

# **Jackson Endeavor Museum and Travel Center Business Plan**

## Definitions to Consider:

**Cultural Facility:** a building where the programming, production, presentation, exhibition of any of the arts and cultural disciplines are carried out (section 265.283(7) Florida Statutes).

“Arts and cultural disciplines” include, but are not limited to, music, dance, theatre, creative writing, literature, architecture, painting, sculpture, folk arts, photography, crafts, media arts, visual arts, programs of museums, and other such allied, major art forms.

**Cultural Diversity:** The characteristic of being deeply rooted in and reflective of ethnically diverse, inner-city or rural populations and which represents the works of a particular culture, including an ethnic minority.

**Cultural Events:** Different artistic, cultural, or educational activities which were: 1. Produced or sponsored by the grantee; 2. Open and accessible to the public; and 3. Took place in the grant period. Cultural events can include performances, exhibits, rehearsals, workshops, classes, seminars, demonstrations, conferences, publications or media broadcasts. Cultural events must be unique (i.e., a single show performed ten times only constitutes one cultural event). Gala or fundraising events do not qualify.

**Multiphase Project:** A project that consists of several stages or segments. Projects for which funding will be requested for two or more stages or segments over a period not to exceed five consecutive years may be considered multiphase projects.

**Museums:** A department or agency of the state or local government or a public or private not-for-profit organization operating in Florida on a permanent basis for the primary purpose of sponsoring, producing and exhibiting programs/collections, including works of art, historical artifacts or other tangible objects to the public on a regular basis.

This definition includes, but is not limited to:

- Art Museums
- Historical Museums
- Multidisciplinary Museums
- Science Museums (Botanical Gardens, Zoos, Arboretums, Nature Centers and Aquariums)
- Youth and Children’s Museums.

**School-based Cultural Events:** Cultural events that directly involve the participation of a public or private PreK-12 school, i.e. school field trips to arts organizations, performances or workshops which took place on school grounds or other collaborations between arts organizations and schools. In school-based cultural events, the school is involved in organizing the children’s participation in the cultural event.

# Mission Statement

*The mission of the Jackson Endeavor Museum and Travel Center is to use exhibits to show and educate the world the historic indigenous population and diverse cultures of Jackson County, promoting and inspiring a collaborative partnership with technological entities for the cultivating growth of the next generation.*

“J.E.M. – more than an experience... it’s an educational Endeavor.”

## Background

The Jackson Endeavor Museum and Travel Center is a newly-created project functioning under a local government advisory board with the mission to enhance the lives of our neighbors and grow the economy of Jackson County by highlighting the rich history of our area, including the former Dozier School for Boys, through preservation and understanding the century’s worth of history and societal changes.

The Jackson Endeavor Museum and Travel Center and Convention Center development will be the catalyst that moves the former Dozier School for Boys into Endeavor Park, a first-class destination complete with an Autism transition Academy, housing development, and mixed-use commercial area, resulting in an enhancement of the West End community of Marianna and creating an anchor from the interstate to Historic Downtown Marianna.

Jackson Endeavor Museum and Travel Center’s primary goal is to retain Jackson County history and provide a place for historic stories to be told for visitors of all ages and demographics, thus educating the public of the diversity of Jackson County. This goal will be achieved by creating a variety of exhibits that are educational, imaginative, and interactive. In addition to these exhibits, our museum will acknowledge diversity and promote unity by working with a variety of local, regional, and state organizations, employing staff and volunteers with a passion for the story-telling of Jackson County, and promote tourism opportunities within our County to our abundance of historic, cultural, agrarian, and natural resources.

The Jackson Endeavor Museum and Travel Center collects, safeguards, and preserves historical, archaeological and culturally significant relics of Jackson County’s past, and interprets these materials through the use of exhibits, tours, school and community outreach programs, special events, lectures, historical research, pictorial archives and printed reference works to promote a fuller public knowledge and appreciation of Jackson County’s heritage, development and traditions.

The Jackson Endeavor Museum and Travel Center is currently in the planning stages, with a goal to open for business in 2025.

As an entity of the Jackson Board of County Commissioners through the Tourist Development Council, the Jackson Endeavor Museum and Travel Center will operate through the support of local businesses, community members and organizations, philanthropic resources, and visiting patrons.

## Basic Museum Information

The Jackson Endeavor Museum and Travel Center is a newly created project functioning under a local government advisory board with the mission to enhance the lives of our neighbors and grow the economy of Jackson County by highlighting the rich history of our area, including the former Dozier School for Boys, through preservation and understanding the century's worth of history and societal changes.

### The goals and strategies of the museum are as follows:

1. To provide a means of **education** for locals, the traveling public, and surrounding school districts regarding the vast history of Jackson County, our populations, and our cultures.
  - **1.1:** The Jackson Endeavor Museum and Travel Center will work with local leaders, civic organizations, and our surrounding school districts to create programs in addition to our permanent displays and exhibits that will compliment curriculum being taught in schools.
  - **1.2:** In addition to students, locals and the traveling public will be able to learn about our history and how Florida's third oldest county has transformed over the past two centuries.
  - **1.3:** Staff will work with the school districts, local historians and historic societies, and our public libraries to create programming each year that will meet the needs for academic education.
  
2. To encourage the use of **imagination** through exhibits showcasing the trials and successes of past Jackson County generations in areas such as industry, recreation, military, and social justice.
  - **2.1:** Many of our displays and exhibits will be stationary, or non-interactive, that will require interpretation from the visitor. This interpretation of stories, photographs, objects, and events will require the visitor to imagine what a particular instance or situation would have been like.
  - **2.2:** Resources obtained through the state archives paired with testimonies from historic events will help tell two versions of the same story, allowing for the visitor to interpret how cultures have changed over time.
  - **2.3:** Oral histories, personal collections, and material objects will give a glimpse into the evolving history of Jackson Countians from generations past, including significant social justice issues such as the civil rights movement, racial inequality, voting rights, and basic human rights.
  
3. To utilize **interactive** exhibits, displays, and programming that stimulates the senses and encourages adults and children to engage in hands-on learning.
  - **3.1:** In addition to our permanent and traveling stationary displays, the Jackson Endeavor Museum and Travel Center Steering Committee recognizes the importance of providing interactive exhibits, displays, and programming as a form of education.
  - **3.2:** Hands-on learning styles allow the visitor to further immerse themselves in a particular subject matter to explore the storyline the way they would like to.

- **3.3:** Adults and children will enjoy utilizing the indoor and outdoor interactive components of the Jackson Endeavor Museum and Travel Center, which will be curated and designed through guidance obtained by subject matter experts.
4. To **inspire recreational education** by providing an inside attraction within the larger destination of Endeavor Park that compliments the abundance of outdoor attractions within Jackson County and the region.
    - **4.1:** Jackson County and our surrounding area is home to an expansive variety of outdoor recreation resources for all ages and demographics. Recreational education is the act of creating more enjoyable leisure time through activities that educate while also providing a rest and recharge for the mind and body.
    - **4.2:** The Jackson Endeavor Museum and Travel Center will fill a large void in indoor recreation opportunities within our region. By providing an affordable indoor attraction, the museum will encourage locals and visitors to spend their leisure time in an environment designed to entertain, even during inclement weather.
    - **4.3:** Changing exhibits, programs, and events will keep the museum interesting and will provide something new to do year-round.
  
  5. To **acknowledge diversity and promote unity** in all aspects of Jackson County's history, thus inspiring future generations to continue the trend of betterment initiated by the generations of today.
    - **5.1:** By acknowledging the diversity within Jackson County, our leaders hope to promote unity for our future generations.
    - **5.2:** Educating museum visitors on our diversity will provide a means for understanding cultural norms and differences in light of societal changes, while also teaching the value of different races, religions, and genders.
    - **5.3:** This celebration of diversity will foster and promote a sense of unity not only for the citizens of Jackson County, but for the people of the world.
  
  6. To **promote tourism** in Jackson County by providing a snapshot of many of our key assets and resources through storytelling.
    - **6.1:** The promotion of tourism to and in Jackson County will allow Jackson Endeavor Museum and Travel Center to enhance one of its main driving forces: economic development.
    - **6.2:** By providing an attraction that is visible and accessible, the Jackson Endeavor Museum and Travel Center will be perfectly positioned to not only tell the story of Jackson County's past, but allow visitors to experience it in the present.
    - **6.3:** Exhibits will be designed to tell historic Jackson County stories, while tourism information within the gift shop will provide a designated place to learn more about the additional destinations and attractions in our county for visiting that tie back into our exhibits, displays, and programs.
    - **6.4:** By bridging this gap between visitors and local attractions, the Jackson Endeavor Museum and Travel Center will create an indirect impact on the economy of Jackson County and a direct impact on tourism offerings.

- **6.5:** The utilization of a Visitors Center within the museum will appropriately place information on the plethora of historic, cultural, agrarian, and natural resource tourism assets within Jackson County and the region. The Visitors Center will also create an additional draw, encouraging more travelers to stop off I-10 and visit the museum.
7. To create **volunteer opportunities** for high school and college students, veterans, senior citizens, and students of the Autism Transition Academy seeking further job skill sets.
- **7.1:** Students, senior citizens, and veterans looking for volunteer opportunities will largely benefit from the museum. Volunteers will be able to assist in a variety of roles such as offering guided tours, assisting visitors with questions on area resources, fundraising, special event initiatives, or planning stages for our programs.
  - **7.2:** Through their involvement with the museum, volunteers will be able to develop or enhance their soft skills, something not offered by all types of jobs.
  - **7.3:** The availability of volunteer programs will be increasingly useful as the Endeavor Autism Transition Academy takes off and students begin to prepare themselves to enter the workforce.
  - **7.4:** Museum leaders will work with County officials, local school districts, area colleges and universities, veterans' groups, Autism Academy leaders, and senior citizen groups to develop volunteer opportunities to enhance the lives of those serving the museum.

# Programming of the Jackson Endeavor Museum and Travel Center

## **EXHIBITS**

The exhibits at the Jackson Endeavor Museum and Travel Center will cover the following broad categories with detailed displays for interpretation or interaction as a means of education on Jackson County:

- History of the Dozier School for Boys
- Natural Resources
- Education
- Sports
- Agriculture
- Art
- Architecture
- Cultural History
- County History
- Military History
- Culinary History

These exhibit themes will remain constant year-round with the intent of cycling certain displays out quarterly or semi-annually. Exhibits will be designed so that small groups and individuals can guide themselves through the museum, with staff available to answer any questions. Large groups would require a tour guide to help with flow and explaining details of interpretative exhibits, such as those with written narratives.

In line with trends post COVID-19, the Jackson Endeavor Museum and Travel Center plans to utilize the abundance of acreage outside the museum to create additional interactive and interpretive displays. These outdoor exhibits will highlight the topics listed above and stay largely the same throughout the year.

Both indoor and outdoor exhibits will be available to all visitors of Endeavor Park during normal hours of operations, except for cleaning or repairs. All exhibits would meet requirements set by the Americans with Disabilities Act.

Staff and leaders of the Steering Committee will work with area experts and volunteers for each of the exhibit and program functions. ADA compliance will be ensured through work with engineers, architects, and museum planning experts. More information on the staff and Steering Committee members can be found at the end of this section.

## **TRAVELING EXHIBITS**

Traveling exhibits will complement the existing floor exhibits to create a deeper understanding of the topics listed above. Museum staff would seek out grants to obtain traveling exhibits where applicable. The traveling exhibits would be available to the public during normal business hours at no cost. Complimentary programming for the traveling exhibits will be created by museum staff with the help of staff at the public library.

These exhibits will be typically available for a pre-defined time, such as an eight-week period. Groups will be available to schedule a visit to the museum to experience the traveling exhibit at low to no cost for most installations. Fees for groups would solely relate to additional staffing needed for guiding and interpretation.

Experts on subjects, such as history, natural resources, or agriculture, will be consulted prior to seeking installation of the exhibits. All traveling exhibits would meet requirements set by the Americans with Disabilities Act.

## **DAY CAMPS**

The offering of Day Camps will allow Jackson Endeavor Museum and Travel Center to provide additional educational opportunities to area youth during specified times of the year. These camps will primarily take place over the summer, with both morning and afternoon sessions offered on various topics. Parents will not be required to enroll their children in both sessions each day but can do so if they choose to. Age-appropriate programming will be determined for any of the day camps offered and will be planned with help from Jackson County Public Library and representatives from Jackson County School Board. Additional age-appropriate sessions would be available as a form of after-school programming.

Ideally, the day camps will be offered during periods when school is not in session to reach a larger audience. With a growing increase in homeschooling, programming could potentially be in place during the school year to accommodate the home school programs that travel for experience-based learning. These camps would be created with the intention of complimenting the after-school programming for the standard school year.

Parents would have the option of purchasing an annual enrollment to the student-based programming or pay per session. All day camps would meet requirements set by the Americans with Disabilities Act.

Day camps would be led by trained volunteers or subject matter experts, with guidelines developed by museum staff, the public library, and the school districts.

## **TRAININGS**

Various types of trainings will allow organizations to utilize the facilities and resources available at the museum for expanding skill sets. **Leadership, teacher, and survival trainings, among others,** will tap into many of the key goals of the museum and encourage different groups to visit the museum that may not be one of the typical visitor profiles. With two colleges, multiple schools within our school district, the Autism Transition Academy, and countless civic organizations, Jackson Endeavor Museum and Travel Center is additionally positioned to be a hub for these trainings as it relates to the overall Endeavor Park and facilities within the park.

Trainings would require registration and payment for the activity, which would cover any speaker/leader costs and help fund museum operations. All trainings would meet requirements set by the Americans with Disabilities Act.



Subject matter experts will be contacted to lead trainings, including but not limited to University staff, school district employees, State Park Rangers, Emergency Operations Center staff, and other applicable leaders from the local and state level.

## **ARTS PROGRAMS**

Throughout the year, the Jackson Endeavor Museum and Travel Center will host **art galas, exhibits, workshops, and performances** that tie back into the history and culture of Jackson County represented in our year-round exhibit themes. Exhibits could potentially use outdoor space for murals, interpretive nature trails, or outdoor entertainment, such as dance or musical performances by local artists.

Galas, workshops, and some performances may be offered at a low-cost basis to help generate revenue for the museum's operations as approved by the museum and the Board of County Commissioners. All arts programs would meet requirements set by the Americans with Disabilities Act.

A partnership with The Artists Guild of Northwest Florida and art instructors in area district schools would aid staff in creating appropriate programming for the arts that can be enjoyed by the different ages and demographics each program may serve.

## **ADULT ENRICHMENT WORKSHOPS**

Using volunteers and civic organizations, the Jackson Endeavor Museum and Travel Center will host **adult enrichment workshops** periodically throughout the year to provide a creative and educational form of recreation for our older populations. Workshops would be geared towards learning or advancing a particular skill, such as but not limited to needlework, pottery making, or stargazing. Workshops may overlap with trainings that are provided such as outdoor skills and survival training. Long-term workshops, such as a gardening or horticulture workshop, would be made available through a collaboration with the County Extension Office and the Master Gardener's Program.

Topics will be determined based on needs and desires of residents, although some offerings will be available with the intention of attracting tourists to attend the workshops as well. Cost for the workshops will vary based on materials and supplies needed to conduct the activity. All adult education workshops would meet requirements set by the Americans with Disabilities Act.

Workshops will be scheduled each year by staff and local experts in civic organizations on each topic.

## **SPECIAL EVENTS**

Jackson Endeavor Museum and Travel Center will host special events from time to time that tie directly back into our exhibits, whether they be traveling or part of the general year-round displays. Proposed special events include but are not limited to: a **holiday light display** reminiscent of a similar display at Dozier School for Boys each year; a **Pioneer Day** showcasing farming practices of generations past; a **farmer's market** where produce grown in the area or even on-site by hobby farmers would be available for purchase; an **annual plant sale** similar to one held at Dozier; and

**outdoor entertainment events**, such as musical performances.

Admission to these special events would be free, although vendor fees may apply. Special events would be marketed to encourage tourist attendance in addition to locals. All special events would meet requirements set by the Americans with Disabilities Act.

Museum staff would work with other county departments, civic organizations, and municipal organizations to plan and facilitate the events.

## **Museum Location**

The Jackson Endeavor Museum and Travel Center and Convention Center Steering Committee was appointed in 2020 for the mission of growing the economy of Jackson County by enhancing the lives of residents and neighbors through display of the rich history of the area combined with creating space to host meetings, conventions, and events that improve overall quality of life. These facilities are the property of the Jackson Board of County Commissioners and will be financed, maintained and operated by the County, as identified in the Hurricane Michael long-term recovery plan.

A partnership with the Jackson County Tourist Development Council provided funding for the preliminary engineering and architectural plans to be developed. This partnership has resulted in a collaborative effort of Jackson Board of County Commissioners and Jackson County Tourist Development Council, as well as other entities with historic preservation, education, and economic development interest, such as Chipola Historic Trust, Jackson County NAACP, The White House Boys, Springfield School Museum, Jackson County School Board, and the City of Marianna, among others.

**The Jackson Endeavor Museum and Travel Center will be housed in the old cafeteria of the former Arthur G. Dozier School for Boys, a state reform school in Marianna that was closed in 2011. This cafeteria sustained significant damage from Hurricane Michael in 2018 and will require extensive work to bring it up to standards for housing museum exhibitions. In 2019, a working group began a series of meetings to determine the goals and objectives for the museum, which were incorporated in this plan made by the Steering Committee.**

An old gym on the Endeavor property will be converted into a first-class multi-use convention center for meetings, conventions, and events. Funding from insurance proceeds allowed Jackson County Officials to replace the roof in 2019 following damages sustained by Hurricane Michael, allowing interior elements to be preserved for future incorporation into the Convention Center.

The Museum and Convention Center development will be the catalyst that moves the former Dozier School for Boys into Endeavor Park, a first-class destination complete with an Autism facility, housing development, and mixed-use commercial area, resulting in an enhancement of the West End community of Marianna and creating an anchor from the interstate to Historic Downtown.

## **Current Status of the Museum**

At this time, the advisors of the Jackson Endeavor Museum and Travel Center are in the developmental stages. The museum currently:

- Will utilize the Jackson Board of County Commission's Employer Identification Number (EIN).
- Will operate as an entity under local government in Jackson County.
- Can utilize the County's tax exemption status for projects.
- Has not begun any fundraising efforts outside of seeking grants.
- Reports directly to JBOCC and JCTDC.

## **Geographic Market**

The intended regional market for the Jackson Endeavor Museum and Travel Center will include the following Metropolitan Statistical Areas (MSA):

1. Panama City, Florida
2. Tallahassee, Florida
3. Dothan, Alabama
4. Pensacola, Florida
5. Bainbridge, Georgia
6. Tampa, Florida
7. Atlanta, Georgia
8. Jacksonville, Florida
9. Orlando, Florida
10. Houston, Texas

All of these MSA's are in the top 15 for visitor spending in Jackson County according to research provided by Jackson County Tourist Development Council. Residents of Jackson County fall within the Panama City, Florida MSA, which will be the most frequent visitors to the Museum annually. Travelers to the area will likely stop at the visitor center and museum to rest and recharge before getting back on the road. Locals in the area, including families and schools, are likely to drive upwards of 60 miles for recreation. The lack of indoor attractions in the immediate five county area will also draw visitation from locals and tourists alike.

## **Target Audiences for the Museum**

Our goal is to provide a museum that visitors of all ages will visit and enjoy. Our Steering Committee feels the following specific groups will be primary targets for visitation:

- Families with children under the age of 15
- Retirees with grandchildren who come to visit them
- School groups on field trips
- Day care centers
- Home school groups
- Church groups
- Visitors/tourists to Jackson County or those passing through to other destinations

## National Trends for Museums and Cultural Centers

The following two online articles describe recent trends for museums and cultural centers in the United States.

### FacilityExecutives.com

October 19, 2020

*Experts at Cooper Robertson identify six trends shaping post-pandemic museum planning*

#### Future of Museums & Cultural Facilities

As museum leaders address challenges posed by the pandemic and emerging social justice movements, many institutions will need to re-evaluate their approach to important planning and design issues in order to thrive, according to the national experts at [Cooper Robertson](#), an international architecture and urban design firm.

“After months of closures and lost revenue, financial pressures are compelling museums to rethink every kind of strategic goal and expectation. Now is the time to challenge the status quo and be creative with facilities and resources,” says Bruce Davis, AIA, LEED AP, a partner at Cooper Robertson, and a head of the firm’s museum practice. “In addition to new ideas for protecting guest and audience health, we’re seeing a questioning of whether continued growth is always the best approach, and a stronger emphasis on addressing social justice issues through planning and design.”

Davis identified a number of key trends and considerations shaping today’s conversations around the future of museums and cultural facilities.

1. Expansion plans reconsidered. For institutions grappling with reduced funding and lower revenue, plans for expansions and growth that have not yet reached the design stage are now being phased into smaller projects or simply put on hold until the longer-term impact of the pandemic becomes clearer. A pre-pandemic trend of museum planners and architects serving as big-picture strategic advisors will likely accelerate, as administrators reexamine institutional goals and turn to design and planning experts for assistance in forecasting the spatial implications of long-range needs. Davis also notes that several of Cooper Robertson’s recent museum planning projects have focused on updating or reconfiguring existing spaces so that they can function more effectively, and anticipates that this approach will gain more attention.

2. Facilities needs shift, with reduced onsite staff. As in many industries, museum leaders and their staff members have found that working remotely offers clear environmental and work-life benefits. In the near and long term, this shift may decrease the need for onsite staff offices and workspaces, creating opportunities to repurpose these areas for exhibition, educational, and other important uses, without expanding building footprints.

3. A greater emphasis on the use of outdoor space. Stronger indoor/outdoor connections and the activation of outdoor spaces will become more common for a variety of functions, including public programs, dining, and the display of art. Building on a larger movement towards spaces that foster a sense of health and well-being, the closer integration of building and landscape also brings valuable social distancing benefits. Davis notes that several of Cooper Robertson’s current museum projects emphasize better connections to outdoor space, including a new master plan for the Brandywine Conservancy & Museum of Art in Chadds Ford, Pennsylvania.

4. Flexibility key for generating revenue from indoor gathering spaces in spite of social distancing. As museums and other cultural institutions navigate the reopening process, challenges persist in finding revenue generating opportunities to replace those held in spaces where people gather, including programs, events, and dining. Institutions with flexible and adaptable spaces, designed to transform from lecture or event hall to other uses, will find success more easily, as they can better respond to future needs, including unexpected changes such as those imposed by COVID-19.

5. Social justice issues reflected and emphasized. In addition to the challenges resulting from COVID-19, social justice movements have compelled museums to focus on how they better reflect and respond to their communities. Beyond curatorial and programming shifts, institutional leaders must work to create a greater sense of welcome through their physical space, with an emphasis on transparency between indoor and outdoor environments, and a broader adoption of universal design principles. Earlier this year, Cooper Robertson's in-house Diversity and Inclusivity Initiative convened a panel event exploring this and other related topics.

6. An evolving relationship between online content and in-person attendance. Expanded online content has allowed museums to reach larger and broader audiences than is typically possible with in-person visitation, and has proven especially valuable during the pandemic. Some institutions are also exploring sponsorship models to support temporary artist programs or performances with no, or socially distanced, audiences that can be shared online. While the long-term impacts on revenue generation and physical museum spaces remain to be seen, cultural leaders anticipate that online engagement will ultimately encourage more, and more diverse, in-person visitation.

## Executive Director Biography

**Christy Andreasen** | [andreasenc@jacksoncountyfl.gov](mailto:andreasenc@jacksoncountyfl.gov) | (850) 209-1223

Christy Andreasen is the Executive Director of the Jackson County Tourist Development Council. Andreasen oversees the day-to-day operations of the Jackson County Visitors Center and the strategic direction of Visit Jackson County through print and digital media, while also representing Visit Jackson County on a regional, state, and national level.

In addition to her duties with the TDC, Andreasen facilitates the meetings of the Jackson Endeavor Museum and Travel Center Steering Committee. She serves as a board member of the Jackson County Economic Development Committee and is currently the Secretary of Explore Northwest Florida, a ten-county regional tourism group. Prior Board of Director experience extends to Main Street Marianna where she served as the Promotions Chair for four years and the Friends of Sunland, a volunteer group established with the mission to better the lives of residents of Sunland Center, a community for individuals with intellectual and developmental disabilities.

Ms. Andreasen is a 2014 graduate of Florida State University with a Bachelor of Science degree in Business Administration and a minor in Recreation, Tourism, and Special Events. While at Florida State University in Panama City, Florida, Andreasen was appointed and subsequently elected to serve on the Student Government Council as the publicity and finance chair. Her passion for sharing the beauty of her home combined with nearly a decade of experience in the hospitality and tourism industry allows her to understand the role tourism plays in Jackson County on a larger scale.

A native of Jackson County, Andreasen has always enjoyed exploring the variety of the outdoors of northwest Florida. Her hobbies include hiking, paddling, horseback riding, photography, supporting local businesses, and making many memories with her son. As a lifetime member of the FFA (formerly Future Farmers of America) and a current member of The Artists Guild of Northwest Florida, Andreasen understands the diverse ways agriculture and the arts impact rural communities, and strives for “better days through better ways” in every aspect of her life.

When asked what she loves most about Jackson County, she states that the faces and places are what make our communities whole and adventure is around every corner (or dirt road).

## **Steering Committee Members**

As previously mentioned, the Jackson Endeavor Museum and Travel Center is a branch of local government under the Board of County Commissioners. An advisory group known as the Jackson Endeavor Museum and Travel Center Steering Committee was appointed by Jackson County Commissioners in September 2020. The advisory board is facilitated by Christy Andreasen, Executive Director of the Tourist Development Council, and reports financial undertakings to the Tourist Development Council and all other business matters to the Board of County Commissioners. The role of the Jackson Endeavor Museum and Travel Center Steering Committee is to assist in artifact curations, community engagements, and contribute ideas and recommendations for improvement of the displays and facility as an attractive cultural and heritage museum, including aiding the Executive Director in bringing the vision to life through the pursuit of grants and other funding sources. Currently, six members make up the Jackson Endeavor Museum and Travel Center Steering Committee:

### **Commissioner Clint Pate, Chair**

Clint Pate represents the Jackson County Board of County Commissioners, District 2. He is currently the chairman of the board. Commissioner Pate was elected in 2014 and is from Graceville, Florida. He graduated from Chipley High School 1979 and went on to study at Abraham Baldwin Agricultural College, graduating with an Associate of Science degree in 1981. Commissioner Pate has fifteen years of business experience and twenty-three years of experience in roadway design. Commissioner Pate serves as a board member on the Tri-County Community Council and Chipola Crime Stoppers. He serves as the chairman of the board for the Jackson County Tourist Development Council, J-Trans, and the Jackson County Republican Executive Committee.

### **Brian Braxton**

Brian is a resident of Cottondale, and a lifelong resident of Jackson County. He is a graduate of Cottondale High School and later earned his BS from Florida State University. Brian has many years of experience serving in his community through his roles as a church youth pastor, high school baseball coach, city commissioner, and business owner.

### **John Hamilton**

John is a retired educator who has served as a teacher, coach, principal, and administrator. He is currently self-employed and serves the Jackson County area. Prior to his retirement he worked as an administrator for the Jackson County School Board since 1976. He is a lifelong resident of Jackson County residing in Dellwood with his wife Laurie. He received degrees from Chipola, West Florida, and Florida State University. He serves the committee as a historical liaison.

### **Lillie Clark**

As a prolific artist specializing in various mediums, Lillie Clark is the Executive Director of her Campbellton studio, The Gallery: LMC Impressions. Her gallery is a Nonprofit Organization that she uses to expand the mind and provide hope. Lillie is passionate about harnessing the lessons of yesterday to equip and encourage the youth of today. She was born in Jackson County in the Springfield Community, and is driven to cultivate, create, and share the History and Arts of Jackson County. Her passions and talents combined steer her in the direction of serving others. She serves through education,



encouragement, direction, devotion, and positivity.

### **Paul Smith**

Paul Smith was born and raised in Blountstown, Florida. Paul's early life goal was to take his strong work ethic and passion for leadership and climb his way to the top of the business world. As a manager of a grocery store and then as owner of a hardware and building supply, he pursued that goal. Paul received the formal call to pastor Bethel Mennonite Church (now RCC) at the age of 28. He began filling the role of pastor while remaining bi-vocational, still determined to be engaged and make a difference in the business community.

### **Travis Blanton**

Travis Blanton is a proud Jackson County native of 53 years. He is a graduate of Marianna High School and Chipola College. He also holds degrees from Florida A&M University, Florida State University, and University of West Florida. Serving as Assistant Principal at Marianna High School, as well as a successful longtime Basketball Coach, Travis has 30 years of experience in education. He enjoys spending time with his family, college football, camping, and cooking out. His passion for youth, sports, and education have cultivated a 30-year desire for a place in the community for constructive activity.

## **Community Liaisons**

Community Liaisons are available to assist Steering Committee members and TDC Staff with developing the programs, goals, and exhibits for the Jackson Endeavor Museum. Liaisons serve on a volunteer basis and come from many different backgrounds. The expertise and insight gained from these individuals is invaluable. Steering Committee members and staff rely heavily on these volunteers for seeing the mission and goals of the Jackson Endeavor Museum come to life.

### **Linda Franklin**

Linda is a lifelong resident of Jackson County. She is a widow and loving mother of four children. She is also a proud Grandmother. She attended Jackson County Schools and Chipola College. She has retired after 33 years serving the City of Marianna as their Billing Specialist, and Employee Representative. She is President of the Jackson County branch of the NAACP as a life member. Mrs. Franklin is a member of Henshaw Chapel AME Church where she serves as a Steward, Asst. Superintendent of Church School Vice President of the Missionary Society, and member of the combine choir.

### **Leon Kelly**

Leon is an avid collector of antiques. His grandfather served as a butcher in Marianna. He took over his father's Shoe Shine business, "The West End Shoe Shop" in 1999. He is an advocate for the West End Community in Jackson County, and has a passion for enriching the lives of people in Jackson County through culture and history. He is a former employee of Dozier which provides a subset of knowledge that is valuable in relation to the Museum project. He is involved in the Disabled American Veterans Chapter 22 in Jackson County.

### **Pat Crisp**

Born and raised in Marianna, Mrs. Crisp has a deep rooted passion for community service

and civic duties. She serves as President of the Chipola Historical Trust, as well as Secretary for Great Oaks Historical Society. Mrs. Crisp is a longtime member of First Baptist Church in Marianna. She is a proud mother of three and grandmother of five. She enjoys swimming and serving her county. Her passion for community service and civic duty is what draws her to this project. She possesses a perspective geared towards serving, building, unifying, and growing community.

### **Deborah Hynes**

Deborah Hynes serves as the Director of the Jackson County Public Library. Our public libraries are available in Marianna and Graceville and are part of a three-county cooperative, helping our resources reach a larger audience. Deborah will play an integral role in the research and catalog development needed to ensure the museum is a success.

### **Doug Mayo**

Doug Mayo is an Agricultural Extension Agent of the University of Florida in Jackson County, and serves as the director for the Jackson County Extension Service. Mayo has worked with UF Extension for the past 24 years, and in Jackson County since 2000. As an Extension Agent his duties are to provide educational program leadership and individual consultation with ranchers, hay producers, and recreational fishpond owners. Mayo and his team of agents educate producers through production conferences, multi-session schools, field days, Panhandle Ag e-News electronic newsletter, Jackson County Extension web site, and individual consultations. As Extension Director, Mayo provides leadership for four agents, and eight county support staff. He oversees the facilities for both the Jackson County Agriculture Offices on Penn Avenue, and the Agriculture Center livestock show facility on Highway 90.

### **Brian Budzien**

Brian Budzien is the head of the Jackson County Veteran's Services Office in Marianna. The mission of the Veterans Services Department is to enhance the quality of life for veterans, dependents, and survivors by assisting them in the application and prosecution of claims for benefits and entitlements from federal, state, and local levels of government. Brian will serve as a liaison between the Steering Committee and staff members and our citizen veterans.

## **Brand Development Coordinator Biography**

A Brand Development Coordinator will be hired to work in unison with the Tourist Development Council Executive Director with daily activities that foster and promote the Jackson County brand including, but not limited to, guest services, brand communications, brand ambassadorship, Visitor's Center organization, and brand stewardship.

## **Program Coordinator Biography**

A Program Coordinator will be hired at a later date to further assist in program development, volunteer coordination, exhibit curation, and fundraising efforts.

## Projected Income

### LOCAL RESIDENTS

Within the ten-county region surrounding Jackson County (Opportunity Florida region), data obtained by Applied Geographic Solutions estimates that as of 2020, the region has a population of 295,902. 64.29% of the 118,473 households in the region are families, which is a primary target market for the museum. At a very conservative 2% rate based on households; we estimate that around 1,523 households will purchase an annual family membership to Jackson Endeavor Museum and Travel Center. Annual family memberships will be valued at \$100 each, resulting in \$152,334 in membership revenue.

For Jackson County alone, we estimate that 3% of the 11,352 family households within the county will purchase the membership, accounting for approximately **\$34,056** of the anticipated membership revenue.

### VISITORS/TOURISTS

The Jackson County Tourist Development Council estimates around 30,714 overnight guests travel to the county each year. If 3% of these guests visit the museum (921 people), revenues from tourists and other visitors is anticipated to be around **\$4,605** at an admission rate of \$5 per person.

Within the region, around 38% of visitors to the Explore Northwest Florida tourism region are area residents and day trippers. Given Jackson County's annual share of total visitors to the county of 1.2 million people, a conservative estimate would suggest that even just 1% of the day trippers to the region would generate an additional **\$22,800** in admission revenue.

### FUNDRAISING

A very conservative estimate of fundraising efforts for the museum sets a budget of **\$20,000** per year in revenue received. Some of this revenue may be in the form of donations to the museum or funds obtained through vendor fees for special events.

### ECONOMIC IMPACT

By tapping into area resources, regional day trippers, and travelers along the I-10 corridor, the Jackson Endeavor Museum estimates an annual visitation of around 4,500 people to the Museum in its first year. While in Jackson County, many of these travelers will spend additional dollars within the community, creating an economic impact that is realized on a local and state level.

The first year of Museum operations alone will support 17 full-time equivalent jobs, a household income impact of \$342,012, local government revenues of \$17,921, and \$30,078 in state government revenues. When factoring in the addition of the Visitor Center inside the museum, full-time equivalent jobs supported increases to 21, household income increases to \$412,365, local government revenue increases to \$24,631, and state government revenue increases to \$39,746.

The economic impact of this endeavor is expected to increase each year as the Jackson Endeavor Museum and Travel Center receives more exposure and more targeted marketing opportunities. The

unique location along the I-10 corridor positions the Jackson Endeavor Museum and Travel Center to easily reach the 5.1 million travelers that pass through Marianna each year.

## **Regular Revenue Sources**

The museum will be funded for daily operations through the Jackson County Tourist Development Council. In addition to this primary source of revenue, Steering Committee members hope to receive funds from the following sources:

- Educational/Enrichment series for:
  - Children
  - Students
  - Adults
- Specialized trainings, such as:
  - Teacher trainings
  - Survival and outdoor trainings
- Outdoor entertainment
- Programs and workshops
- Special events
- Day camps
- Membership-based offerings for citizens and organizations
- Guided group tours
- Governmental grants
- Fundraising efforts
- Gift shop inside museum.

## **Expenses**

See attached budget.