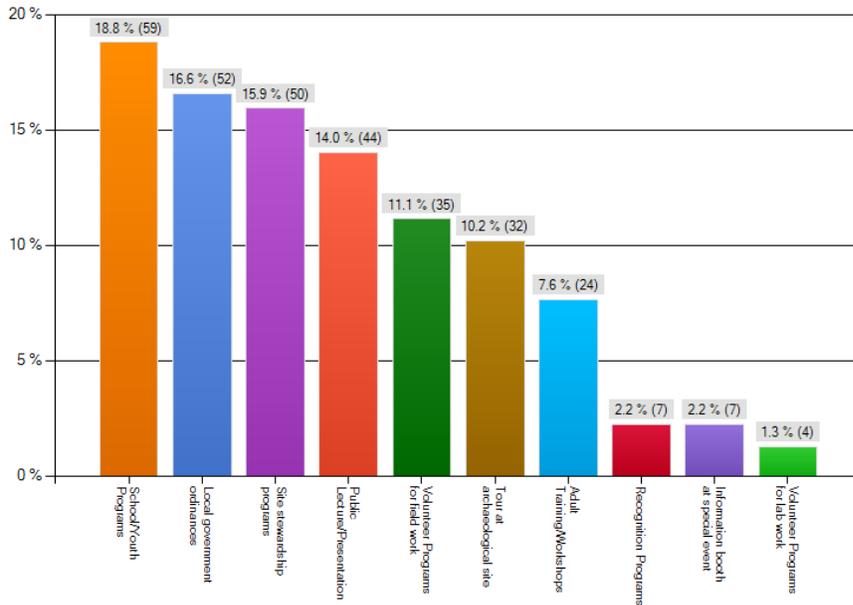
Communication

Members of the public indicated a strong preference for email communication (77.2%), followed by a website (10.4%).

Preferred Communication
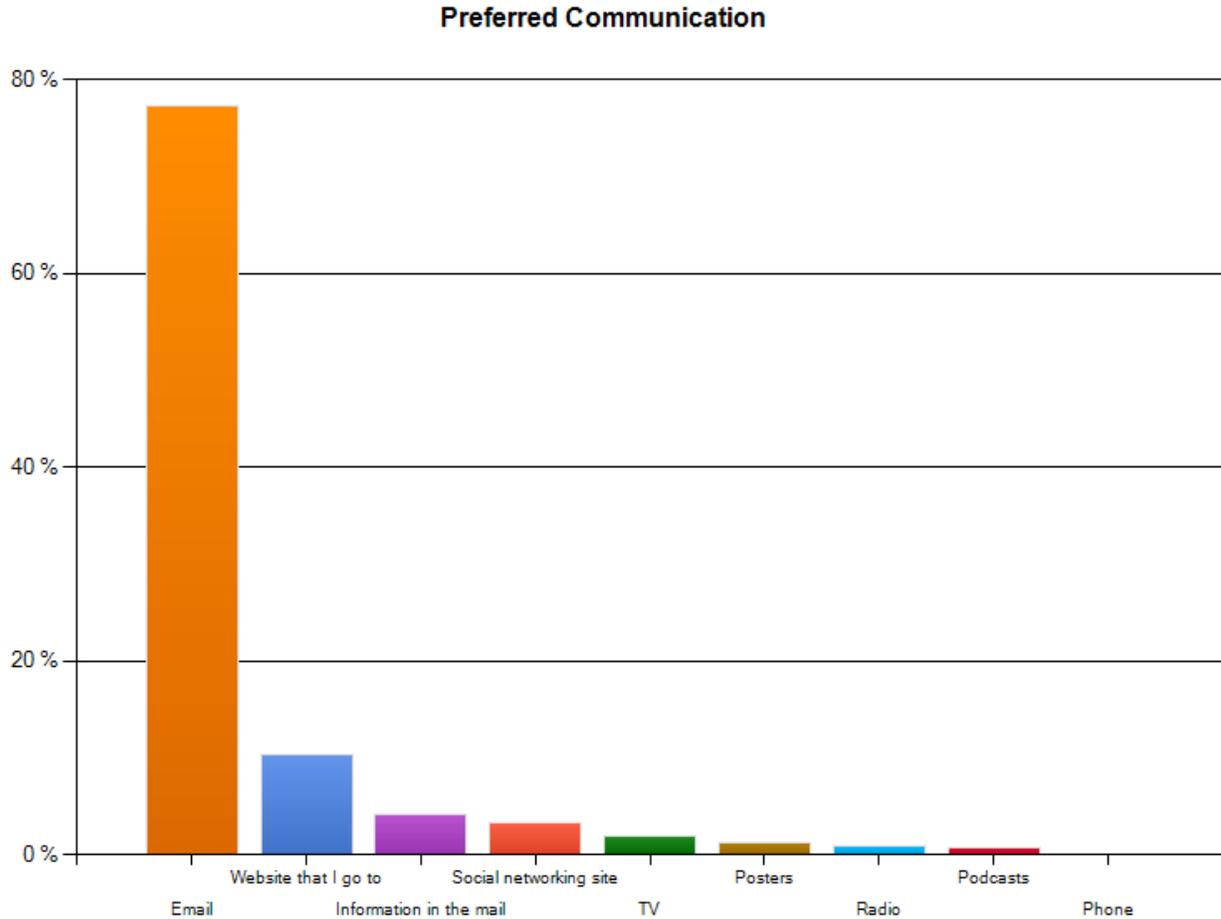
Additional Comments and/or Information

Eighty-six respondents provided additional comments at the end of the survey, the vast majority of which were very positive, including the following:

1. *The lectures I have gone to given by Michele have been completely engaging, her knowledge and ability to translate that to the public in an accessible manner, is amazing. Her enthusiasm is contagious, she does much to protect a vital part of Florida that needs it. We thank her.*

2. *I think FPAN has established a presence in the community that could prove to be very effective in the proper maintenance of Florida's Historical and Archaeological Heritage.*

3. *I'd never heard of FPAN until the last couple of years! Think it's an underutilized asset to the state of Florida, and Archaeology in particular.*

4. *Please keep funding this wonderful organization!*

5. *Getting involved with FPAN this year has been very rewarding for our local SCUBA dive club! We are looking forward to lots more next year!*

6. *Working with all of the FPAN group, especially Jeff Moates, has given us a broad range of useful information we are able to pass along to the general public to raise awareness about the unique history of our coastal waters. This provides us with an important resource to attract new divers, and from that new awareness for the need to protect these important resources.*

7. *I am on the board of a local of the FAS but our group is limited in what we can do to work with and help educate the public about Florida's archaeological heritage; FPAN steps in to fill that void in an extremely valuable way - by reaching all age groups and fostering an awareness of this important heritage and the need to protect it.*

8. *The FPAN staff have become a part of the St. Augustine community - working readily & easily with our local organizations (St. Augustine Historical Society & the St. Augustine Archaeological Society & others.) They are an asset to our community.*

9. *We are extremely impressed with this program. The staff is passionate & professional. We hope to partner again in the future and recommend other youth organizations to the same! Thank you*

Some suggestions that were provided include the following:

1. *I wish you could do more to preserve and stop the developers when a historical site is found.*

2. *When the FPAN center opened I thought they would sponsor trips to sites and museums, have presentations on other archaeological sites, and do other things. They do not. I spoke with a member of the county commission and was told FPAN has never talked to her about any ordinances or laws like it says that is the FPAN mission. The FPAN Center does the same lectures repeatedly and no fieldwork. The Indian River Archaeology group does fieldwork and presentations all over the county. FPAN was not even at the Native American festival in Melbourne last month but the other group was. Why have a FPAN center here when the group here does more?*

3. *Would like to see funding to create a large information site in Crystal River. Mock-up of off shore findings, date lines, pictures of on-going projects, etc.*

4. *I would love to see a dvd of any lectures given. A small fee for each lecture could provide a little income for the program. We are snow birds and we miss a lot of the lectures.*

5. *We need a greater awareness as a whole in our State and ordinances to protect the resources. Many city's do not know how to deal with, nor care about archaeological sites. Educate our governing bodies.*

6. *Why is it the Indian River Archaeological Society does all these projects that I hear about and FPAN doesn't do anything. I would rather spend my time with them. They really do digs.*

7. *Need more opportunities for field and lab work, assistance with site registration, Tours of sites*

8. *Please do the following:*

a. *publicize widely through media and legislatures the economic benefits of archaeological programs*

b. *promote adoption of effective archaeological sites protection laws*

c. *promote patrols of archaeological sites by law enforcement personnel and enforcement of archaeological sites protection laws*

d. *install electronic security systems (motion-detector-activated video cameras, distant alarms, etc.) at vandal-prone or -susceptible sites*

e. *conduct archaeological site visits immediately preceded by site education and visit-promotional exhibits at public venues near the sites*

9. *In the future, I would like to see more outreach and networking for students in the anthropology programs at the Florida Universities, a greater push for maritime archaeology in resource management, and more opportunities for internships, work experience and job placement assistance for university anthropology students.*

10. *PLEASE PLEASE FIND A WAY TO KEEP DEVELOPERS FROM FURTHER DESTROYING OUR FLORIDA HERITAGE BY BULLDOZING AND CLEARCUTTING POSSIBLE ARCHAEOLOGY AREAS.*

11. *I would like to see the underwater archaeology/nautical archaeology programs continue:)*

12. *FPAN has done a lot to inform the public; however, I believe that they need to try to reach more of the mainstream public through newspapers, television, and radio.*

13. *Because St. Augustine is such a "hot spot" for history each different group must work hard to differentiate its purpose among all the other groups working on history/archaeology projects. A person "in the know" would already know this, but to a person who isn't regularly engaged in this field it's somewhat confusing.*