the peale
SEE BALTIMORE IN A NEW LIGHT

Pratt

THE PEALE

DIGITAL STRATEGY FOR COMMUNITY ENGAGEMENT 2022

Directed by Mary Dickson, Sean H. Gao, Jesse Ludington, and Tess Porter

Pratt Institute School of Information | Spring 2022

Table of Contents

1.0 Introduction

The Peale is the site of the oldest purpose-built museum building in the United States. Rembrandt Peale, a member of the "first family of American artists," commissioned the building, which opened in 1814 as a museum of fine arts. Over two hundred years later, the deeply historic institution has shifted its focus to the art of storytelling. The Peale is now a center for preserving Baltimore's stories. Through story collecting and preserving, public events and lectures, unique storytelling projects, and community collaborations, the Peale aims to fulfill its mission of sharing the full story of Baltimore, amplifying community voices, and to help audiences everywhere see the City in a new light.

Especially in the midst of major renovations and the COVID-19 pandemic, the Peale relies upon digital solutions to reach audiences, distribute programming, and engage communities. These solutions must be strategic, well-defined, and actionable in order to project the Peale's mission as far as possible while also engaging diverse audiences in the practice of storytelling. This digital community engagement strategy intends to provide the Peale with a set of purposeful, realistic actions they can take to build, engage, and impact local and national communities with digital technology. The strategy contains recommendations for the Peale's web and social media presence as well as collaboration opportunities with surrounding institutions and audiences.

2.0 Executive Summary

In understanding how the Peale might build, engage, and impact location and national communities with digital technology, we started with an analysis of the Peale's internal and external environments. We believe that as a storytelling institution, active and engaged storytellers are the Peale's greatest asset. Moreover, the Peale has a strong digital-first approach and is situated within a building of great historical significance, giving the Peale an edge in both the physical and digital realms, which in turn strengthens their ties to the local community. We also recognize that a strong social media and online presence is critical for digital-first institutions. In order to be successful, we believe the Peale should aim at building up a holistic emphasis on community, dialogue, and knowledge sharing, taking advantage of digital trends and leveraging these tools in order to foster community and collaboration.

To move forward, we define four objectives with corresponding action plans:

1. **Increase social media engagement**
   - Activities include applying industry-wide best practices for social media, creating a TikTok account to share storytelling prompts, cross-promoting events across social and web platforms, and hosting live social media storytelling events.

2. **Develop new collaborative partnerships to further programming**
   - Activities include reaching out to colleges, universities, and local PK-12 schools, holding contests for artists to create digital art to accompany stories, and reaching out to local community organizations.

3. **Make the Peale a hub for learning about storytelling**
   - Activities include creating a dedicated space for learning on the Peale website, developing new educational resources for PK-12 audiences, and developing new educational resources for general audiences.

4. **Increase website usability**
   - Activities include filling content gaps and improving the Peale website's discovery and navigation.

This report concludes with an evaluation plan and an exit strategy.

3.0 Mission

The mission of the Peale is to ensure the whole story of the City is told, and, by amplifying its communities' voices, to help people everywhere see Baltimore in a new light.

The Peale works with local creators – storytellers, griots, performers, artists, architects, historians, students, educators, and other culture-keepers – who employ the full range of artistic media and processes to produce and share their narratives of the city, its places, and the diverse people who have made Baltimore what it is today.

4.0 Strategic Analysis

Community involvement is vital to the success of the Peale, and digital technologies provide innovative opportunities to draw together, engage, and impact new and existing audiences. This external and internal analysis of the Peale strives to pinpoint the institution's unique strengths, weaknesses, threats, and opportunities in developing and supporting digital community engagement. Critical findings from our analysis are summarized here.

4.1 External Environment

Our external environmental analysis examines the influence of competing storytelling based organizations and museums, digital trends, Baltimore demographics, and other external factors while leveraging the following tools and frameworks: PEST Analysis, Porter's Five Forces, Digital Trends Analysis, and Competitor and Market Analysis.

4.1.1 PEST Analysis

Political	Economic
● Significant amounts of funding come from government sources, such as State of Maryland and City of Baltimore ● Government-sponsored funding is subject to change with political transitions. Upcoming: 2022 gubernatorial election. ● Government sponsored funding is subject to change with each budget of the fiscal year. This impacts the potential for new Peale activities.	● U.S. currently undergoing record inflation. ● The Consumer Price Index for all Urban Consumers (CPI-U) in the Baltimore-Columbia-Towson area reached 8% in Dec. 2021, up from 4.5% in Aug. 2021. ● Median home sale prices have increased 14% over the past year. ● Baltimore unemployment rate steadily decreased in 2021, ending at 3.8% ● Higher national average of those living below the poverty line.
Social	**Technological**
● Primary visitors of Peale's physical space are Baltimore residents. ● Baltimore has many cultural institutions, performing arts centers, sports teams, and more. ● 62% of stories are submitted by Baltimore residents; the other 38% are from across the US.	● BCIT offers IT support. ● BCIT's Smart City ecosystem involves technological innovations and data analytics to better support residents. ● City currently struggling with a tech talent shortage. Additionally, 24% of the city central IT authority's staff can retire immediately.

Fig. 1: PEST Analysis of the Peale.

The PEST framework allowed us to define the main influencing factors of the Peale's external environment:

- **Political & Economic**: Because the Peale relies so heavily on government sponsorship for their funding and due to the challenging state of the economy across the U.S. and in Baltimore, it is extremely important that the Peale continues to clearly demonstrate its value as an institution to external audiences in order to maintain financial stability.
- **Social**: While Baltimore has many other cultural and entertainment institutions competing with the Peale, the high level of Baltimore resident visitorship indicates residents see value in the Peale's mission. Opportunity exists to expand the Peale's reach to engage people across the country and from diverse backgrounds.
- **Technological**: The Peale's leadership should remain conscious of retaining tech talent considering the current shortage in Baltimore.

4.1.2 Porter's Five Forces

	Threat of New Entrants ● Rising popularity of podcasts could lead to new storytelling podcasts (possibly Baltimore-based) ● New access technologies ● New storytelling events ● New cultural institutions ● New community centers	
Bargaining Power of Suppliers ● Tech specialists ● Carroll Museum (currently hosting Peale events) ● Board of Directors ● Funding sources (Grantors, City of Baltimore, etc.) ● Storyteller opinions on how stories credited and shared ● Staff visions for the museum ● Contractors for renovations	**Rivalry Among Existing Competitors** ● StoryCorps ● The Stoop ● The Moth ● Portland Art Museum Object Stories ● Existing Baltimore museums competing for time/interest (e.g. BMA, Visionary Art Museum, Maryland Center for History and Culture)	**Bargaining Power of Suppliers** ● Neighborhood surrounding museum ● Potential community /education partners ● Choosing an alternate cultural outing ● Story listeners/receivers ● Opinions of Baltimore locals on how Baltimore is represented
	Threat of Substitute Products/Services ● Baltimore Oral History Projects and Initiatives ● Other entertainment/leisure opportunities ● Storytelling podcasts	

Fig. 2: Porter's Five Forces Framework Applied to the Peale.

Porter's Five Forces allowed us to define the Peale's competitive environment and understand how existing and potential competitors, suppliers, buyers, and substitute services have a strong influence on how the institution functions and what visitors expect from it.

In order to remain competitive, the Peale should maintain its unique standing as a storytelling historical site through a combination of both traditional and technologically-innovative storytelling strategies. The Peale must present visitors with high-quality stories, unique experiences, and a defined point of view as an institution, and should consider what technologies they can leverage to stand out and reach diverse audiences. The Peale must also remain attentive to the needs of its storytellers, visitors/listeners, local community, staff, contractors, board of directors, and donors, all of whom hold stakeholding power in the future success of the institution.

4.1.3 Digital Trends Analysis

● Born-digital fundraising ● Social commerce ● Brand accountability and customer service on social channels ● Authenticity/brands showing their "human side" on social media ● Digital experts in technology and innovation have more seats at the table	● Virtual tours ● Museums as media channels ● Artificial intelligence ● Digital technologies that meld onsite and online experiences ● Location intelligence ● Rise in on-demand services ● Image/story recognition ● Voice assistance ● AR/VR social media campaigns	● Engaging with younger generations via Live video ● User-generated TikTok videos ● Increase in older (65+) tech users ● Some audiences feel overwhelmed with tech ● Tight-knit user communities and groups ● Work/life balance ● Tech fatigue

Fig. 3: Digital Trends Analysis.

Digital trends drive innovation and user expectations. By keeping informed of upcoming digital trends, the Peale can ensure that their visitors continue to have fulfilling learning experiences online. Using reports from leaders in technology trends such as the Pew Research Center, Gartner's Hype Cycle, Forbes, and Hootsuite, we identified several digital trends in technology, the web, and social media that the Peale should leverage.

To reach new and existing digital communities, the Peale should pay careful attention to social media trends such as tight-knit user groups on social networking sites (i.e. TikTok affinity groups, Twitter Communities, and Facebook Groups, which, for the Peale, would take the form of users who identify as storytellers and museum-lovers), social commerce for their shop, and user-generated TikTok videos.[1] Changes in user demographics are also crucial for the Peale to consider as they reach out to diverse audiences. For example, a rise in 65+ tech users means the Peale should think about how older audiences want to be engaged, and the popularity of Live videos with Gen Z presents an opportunity to engage with users between 10 and 25. Behavior changes due to pandemic are also important to consider, such as work/life balance concerns and tech fatigue.

---

[1] "Social Media Trends 2022." Accessed May 1, 2022. https://www.hootsuite.com/research/social-trends.

4.1.4 Competitor and Market Analysis

Venue	Type of Venue	Amenities
The Stoop	Baltimore-based live show and podcast for storytelling	Storytelling workshops, themed in-person storytelling events, searchable database of Stoop Stories on their website, coaching and development for people looking to submit stories.
Maryland Center for History and Culture	Museum and library focused on Maryland history and culture	Digital library catalog, collections (~2k), and finding aids; digital PK–12 educator resources that include an online curriculum (Historical Investigations Portal), lesson/activity materials, videos, and professional development; digital archives of virtual programs for a wide range of audiences; exhibitions
Baltimore Museum of Art	Art museum focusing on artistic excellence and social equity	Profound history, special exhibition each two months, BMA gift shop, 100 years old sculpture garden, open hall for rental event, Art-to go project (monthly activity for local educational purposes and events)
American Visionary Art Museum	Art museum focusing on self-taught artists	Well-known, quirky gift shop; exhibitions; community art-making events and competitions (Kinetic Sculpture Race); free art-making workshops, virtual tours, and events for all ages; virtual resources for art projects at home in Spanish and English; videos with artists, conference video archives; free documentary videos; PK–12 digital educator resources and educator-focused workshops
Baltimore Immigration Museum	House museum focusing on Baltimore immigrants in the 19th-early 20th century	Gallery, letter collection with audio component, digital timeline
Reginald F. Lewis Museum	Museum of Maryland African American history and culture	Online collection portal for permanent collection, throws "Jazz Age Gala" in spring, offers venue rental for events, virtual tours and online educational resources, offers virtual museum field trips for schools, museum shop.
Port Discovery Children's Museum	Children's educational science museum	Discovery virtual tour, traveling mini-exhibit, birthday parties, private event rental, virtual school lessons, YouTube channel for at-home teaching

Fig. 4: Analysis of the Peale's Competitors and Market.

This analysis focuses on the local institutions surrounding the Peale that may compete for visitor attention and time. By looking at the type of venue these institutions use, whether it be digital or physical, as well as the amenities they provide, we can discover new modes of information sharing and engagement that the Peale may do well to introduce.

Focusing on developing the skills of storytellers through themed events and coaching can engage storytellers while also improving the quality of the stories the Peale collects. These competitors demonstrate that there are also several opportunities for the Peale to expand their digital offerings in order to engage community members, such as a searchable database of stories, community art-making events, and storytelling coaching. The Peale may also more deeply engage families and educators by providing more at-home digital resources for families, resources for PK–12 educators, and virtual school field trips.

4.2 Internal Environment

Our internal environment analysis evaluated the internal factors and opportunities that will impact the Peale's work in supporting digital community engagement. The result is a comprehensive list of the Peale's current strengths and weaknesses. Our analysis leveraged the following tools and frameworks: Strategic Capabilities, Stakeholders, Balanced Scorecard, digital audience mapping, Value Chain, and a brief social media analysis.

4.2.1 Strategic Capabilities

	Strategic Capabilities	Resources	Competencies
Physical	- Strong ties to local community - Digital-first outlook - Building with immense historical and cultural relevance	- Amazon Alexa Skill - The Peale in Second Life - Be Here Stories map and app - Virtual lecture series, tours and exhibitions - Historic building - Storytelling projects - External Peale websites (The Guardians & Out of the Blocks)	- Use of the database to create apps/virtual offerings - Building Renovations - Strong Digital Platform
Financial	- Ability to source funding from wide donor base - Using unique space as revenue stream	- Using unique space as revenue stream - Historic room rental revenue - Buy-a-brick campaign	- External Funding - Donors - Renting Out
Human	- Digital-savvy staff - Wide base of local individuals and organizations to draw from for collaboration - Large pool of existing and potential storytellers, essentially endless content stream	- Managers - Collaborators - Arts apprentices - Employees - Storytellers - Volunteers	- Sharing stories with related content - Partnerships with other Baltimore based organizations - Innovative approaches

Fig. 5: Strategic Capabilities of the Peale.

To analyze the strategic capabilities of the Peale, we focused on physical/digital, financial, and human resources and competencies that the Peale already has in place.

The Peale's strategic capabilities are numerous and lie in critical areas, which bodes well for the museum's continued success. Not only does the Peale have a strong digital-first approach, but they also occupy a building with immense historical significance, giving them an edge in both the physical and digital realms which in turn bolsters their ties to their local communities. The Peale also has cultivated a wide donor and grantor base in addition to several revenue streams, providing themselves with relative financial security. Last but certainly not least, the Peale has a major asset in its people–the museum's staff, storytellers, and various collaborators make the Peale what it is today.

4.2.2 Stakeholders
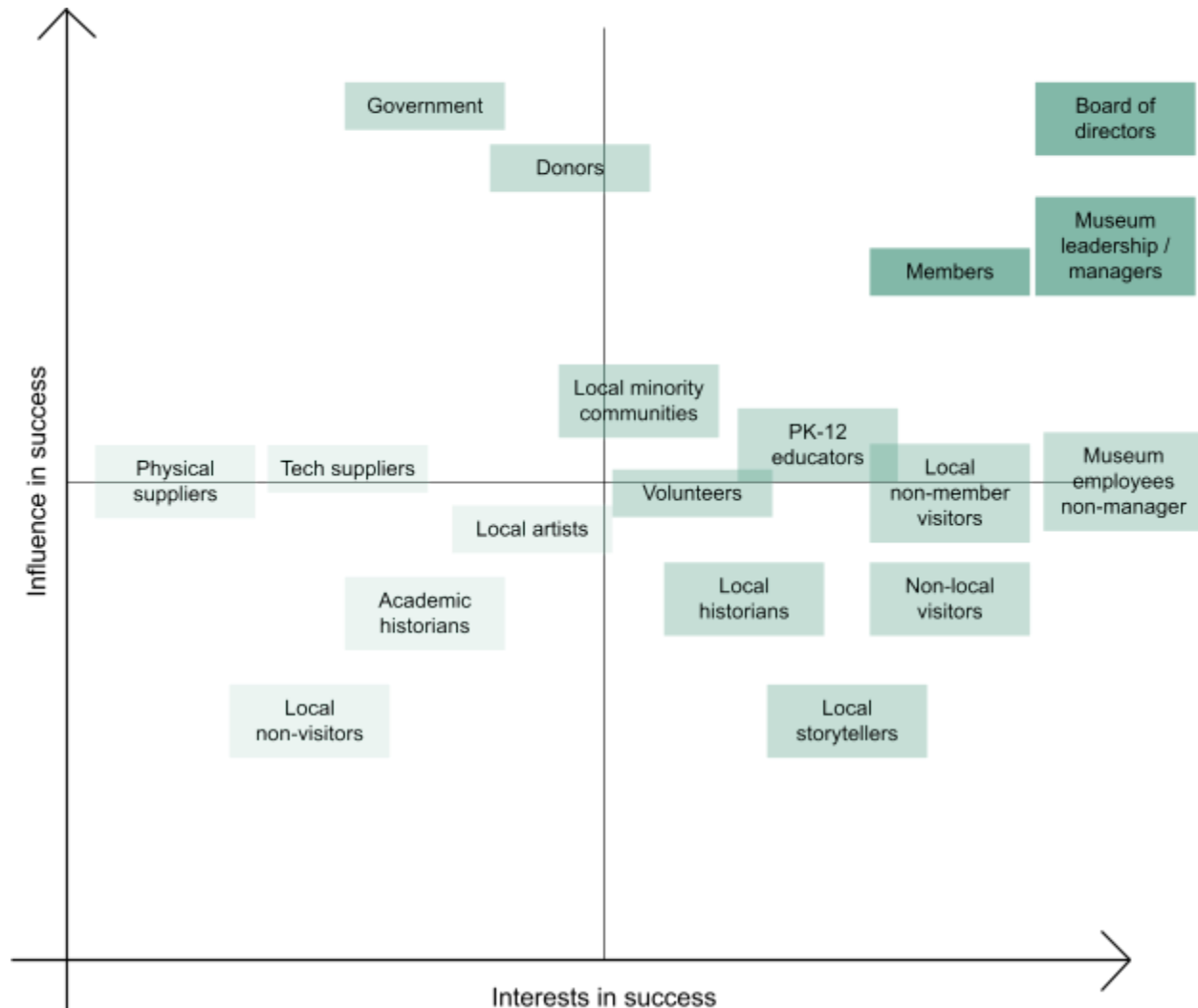
Fig. 6: The Peale's Stakeholders.

We used the Stakeholders framework to assess the stakeholders associated with the Peale and their influence and interest in the Peale's success. This analysis will help identify how to involve and communicate with these stakeholders as the Peale moves forward in implementing their digital strategy and related initiatives.

The highest concentration of stakeholders has a high interest in the Peale's success, but a low-to-moderate influence. The Peale should be sure to invest in these high-interest stakeholders. While they may not have high levels of influence, their direct connections to the Peale's surrounding community make them crucial voices in their communities who should feel empowered by the Peale. As a community-centered museum that collects stories rather than objects, the people interested in the Peale's success are its biggest asset.

4.2.3 Balanced Scorecard

Financials			
To succeed financially, how should we appear to our shareholders?			
Objectives	**Measures**	**Targets**	**Initiatives**
Transparency on how missions function	Increased page views, frequency of funding received, and total funds raised.	Donors, members, potential supporters, general audiences.	Work with the web design team to redesign donor-related pages to diversify donation actions, list main funding investments, and provide a better overview of program timelines and activities on all pages related to donors.
Investing in human capital through programs (like AAA)	Increased fundings and donations on the AAA program, page views and transactions	Donors, members, potential supporters, general audiences.	Add a donor button to the homepage with info about programs, like AAA. Financial team analyzes and tracks the AAA budget.
Transparency in programs progress	Page views, page donation button clicks and transactions	Donors, members, potential supporters, general audiences.	Create pages that outline programs and processes. Update pages to display funding investments and program process.

Learning and Growth			
To achieve our vision, how will we sustain our ability to change and improve?			
Objectives	**Measures**	**Targets**	**Initiatives**
Share stories about Baltimore from the public's perspective	Allow users to upload their own stories, make finding/listening to stories easy for visitors	Baltimore public and general public	"Add Your Story" tab on The Peale's website
Reach a wider audience	Increase the visibility of The Peale	Repeat visitors, unknown visitors, younger audiences, locals, non-locals, older audiences	Increase social media presence
Continue to Grow Story Maps	Encourage visitors to share their stories through the website or app	Anyone with a story to share about Baltimore	Highlight the "share" tool on all digital platforms

Internal Organization Process
To satisfy our shareholders and visitors, what business processes should we excel at?

Objectives	Measures	Targets	Initiatives
Distributed staff capacity & knowledge of technology	Survey to determine current staff knowledge and professional improvement goals	Ensure more than one staff member holds knowledge for a single tech platform. Ensure staff members can improve on the skills they want to improve	PD opportunities to increase skills Peer-to-peer knowledge sharing
Responsive to tech and social trends	Increased reach and engagement on social and web platforms	Small turn-around time to develop content in response to social and tech trends.	Implement social listening tools to keep track of social platform conversations and trends. Ensure the tech team implements agile processes to respond quickly to new opportunities.
Clear communication and collaboration across depts.	Survey to determine current staff satisfaction of communication and understanding of work in other departments and collab opportunities	Work is not siloed in single departments	Interdepartmental working groups

Visitors
To achieve our vision, how should we appear to our visitors?

Objectives	Measures	Targets	Initiatives
Visitor and community-driven institution	Increase quantity of stories submitted, conduct visitor/local resident surveys about programming needs	New visitors, returning visitors, neighborhood, Baltimore, and Maryland residents	Boost marketing and soliciting of stories on social media, develop new programming based on surveys
Invested in Baltimore's culture, history, and future	Increase number of partnerships with other city organizations and local experts to extend programming	Baltimore residents, Baltimore-focused researchers and historians	Identify local organizations and individuals with similar priorities, conduct outreach to propose collaborative programs
Hub for engaging in and talking about storytelling	Increase public visibility of The Peale, develop larger numbers of unique events	Storytellers, people interested in oral history, people interested in cultural dialogues	Develop a series of roundtable or panel discussions, become more active on social media, website SEO

The Balanced Scorecard framework assesses how the Peale can succeed through objectives, measures, targets, and initiatives focused on four areas: shareholders (including donors, grantors, and other financial supporters), visitors, learning and growth, and internal processes.

While each section of the Balanced Scorecard emphasizes a different aspect of the Peale's operations, this framework makes it clear that across the board, the Peale must emphasize community, dialogue, and knowledge sharing in order to succeed. Once again, these priorities highlight the Peale's unique status as a community-oriented storytelling museum.

4.2.4 Digital Audience Mapping
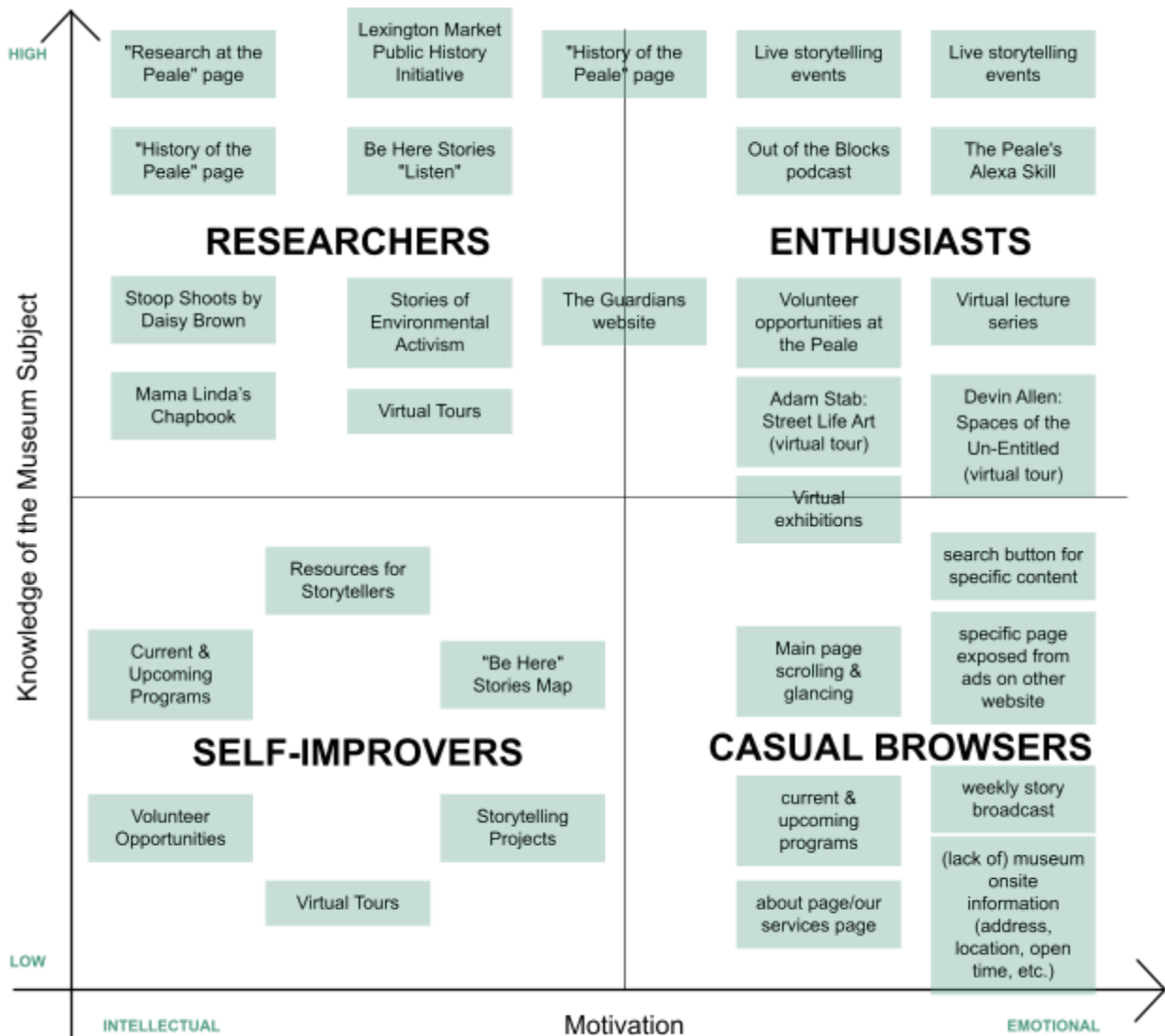
Fig. 8: Mapping the Peale's Digital Audiences.

The Digital Audiences framework maps existing digital resources to four types of digital audiences – researchers, enthusiasts, self-improvers, and causal browsers – according to the amount of museum-subject knowledge and intellectual/emotional motivation required.

While the Peale offers some resources for all four audience segments, this framework demonstrates that digital resources are most heavily concentrated for Enthusiasts and Researchers, with Casual Browsers having the least diverse and lowest number of options.

As a result of this framework, we have identified the following motivation priorities for each audience segment when they pursue digital resources at the Peale:

Researchers

- Access detailed information about Baltimore history and culture.
- Use oral histories to support research.
- Conduct research informed by local perspectives.

Enthusiasts

- Learn about Baltimore from historical and cultural perspectives.
- Feel more in touch with their roots and community (Baltimore-based users).
- Find events and media related to their Baltimore and storytelling-specific interests for entertainment.

Self-Improvers

- Improve their storytelling skills.
- Find intellectual enrichment in storytelling events.
- Feel like they are benefiting both themselves and the Peale through personal involvement in the Peale.

Casual Browsers

- Learn about what the Peale is and what they do.
- Find information about what they can do at the Peale.
- Browse programming to determine whether the Peale is a good fit for their interests.

4.2.5 Value Chain

						Impact and Value →
Firm infrastructure Historic site currently undergoing renovations. Budget for technology, programs, and other initiatives.						
Human resources New staff hires. Training on digital technologies/strategies for both staff and volunteers.						
Technology development New website. Digital platforms/interactives to access stories. Social media presence.						
Programs, educational programs & content development Educational programs to engage PK–12 classrooms and informal learning spaces. Educational professional development programs to engage formal and informal educators. Educational content. Collaborative programs with local institutions (Stoop, BAM, Carroll Museum). Podcast development. Community engagement programs.						
Assembly & preservation Story cataloging on Peale website.	**Exhibitions** Virtual tours. Tech innovations in exhibitions (The Peale in Second Life, Be Here Stories). Exhibitions that incorporate community stories.	**Hospitality services** Potential child care service. Gift shop. Room rentals.	**Marketing and sales** Peale online store (buy a brick campaign, storytelling cards, local artist products). Social media marketing	**Visitor / constituency services** Artist apprenticeships. Accessible online events. Virtual lecture series		

Fig. 9: Value Chain Framework Applied to the Peale.

The Value Chain framework outlines an institution's value-creating primary (Firm infrastructure, human resources, technology development, and program and content development) and support (Assembly and preservation, exhibitions, hospitality services, marketing and sales, and visitor/constituency services) activities.

While both the primary and supporting value-creating activities of the Peale are critical to the museum's operations, some clear patterns emerge in the Value Chain in terms of what activities the Peale relies most on. Many of the primary value-creating activities at the Peale involve preserving and showcasing stories, suggesting that this is one of the primary functions of the museum. However, in order to bolster community engagement, the Peale should be sure not to neglect its supporting value-creating activities, many of which involve public programs and the institution's human resources. Additionally, as a highly digital museum, the Peale should be sure to invest in their supporting value-creating activities that fall under the umbrella of technology.

4.2.6 Social Media Analysis

Youtube	8,359 views across 73 videos - Average of 114.5 views per video 64 subscribers	Recent social posts have focused on event promotion, history facts, and collaborations.
Instagram	2,418 followers - Average of 15 likes per post - The majority of posts have 0 comment	
Facebook	1,314 followers 1,343 check-ins - Average of 1.5 likes and 1.6 reactions per post - The majority of posts have 0 comment	
Twitter	1,101 followers - Average of 1.75 likes per tweet - Average of 12.3 retweets per tweet	Largest percentage of social traffic to the main website comes from Facebook; social traffic is overall the 3rd most popular acquisition method.
Linkedin	13 followers 2 posts	
The Peale Website	- Bounce rate for the time period is 64.72% 18,744 users, 89.4% of whom were new users - The largest tracked demographics are people in Baltimore, women, and those aged 25-34.	

Data collected from the period of 3-17-2021 to 3-17-2022 for each account. Data collected via Supermetrics, Google Analytics, and Youtube Data Tools. Visualizations generated in Tableau and Google Analytics.

Fig. 10: Social Media and Web Analysis of the Peale (See Appendix for More Information).

A cursory analysis of the Peale's social media usage reveals many opportunities for digital outreach improvement. During the time period analyzed (03/17/2021–03/17/2022), the largest percentage of social traffic to the main website comes from the Peale's Facebook presence. Additionally, the platform with the most Peale followers is Instagram; it is worth noting this platform is highly popular with younger audiences. While the Peale's YouTube channel has less than 100 subscribers, it has the highest engagement rate of any of the Peale's social channels. All three of these platforms are worth continuing to prioritize in future outreach.

Recent social media posts focus on event promotion, history facts, and collaborations. Across all currently utilized platforms (Facebook, Instagram, Twitter, YouTube, LinkedIn), engagement is quite low, with only one platform (YouTube) falling into the 1-5% engagement rate window considered "good" by social media marketing experts.[2] It is also worth noting that Social traffic only accounts for 1,103 website acquisitions during the time period analyzed (out of over 18,000

---

[2] Sehl, Katie, and Shannon Tien. "6 Ways to Calculate Engagement Rate on Social Media (Free Calculator)." Social Media Marketing & Management Dashboard (blog), June 29, 2021. https://blog.hootsuite.com/calculate-engagement-rate/.

users). By increasing social media engagement through an updated social media strategy, the Peale may also drive increased traffic to their website.

During the time period analyzed, the Peale's main website had a bounce rate of 64.72%. Considering that a "good" bounce rate is thought to be at or below 50%,[3] the Peale's already-planned website redesign will certainly benefit their web presence. 89.4% of website users during the time period analyzed were new users, indicating a great opportunity to use the website to retain these new users and develop a strong digital community. For more data on the Peale's social media and website activity, see the Appendix.

---

[3] Page, Drew. "What Is a Good Bounce Rate? [2022 Data]." Siege Media (blog), December 28, 2020. https://www.siegemedia.com/strategy/bounce-rate.

4.3 SWOT Analysis

Through our analysis of the Peale's Strengths, Weaknesses, Opportunities, and Threats as an institution, we found:
- Active and engaged storytellers are the Peale's greatest asset.
- A strong social media and web presence is critical for a digital-first institution.
  - While the Peale has demonstrated their value as an institution to Baltimore residents, we have identified several places in our analysis where they can improve their social media and web presence as well as services to reach new audiences:
    - Coaching opportunities for storytellers
    - New ways of visualizing stories
    - Easier on-demand access to stories online.
- The Peale faces a high level of competition from similar institutions, making targeted programming and a high-profile social media and web presence critical to their success in such a competitive market.
- We have also identified several opportunities for digital innovations and new services based on industry and market trends.

A summary of our findings can be seen on the following page.

Strengths	Weaknesses
- Staff are digitally savvy - Diverse donor and grantor base - Large pool of potential organizational and individual collaborators - Large pool of existing and potential storytellers - Building offers revenue streams (room rental, buy-a-brick campaign, etc.) - Building has cultural and historical relevance - Digital-first institution: cutting edge - Accessibility is built into digital programming - Website is reaching Baltimore residents - Website SEO score is above average - Researchers are well-served by the Peale's current offerings - Many digital resources for enthusiast audiences - Strong community ties - Wide array of digital experiences available on current website	- Social media engagement is very low - Website is difficult to navigate - Not many resources for casual browsers - Building renovations prevent potential visitors from taking part in the space - Website is not fully SEO - Missing contextual information to fully experience Peale's story offerings, such as locations and artwork for stories - Homepage does not clearly share what they have to offer to a wide range of audiences (especially casual browsers). - Not possible to easily find and browse stories - On the website, the mission, vision, and history are not easy to find and are not clearly stated - Community-serving initiatives, like AAA, are not clearly emphasized - Higher-than-average website bounce rate - Not many resources available to serve PK–12 educators - Unclear target audiences
Opportunities	Threats
- Increased social media presence - Create stronger community buy-in through public events/opportunities for engagement - Borrow some of the techniques and services that competing cultural institution and storytelling orgs offer - Rise in on-demand services - Partner with competing organizations to serve Baltimore & national audiences - Museums as media channels - Provide on-demand story access online through collections search - Boom in tech-savvy older people - Coaching and feedback for storytellers - Rising popularity of podcasts as a medium - New ways of visualizing stories (timelines, searchable databases, etc.) - Local minority communities, artists, and PK–12 educators can have higher than avg. influence in the Peale's success	- Audiences seek tech work/life balance, and may be less able to interact with digital offerings - Tech talent shortage in the city - Existing cultural institutions and storytelling orgs. competing for visitor time and attention. - Some audiences feel overwhelmed with tech - Other entertainment leisure opportunities (movies, sports, etc.) - Audience preferences for receiving content in digital formats changes quickly - Gov.-sponsored funding is subject to change with each budget of the fiscal year, impacting potential for new Peale activities - U.S. inflation may dissuade Americans from spending time and money on cultural outings - Content is not optimized for all learning styles (visual, auditory, reading and writing, and kinesthetic) - Other Story podcast offerings (Rising popularity of podcasts as a medium)

Fig 11: SWOT Analysis of the Peale.

5.0 Vision

In five years, the Peale will have a strong social media and web presence, robust educational and storytelling skill development programs, and an even deeper connection with their surrounding communities to amplify storytellers' voices and tell a more holistic story of Baltimore.

Our vision for the Peale is:

THE PEALE: INNOVATIVE, ACCESSIBLE, AND EDUCATIONAL STORYTELLING AT BALTIMORE'S COMMUNITY MUSEUM

6.0 Target Audiences

The Peale has outlined three areas of target audiences:
- **Creators, Storytellers, and Collaborators:** anyone who wants to collaborate with the Peale to create community-centric programming, share their stories, and produce accessible exhibitions in our space.
- **The General Public**: anyone who is curious about who we are and what we do.
- **Donors and Funders:** anyone who wants to support our mission and vision financially.

The **General Public** audience is the most diverse, containing a range of interests, prior museum knowledge, and motivations. These motivations align to all of those outlined by Falk: **Explorer, Facilitator**, **Experience Seeker**, **Professional/Hobbyist**, and **Recharger**. Importantly, audiences will move between these during and between their engagements with the Peale.

Members of the **General Public** who visit the Peale's website can fall into four categories defined by their prior museum knowledge and motivations, which they hold in addition to the Falk motivations:
- **Researchers**: High museum knowledge, intellectual motivation.
- **Enthusiasts**: High museum knowledge, emotional motivation.
- **Self-Improvers**: Medium museum knowledge, intellectual motivation.
- **Casual Browsers**: Low museum knowledge, emotional motivation.

The following funnels demonstrate how Researcher, Enthusiast, Self-Improver, and Casual Browsers may move through experiences, determined by motivation, on the website.

Casual Browsers		Self-Improvers	
Explorer/Recharger	**Experience Seeker/Facilitator**	**Professional/Hobbyist**	**Experience Seeker**
Find Peale's Website (Google Search or Link on Social Media) ↓	Find Peale's Website (Google Search or Link on Social Media) ↓	Find Peale's Website (Google Search or Link on Social Media) ↓	Find Digital Peale Program (Link on Social Media) ↓
Browse Homepage ↓	Browse Homepage ↓	Browse Homepage ↓	Attend Digital Peale Program ↓
Find Story Maps ↓	Find information about Current Exhibitions ↓	Find Resources for Storytellers ↓	Visit Peale Website to Learn more ↓
Engage with multiple Be Here Stories	Plan a Visit	Record own Story and Share on Suggested Platform	Subscribe to ENews to stay updated on upcoming events

Enthusiasts		Researchers	
Explorer/Recharger	**Experience Seeker**	**Professional/Hobbyist**	
Download Be Here Stories App ↓	Discover Peale on Social Media ↓	Find Peale's Website (Google Search) ↓	Find Peale's Website (Google Search) ↓
Go to Stories Map ↓	Go to Baltimore Stories ↓	Go to Get Involved ↓	Go to Stories Map ↓
Explore Storytelling Projects ↓	Find Peale Faces Project: Your Face, Your Place in History ↓	Click on Research ↓	Narrow Geographic Search Area ↓
Listen to Stories ↓	Register to have their silhouette added ↓	Go to Contact Us and Send an Email ↓	Listen to Various Stories ↓
Return Continually for More Listening	Attend the Peale Faces Project Opening	Build Relationship with Peale through Research Projects/Grant Proposals	Take Notes and Return throughout Research

Fig. 12: Target Audience Funnels.

7.0 Objectives

In developing a digital strategy for the Peale that supports digital community engagement, we strive to:

1. Increase social media engagement

Strategic analysis has shown that the Peale's current social media engagement is quite low. We believe that in the 21st century, social media is a key tool for museums and cultural institutions to reach their audiences and foster community engagement. In order for the Peale to optimize their success, they should determine and utilize best practices to meet audiences where they are on today's most popular social media platforms.

This will enable the Peale to better reach, engage, and serve audience members who fall into the general public category: casual browsers, self-improvers, enthusiasts, and researchers.

2. Develop new collaborative partnerships to further programming

As a community-focused institution, the Peale is uniquely positioned to form strong and long-lasting relationships with local organizations and individuals that align with the Peale's mission. By identifying and conducting outreach to community members who are also interested in telling the whole story of Baltimore, the Peale can simultaneously strengthen their community ties, uplift other groups and individuals, and further the scope of the Peale's programming.

This involves engaging creator, storyteller, collaborator, donor, and funder target audiences to better reach, engage and serve members of the general public including casual browsers, self-improvers, enthusiasts, and researchers.

3. Make the Peale a hub for learning about storytelling

Storytelling is undeniably at the heart of the Peale's mission. In order to stand out as a community-driven storytelling institution, and to bring new audiences into the practice of storytelling, the museum's staff should promote storytelling through accessible, digital educational content.

This involves collaborating with creators, storytellers, and other collaborators to better reach, engage, and serve members of the general public including casual browsers, self-improvers, and enthusiasts.

4. Increase website usability

The Peale's current website, thepealecenter.org, currently suffers from both gaps in its content and structural elements that impede user experience on the website. A strong website is crucial for any 21st-century museum, but particularly a digital-focused institution such as the Peale.

This will enable the Peale to better reach, engage, and serve all collaborator, general public, and funder target audiences.

8.0 Action Plan

8.1 Increase Social Media Engagement

8.1.1 Apply industry-wide best practices for social media

As an organization focused on digital community-building, it is critical that the Peale use social media to its full potential. At the same time, staff at many museums are stretched thin, especially those with smaller teams like the Peale. A strategy is only as useful as it is realistic. We believe that to increase social media engagement, the Peale should work smarter, not harder. By making use of recognized best practices in social media for the nonprofit sector, the Peale can easily implement achievable standards and customize them to their needs.

Some examples of social media best practices:[4]
- Know when your audience is online
- Develop a content calendar
- Use ample visuals
- Keep posts brief
- Post consistently
- Create engagement-based content
- Use paid ads to promote posts
- Use user-generated content
- Use relevant and branded hashtags
- Respond to trending content/news
- Encourage users to share posts
- Host contests and giveaways
- Use social scheduling tools to streamline posting

Fig. 13: Mockup of Potential Engagement-Driving Instagram Post Employing Best Practices.

Targets: By implementing industry best practices, Increase the average engagement rate across platforms to 1%, except for YouTube, for which the goal should be 3%.[5] Best practices can be further customized for the Peale by leaning on findings from the social media analysis conducted by Pratt School of Information Digital Analytics students to determine when users are online, which topics followers prefer, etc.

---

[4] Gardiner, Ian. "Social Media Best Practices for Nonprofits - A Comprehensive Guide." Media Cause (blog), November 6, 2017. https://mediacause.com/social-media-best-practices-for-nonprofits/; WebFX. "Social Media for Museums: 8 Tips for Your Museum's Social Presence." Accessed May 1, 2022. https://www.webfx.com/industries/tourism-hospitality/museums/social-media/.
[5] Sehl and Tien. "6 Ways to Calculate Engagement." https://blog.hootsuite.com/calculate-engagement-rate/.

8.1.2 Create a TikTok account for the Peale and share storytelling prompts

The rising popularity of TikTok and Instagram Reels in 2022 has shown us that short-form vertical video remains a reliable and popular way for brands to engage with their digital audiences.[6] While the Peale is currently on several of the most popular social media platforms including Instagram, Twitter, and Facebook, they do not yet have a TikTok account. By creating and regularly utilizing a TikTok account, the Peale can reach new audiences and promote collaborative creation with and among their followers. TikTok's emphasis on conversation, reaction, and creativity makes it an ideal platform for a community-focused institution like the Peale. Furthermore, TikTok has already proven to be an extremely effective platform for museums, especially when it comes to smaller institutions.[7] TikTok users are hungry for museum content, and the Peale has a great opportunity to give users what they're looking for.

After creating a TikTok account, the staff at the Peale should begin posting storytelling prompts on the platform in addition to regular content such as stories from contributors and information about the Peale. TikTok's "duet" and "sound" sharing features will make participating in storytelling prompts extremely attractive to the app's users. Through duets, one user can directly respond to another user's video by reacting or commenting to the original video in a split screen format. Users can also recycle TikTok "sounds" (any audio that plays during a TikTok), presenting another way for users to interact with the Peale's story prompts.

TikTok's model not only encourages users to interact directly with the Peale, but also encourages them to collaborate with each other. It is possible for a user to duet another user's duet, for example, creating storytelling conversations and fostering connection among the app's users. Posting storytelling prompts regularly on TikTok is a great way for the Peale to drive engagement and create a sense of community on social media at the same time.

The Peale may consider exhibiting user-sourced TikToks in their physical space. For an example of how this might be implemented, see this page about the Museum of the Moving Image's past exhibition, Infinite Duets authored by the exhibition's guest curator and producer. For information regarding the use of TikToks please see the Intellectual Property Policy on TikTok's website.

Potential TikTok storytelling prompts include:

- What's your favorite story that one of your family members loves to tell?
- Tell us about the first time you met your best friend.
- Baltimore residents, past and present: what's your favorite Baltimore memory?
- What's a story from history that you think more people should know about?
- If you had to show a stranger who you are through one story, what would it be?

---

[6] Thomas, Monique. "10 Social Media Trends You Can't Miss Out On In 2022." Later Blog, January 7, 2022. https://later.com/blog/social-media-trends/.

[7] Stacey, Stephanie. "Small Museums Are Stealing the Show on TikTok." Hyperallergic, June 22, 2021. http://hyperallergic.com/657109/small-museums-are-stealing-the-show-on-tiktok/.

Targets: Grow the Peale TikTok account followers to 900 within 1 year of the account's creation (this is slightly below the average number of followers per account of 982 across all the Peale's social accounts). Aim to post at least 1 storytelling prompt per week.

8.1.3 Cross-promote events across social and web platforms

Digital platforms can be a great way to spread the word about museum events, both virtual and in-person. By cross-promoting their events on all major social media platforms as well as their website, the Peale can ensure that their audiences stay up to date on museum programming and encourage potential visitors to engage with the Peale. Additionally, cross-posting events across platforms should drive increased traffic to the Peale's website. Cross-posting also creates a flow of information between the museums' various digital platforms, raising the chances of museum event information reaching a large number of people and cultivating an atmosphere of consistency that will be attractive to audiences of all types.

Targets: Be consistently fully cross-posting events within 1-3 months of strategy implementation. See 1% of Peale website traffic come from social media referrals (in accordance with industry averages).[8]

8.1.4 Host live social media storytelling events

Not only are the web and social media tools to get the word out about a museum's mission–they can also be powerful sites of programming to further that mission. In order to continue drawing diverse audiences to their programs, the Peale should leverage digital trends to feature new forms of content online. One major digital trend that the Peale can leverage for their programming is live video on social media. The number of live video viewers in the United States skyrocketed at the beginning of the COVID-19 pandemic, and continues to grow at a steady rate of approximately 2% each year.[9]

By using tools such as Instagram Live, Facebook Live, TikTok LIVE, and Twitter Spaces, the Peale's staff can host real-time storytelling events to reach their audiences at home and on the go. These events will engage digital audiences as well as boost the Peale's social media presence, potentially driving more users to engage at a higher rate with the Peale's social media posts. Additionally, live social media storytelling events can provide a highly accessible way for people to tell their stories at the Peale, and for visitors to engage with stories no matter where they are. Upon the Peale's building reopening, live streaming to social media platforms can become part of in-person events as well, creating hybrid events that enhance accessibility.

Potential live social media storytelling events include:

- "What's on your mind" spaces for storytellers to tell stories they've been thinking about.

---

[8] Kemp, Simon. "Digital 2022: Social Media Referrals." DataReportal – Global Digital Insights, January 26, 2022. https://datareportal.com/reports/digital-2022-social-media-referrals.
[9] Yuen, Meaghan. "Livestream Surges in Popularity after Pandemic—Here Are the Top Facts You Need to Know." Insider Intelligence, January 1, 2022. https://www.insiderintelligence.com/insights/livestreaming-trends-stats/.

- Associative storytelling events where participants tell stories based upon what previous participants' stories bring to mind.

Targets: Aim to host at least 1 live social media storytelling event per month. Make a concerted effort to rotate which platform hosts each event. Create hybrid events through live streaming in-person offerings, beginning with live streaming at least 1 in-person event per month.

Action Plan Implementation

Tasks/ Activities	Responsible/ Lead team	Human Resources	Budget	Timeframe
Apply industry-wide best practices for social media	Digital Curator and Registrar	Digital Curator and Registrar; Social Media Specialist	Promoted posts	1-3 months, then Ongoing
Create a TikTok account for the Peale and share storytelling prompts	Social Media Specialist	Digital Curator and Registrar; Social Media Specialist	None; this will become part of the regular workflow	1-3 months, then Ongoing
Cross-promote events across social and web platforms	Digital Curator and Registrar	Digital Curator and Registrar; Social Media Specialist	None; this will become part of the regular workflow	1-3 months, then Ongoing
Host live social media storytelling events	Social Media Specialist	Social Media Specialist; Storyteller-in-Residence	None; this will become part of the regular workflow	1-3 months, then Ongoing

Fig. 14: Objective 1 Action Plan Implementation.

KPIs (Key Performance Indicators): Engagement rates on social media platforms, TikTok follower count, percentage of website traffic source from social media.

8.2 Create new collaborations with other organizations/institutions

8.2.1 Reach out to colleges, universities, and local PK–12 schools

As a community based organization the Peale would benefit from collaborating with educators on local history projects in their classrooms. Creating long-term partnerships allows for teachers to create meaningful lesson plans and creates stronger community bonds among students.[10] Collaborations would allow students to understand and create stories, growing their own knowledge base using Peale guidelines and growing the Peale's own collection. For higher education, student work could include creating oral history projects and getting support for research based on Baltimore history. Potential partners include:

- Local Higher Education Institutions
    - Coppin State University
    - Morgan State University
    - Towson University
    - University of Baltimore
    - University of Maryland Baltimore
    - University of Maryland, Baltimore County
    - Montgomery College
- Local PK–12 Schools
    - There are 159 public schools in Baltimore that cover grades PK–12

Successful examples of projects from other institutions include:

- Find Art Here: This initiative of the Studio Museum in Harlem brings their permanent collections to schools throughout Harlem. Their activities and educator resources include collection-based curriculum materials anchored in art education and visual literacy, interactive sessions rooted in inquiry-based discussions, and hands-on art-making sessions.[11]
- The Whitney School Partnerships: This collaboration, formed in partnership with 9 schools across New York City, focuses on bringing the arts to children through in-class and onsite visits. Programs facilitated through partnerships include multi-part lessons facilitated with The Charrette School PS3, guided museum visits, Whitney Art Camp, family nights, and mapping projects.[12]

Targets: Build a relationship with at least 1 higher education institution that supports student work based on the Peale's collection. Create lesson plans and begin programming with local PK–12 schools that involve students with local Baltimore history of the Peale's collection.

---

[10] Takahisa, Sonnet. "Improving Museum-School Partnerships." American Alliance of Museums (blog), September 1, 2011. https://www.aam-us.org/2011/09/01/improving-museum-school-partnerships/.
[11] The Studio Museum in Harlem. "School Partnerships," June 26, 2020. https://studiomuseum.org/school-partnerships.
[12] Whitney Museum of American Art. "School Partnerships." Accessed May 1, 2022. https://whitney.org/education/k-12/school-programs/school-partnerships.

8.2.2 Hold contests for artists to create digital art to accompany stories

As a community oriented museum the Peale relies on a collaborative model of engagement with the local community. The SAR Guidelines for Collaboration provides information on how community programming and public collection stewardship creates meaningful and lasting community partnerships. As the creators of Peale's oral stories, it is a natural step towards tapping into community expertise to engage with local artists to create works connected to Peale stories to be posted online at the Peale's website and social media. Visual media is an integral part of social media and also a useful tool for engaging viewers. A local arts competition to create stories would create public attention and generate interest in the Peale's collection through promoting the event on the Peale's website and encouraging sharing on social media. Potential contest themes could include "Your Vision of Baltimore" or "What Does Storytelling Mean to You?" For an example of a cultural institution that sources content from artists to support programming, resource creation, and outreach, see the Smithsonian Asian Pacific American Center.

In order to align with the Peale's commitment to supporting the local community, it would benefit the Peale to offer a cash reward to the winning artist. This reward would be based on the time and quantity of the work as well as the financial means of the Peale.

Target: Run and complete 1 competition. Competition will result in the creation of at least 1 artwork related to a story on the Peale's website. This story and artwork will be featured on the Peale's website and shared on social media.

8.2.3 Reach out to local community organizations

The Peale is committed to supporting the Baltimore community and by creating partnerships with other local Baltimore institutions, the Peale will ensure that there is not competition between community resources but collaboration for greater community building. Collaboration will not only enable the Peale to reach wider audiences but also ensure that the community is able to engage with content in more diverse and fulfilling ways. The Peale already has community partnerships with local storytelling organizations such as The Stoop and by building on these relationships and using them as a blueprint for other partnerships, the Peale will continue to grow their resources for the community.

Potential partners include:

- Black Arts District
    - The Black Arts District, through an anti-displacement framework, empowers Black creatives and continues the community-based revitalization efforts in West Baltimore through culture, arts, and entertainment. The Black Arts District is Maryland's only A&E district uniquely dedicated to the cultural production of African Americans. Pennsylvania Avenue was once a revered destination for Black art and entertainment, hence it is the perfect location for this effort.

- Boys & Girls Club of Metropolitan Baltimore
  - The Boys & Girls Club takes innovative, quality programs designed to empower youth to excel in school and lead healthy, productive lives through mentorships. Their approach is to create meaningful experiences and supportive and healthy relationships.
- Friends of Southeast Baltimore County
  - Friends of Southeast Baltimore County are community members and business stakeholders. They aim to educate and support the fight for social justice, to advocate for Civil Rights through policy reform, and to build up the Black community by working together to address and remove barriers to equity, equality, and access.

Target: Begin collaborative programming with local organizations that align with the Peale's goals and mission. Programming can result in onsite events or online events and promotions. The Peale should offer a supportive role for the community organizations.

Action Plan Implementation

Tasks/ Activities	Responsible/ Lead team	Human Resources	Budget	Timeframe
Reach out to Colleges, Universities, and local PK–12 schools	Chief Strategy Officer	Chief Operations Officer; Artistic Fellow	None	1-3 months
Hold contests for artists to create digital art to accompany stories	Chief Strategy Officer	Artistic Director; Digital Curator and Registrar; Social Media Specialist	Chosen artists will be paid per artwork/period of employment	Ongoing
Reach out to local community organizations	Chief Operations Officer	Chief Strategy Officer; Artistic Fellow	None	1-3 months, then Ongoing

Fig. 15: Objective 2 Action Plan Implementation.

KPIs (Key Performance Indicators): Amount of community partnerships and engagement rates on social media platforms and the Peale's website.

8.3 Make the Peale a hub for learning about storytelling

8.3.1 Create a dedicated space for learning on the Peale website

To promote the practice of storytelling and truly ensure the whole story of Baltimore is told, the Peale should provide educational techniques, resources, professional development, and programs to support PK–12 and general audiences, such as those who identify as facilitators, professionals/hobbyists, and self-improvers, in a new centralized hub for learning on the Peale website. All existing educational resources should be reorganized and made discoverable in this space to make navigation of the Peale's vast resources simple. This dedicated space should be built in tandem with audiences of PK–12 educators and general audience stakeholders to ensure that it meets their needs. This can be accomplished through pre-development surveys to understand audience needs, focus groups to user-test mock-ups of new space, and post-launch surveys to determine user satisfaction. Implementing these activities will enable the Peale to embrace these audiences passionate about storytelling into their larger community.

Targets: Distribute pre-development surveys to groups of PK–12 educators and general audiences to determine needs; design mockups of new space for learning on Peale website; facilitate focus groups with PK–12 educators and general audiences to user-test mockups; distribute post-launch surveys to determine user satisfaction; advertise new learning space on social media; increase total users of the Peale website at least 10% from 2019 data.

8.3.2 Develop new educational resources for PK–12 audiences

To ensure this new dedicated space for learning supports PK–12 educators and students in learning more about practicing storytelling, new educational resources should be developed. Resources should be developed in response to user needs gleaned through pre-development surveys. These resources should include techniques to support student storytelling, student analysis and response to stories in the Peale's collections, and other types of educational content needed by PK–12 audiences as determined in the survey. Resources should be tied to Maryland State Standards (Maryland College and Career Ready Standards for ELA) and National Standards (such as Common Core State Standards for English Language Arts & Literacy). They should also be easily adaptable for educators to meet their unique classroom needs. Developing these resources will not only invite new audiences for learning to engage with the Peale–it will also enable the Peale to build stronger relationships with learning organizations, such as local PK–12 schools. Depending on staff capacity, consider fellowships with stipends for local teachers to spend 2–4 weeks working with the Peale to co-develop resources.

Targets: Distribute pre-development surveys to groups of PK–12 educators to determine educational resource needs; develop a plan for rolling updates of new educational resources to be hosted on the Peale's new centralized hub for educational resources.

8.3.3 Develop new educational resources for general audiences

To ensure this new dedicated space for learning supports general audiences interested in learning more about practicing storytelling, such as those that identify as self-improvers, new educational resources should be developed. Resources should be developed in response to user needs gleaned through pre-development surveys. These resources should include techniques to support an individual's storytelling, methods for sharing stories with others, and other types of educational content needed by general audiences as determined in surveys. Depending on staff capacity, consider fellowships with stipends for local teachers to spend 2–4 weeks working with the Peale to co-develop resources.

Targets: Distribute pre-development surveys to groups of general audiences to determine educational resource needs; develop a plan for rolling updates of new educational resources to be hosted on the Peale's new centralized hub for educational resources.

Action Plan Implementation

Tasks/ Activities	Responsible/ Lead team	Human Resources	Budget	Timeframe
Create a dedicated space for learning on the Peale website	Digital Curator and Registrar	Artist Fellow; Social Media Specialist	None; this will become part of the regular workflow.	4–6 months
Develop new educational resources for PK–12 audiences	Artist Fellow	Digital Curator and Registrar	If needed, stipend for teacher fellowship.	Ongoing
Develop new educational resources for general audiences	Artist Fellow	Digital Curator and Registrar	If needed, stipend for teacher fellowship.	Ongoing

Fig. 16: Objective 3 Action Plan Implementation.

KPIs (Key Performance Indicators): On new learning hub webpages, amount of new users, returning users, pageviews, and bounce rate. On social media, engagement rates with posts sharing the new learning hub.

8.4 Increase website usability

8.4.1 Fill content gaps
To ensure that the Peale website's rich content is usable to its fullest potential by the audiences it serves, the Peale must fill existing content gaps. This includes adding content that is vital to truly understand and engage with stories currently hosted on the website; for example, the locations and images that accompany the "Stoop Shoots" series, the artworks that accompany "The Arts in Baltimore" series, and links to the locations in the "Stories about Baltimore Places series.

Targets: Run audit of existing content and missing content on the website; run pre-launch analysis of website data to capture current website usage; design and implement content updates to Peale website; run post-analysis to understand change in usage.

8.4.2 Improve Peale website discovery and navigation
While the design of the Peale's website is aesthetically clean, it is difficult to find information due to unclear hierarchical structures and repetitive content in the site's main navigation bar. Additionally, the Peale's homepage lacks basic information such as the museum's location that are both vital to audiences hoping to visit the Peale in person and Search Engine Optimization (SEO), which impacts the likelihood the Peale appears in search engines. Site discovery and navigation can be improved by analyzing the usability of the website through user testing and an SEO analysis, and implementing findings; a screenshot of an initial SEO analysis conducted by the team is located in the Appendix.

Changes that will improve the Peale website's Search Engine Optimization include, but are not limited to:
- Adding meta descriptions, which appear alongside the site name in a search engine result and invite a user to click through to the site (as a sort of free, organic advertisement)
- Updating site keywords based on findings of the terms users search for when attempting to find sites related to storytelling, community centers, and other related topics
- Modifying tap targets (the amount of space around a link that a user can click on to engage with) to fit mobile-friendly requirements
- Constructing structured datasets for webpages that align with Schema.org guidelines

The homepage redesign should include visual accessibility improvements. As is mentioned above, the Peale's website currently suffers from both gaps in its content and structural elements that impede user experience on the website. For example, some of the text elements do not have sufficient color contrast against the background. Font unification is also a subtle but significant element of visual accessibility, as well as picture optimization and resolution setups.

Targets: Improve SEO score by adding meta descriptions, examine keyword strategies, modify tap targets to fit mobile-friendly requirements, construct structured dataset, homepage redesign of headings and text contrast; homepage image optimization and reduce text-heavy blocks.

Action Plan Implementation

Tasks/ Activities	Responsible/ Lead team	Human Resources	Budget	Timeframe
Fill content gaps	Digital Curator and Registrar	As needed, contracted or hired technical specialists for web development	If needed, funds to hire part- or full-time content developers	3–6 months for audit of content gaps, locating existing content, creating new content, and implementing changes
Improve Peale website discovery and navigation	Digital Curator and Registrar	As needed, contracted or hired technical specialists for web development	If needed, funds to hire part- or full-time content developers	3 months for testing and implementing; Ongoing for analysis

Fig. 17: Objective 4 Action Plan Implementation.

KPIs (Key Performance Indicators): On website, number of new users, returning users, pageviews, bounce rate, on-site SEO score monitoring, and target/aim tracing in Google Analytics.

9.0 Evaluation

Evaluation will help the Peale measure the success of implementing the Action Plan activities outlined in this report. By conducting thorough and regular evaluations throughout implementation, rather than only at the end, the Peale can make necessary adjustments as they move activities forward. Evaluation of the success of meeting each objective should center on the following:

Understand: Website Implementation Success
Action Plan Objectives: 3) Make the Peale a hub for learning about storytelling and 4) Increase website usability
Tools and Measurements:

- **Website Pop-up surveys**
  - **Guiding Questions**: Why are users visiting the website, are they finding what they're looking for, and what is their satisfaction with their visit?
  - **Metrics**: Multiple-choice answers, satisfaction ratings, and open responses.
- **Website Google Analytics**
  - **Guiding Questions**: Who is visiting the website, where are users coming from (ie. search engine, social media link), what are they coming to the website for, and how are they engaging with website content?
  - **Metrics**: Users, bounce rate, pageviews, landing page, pages visited, exit page, time spent on site, and source/medium.
- **Website Usability Testing**
  - **Guiding Questions**: Is the website up to accessibility standards, are users' needs being met, what do users want to see added to the website, and what should be modified on the website?
  - **Method**: Individual and/or focus group interviews.

Understand: Digital Program and Resource Implementation Success
Objectives*: 2) Develop new collaborative partnerships to further programming, 3) Make the Peale a hub for learning about storytelling, and 4) Increase website usability
Tools and Measurements:

- **Pre- and post-visit/participation surveys**
  - **Guiding Questions**: How participants learned about the resource/program, what their goals were for engaging with the resource/program, and were they satisfied with the resource/program?
  - **Metrics:** Multiple-choice answers, satisfaction ratings, and open responses.
- **Pre- and post- focus groups of educators stakeholders**
  - **Guiding Questions**: What are their educational needs (pre-survey), and did the program/resources meet their needs (post-survey).
  - **Method**: Focus group interviews.

Understand: Marketing and Outreach Implementation Success
Objectives: 1) Increase social media engagement and 4) Increase website usability
Tools and Measurements:

- **In-gallery surveys**
    - **Guiding Questions**: How did visitors learn about the museum (ie. through social media marketing, the website, or other action plan outreach)?
    - **Metrics**: Multiple-choice answers and open responses.
- **Social media analytics**
    - **Guiding Questions**: How are users engaging with our social media content, when is the best time to post, and what types of content work the best?
    - **Metrics**: Impressions, interactions (ie. likes, shares), interaction rate (interactions/impressions), and followers/subscribers.
- **Website Google Analytics**
    - **Guiding Questions**: Where are users coming from (i.e.: search engine, social media link), what are they coming to the website for, and what content are they engaging with?
    - **Metrics**: Users, bounce rate, pageviews, landing page, pages visited, exit page, time spent on site, and source/medium.

10.0 Exit Strategy

1. Increase social media engagement

The success of social media engagement can be measured by analyzing user data and traffic to the website from social media links. If these evaluations show that social media engagement has not increased and/or if it is driving traffic to the Peale's website, the best methods to mitigate failure would be to develop a new social media approach and redfine personal guidelines that are aligned with the Peale's user demographics.

Risk	Probability	Impact	Mitigation
Low	Unlikely	High	Redefine personal guidelines that are aligned with the Peale's user demographics.

Fig. 18: Objective 1 Exit Strategy.

2. Create new collaborations with other organizations/institutions

These collaborations should enable the Peale to increase outreach to communities that are already familiar with and supported by partner organizations. If these collaborations do not increase public awareness of and engagement with the Peale, seen through metrics such as low attendance, collaborations will need to be re-evaluated.

Risk	Probability	Impact	Mitigation
Medium	Somewhat Likely	High	Discuss new approaches with current collaborators and/or reach out to new organizations and institutions aligned with the Peale's mission, and clearly outline Peale's collaboration goals.

Fig. 19: Objective 2 Exit Strategy.

3. Make the Peale a hub for learning about storytelling

The success of creating a new hub for learning on the website will be assessed by analyzing metrics such as pageviews, returning and new users, and bounce rates on the website, as well as interaction rates on social media. If the educational hub does not draw in new users or keep them engaged, user surveys and revamping material will be needed to define problems and implement solutions.

Risk	Probability	Impact	Mitigation
High	Unlikely	High	Discuss internal programming and content-creation with supporting parties, andredesign hub if needed.

Fig. 20: Objective 3 Exit Strategy.

4. Increase website usability

The Peale will be able to measure success in improving website usability through analysis of website metrics including user visits and bounce rates, and measurements such as SEO score monitoring and user surveys. If these do not show an increase in user visits and a decrease in bounce rates, team members will need to conduct further surveys, user-testing, and/or analysis of data to determine which website features need further adjusting.

Risk	Probability	Impact	Mitigation
Low	Somewhat Likely	Medium	Use survey data or analytics to find areas for adjustment. Keep using SEO scores and Google Analytics to observe and ensure best standards are being followed

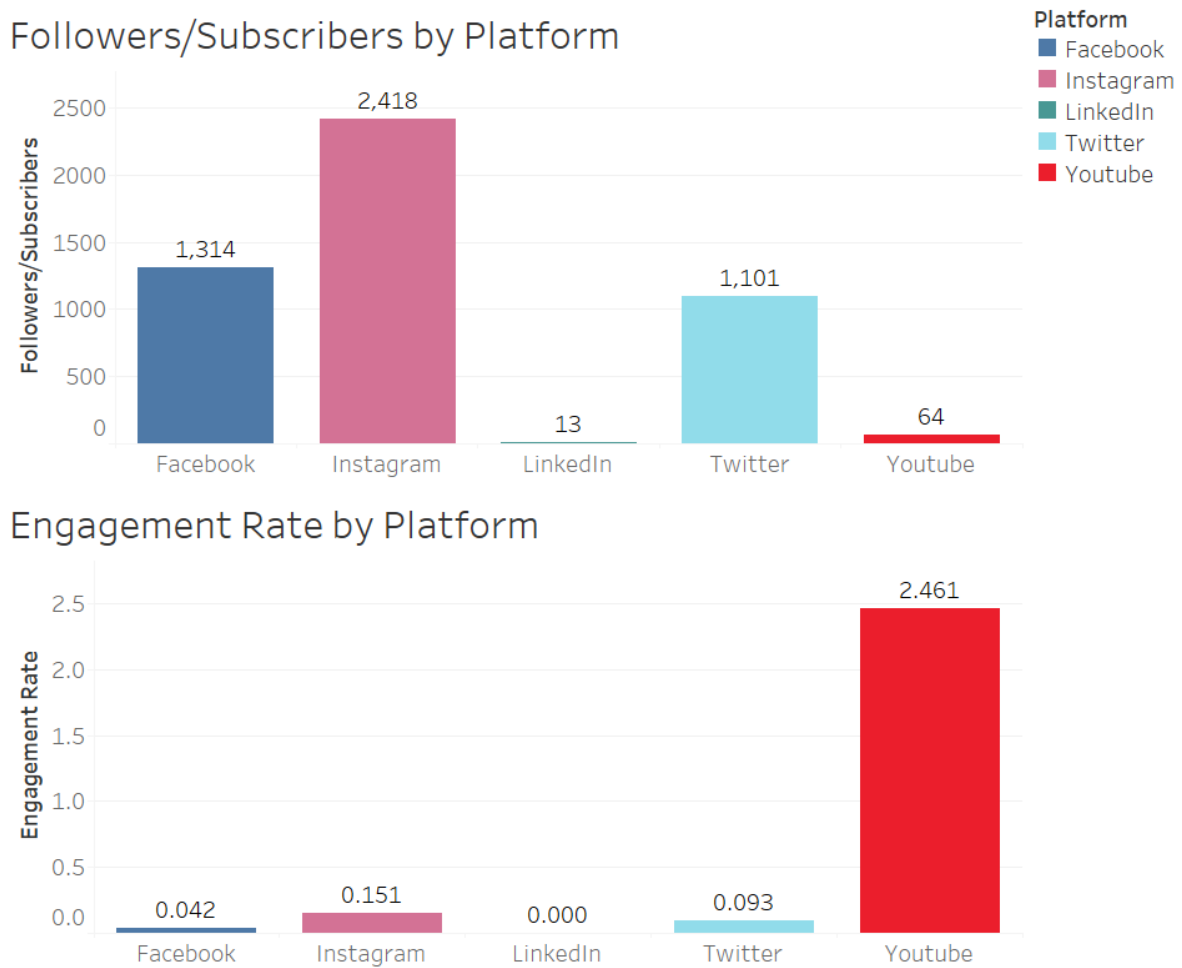*Fig. 21: Objective 4 Exit Strategy.*

11.0 Appendix

Images

Fig. 22: Followers/Subscribers and Engagement Rate by Social Media Platform (Time Period 03/17/2021-03/17/2022).
.

Social Media Overview

Platform	Followers/Subscribers	Like Count	Profile post count
Facebook	1,314	1,170	2,096
Instagram	2,418	5,689	1,557
LinkedIn	13	0	2
Twitter	1,101	3,852	3,780
Youtube	64	115	73

Fig. 23: Overview of Followers/Subscribers, Like Count, and Profile Post Count by Platform (Time Period 03/17/2021-03/17/2022).
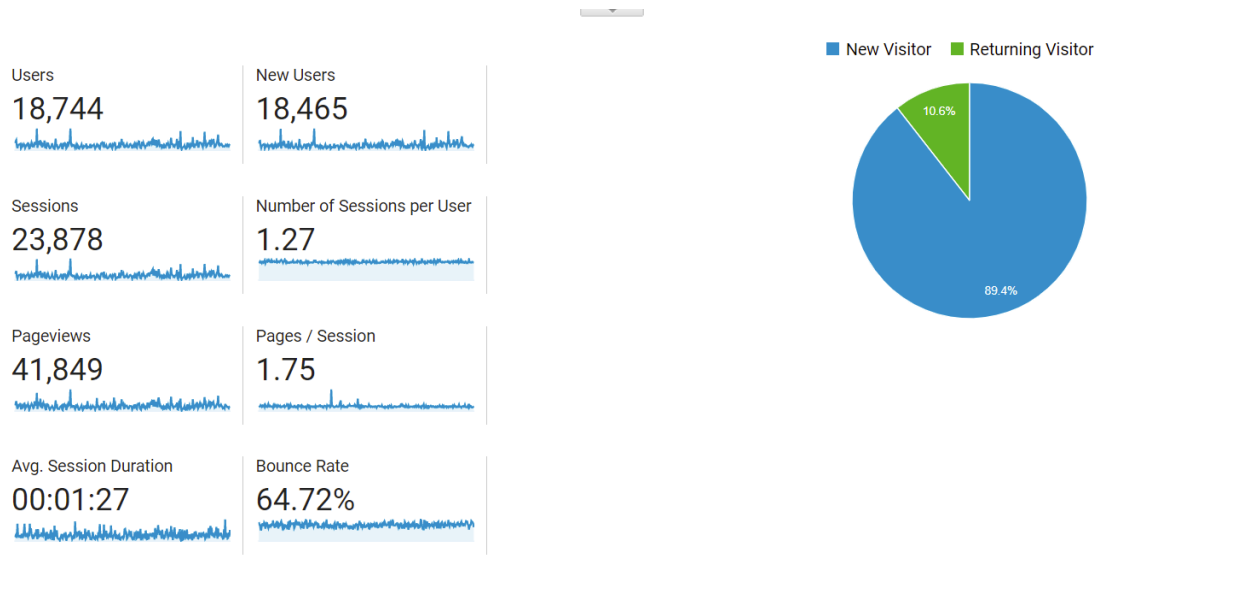

Fig. 24: Overview of Peale Website from Google Analytics with New vs Returning Visitors (Time Period 03/17/2021-03/17/2022).
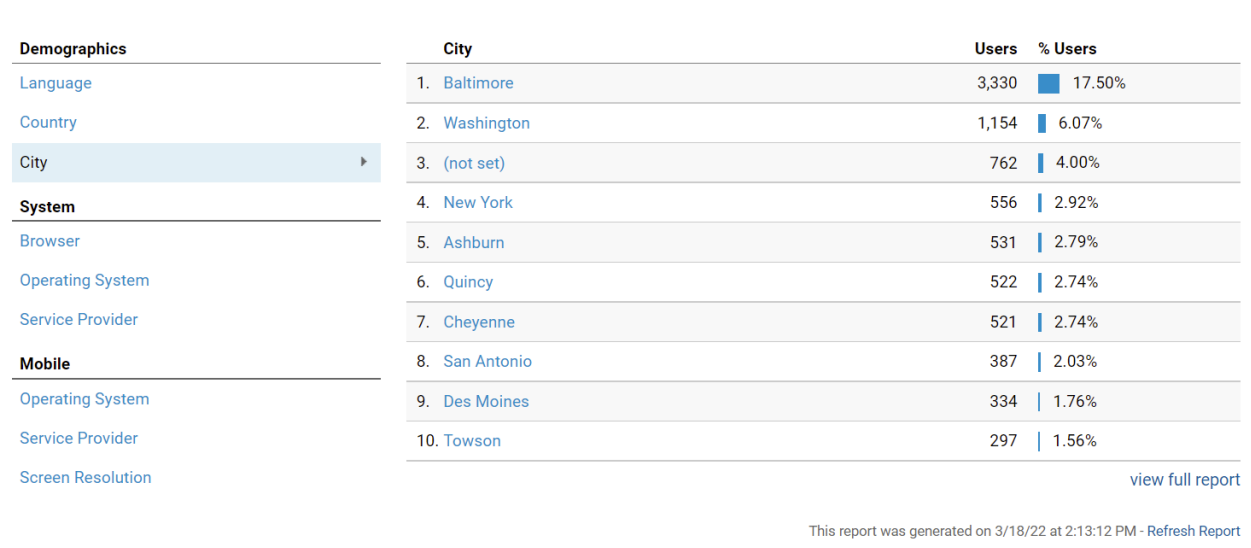
	City	Users	% Users
	Demographics		
	Language		
	Country		
	City ▸		
	System		
	Browser		
	Operating System		
	Service Provider		
	Mobile		
	Operating System		
	Service Provider		
	Screen Resolution		

	City	Users	% Users
1.	Baltimore	3,330	17.50%
2.	Washington	1,154	6.07%
3.	(not set)	762	4.00%
4.	New York	556	2.92%
5.	Ashburn	531	2.79%
6.	Quincy	522	2.74%
7.	Cheyenne	521	2.74%
8.	San Antonio	387	2.03%
9.	Des Moines	334	1.76%
10.	Towson	297	1.56%

view full report

This report was generated on 3/18/22 at 2:13:12 PM - Refresh Report

Fig. 25: Overview of Peale Website User Set Locations from Google Analytics (Time Period 03/17/2021-03/17/2022).

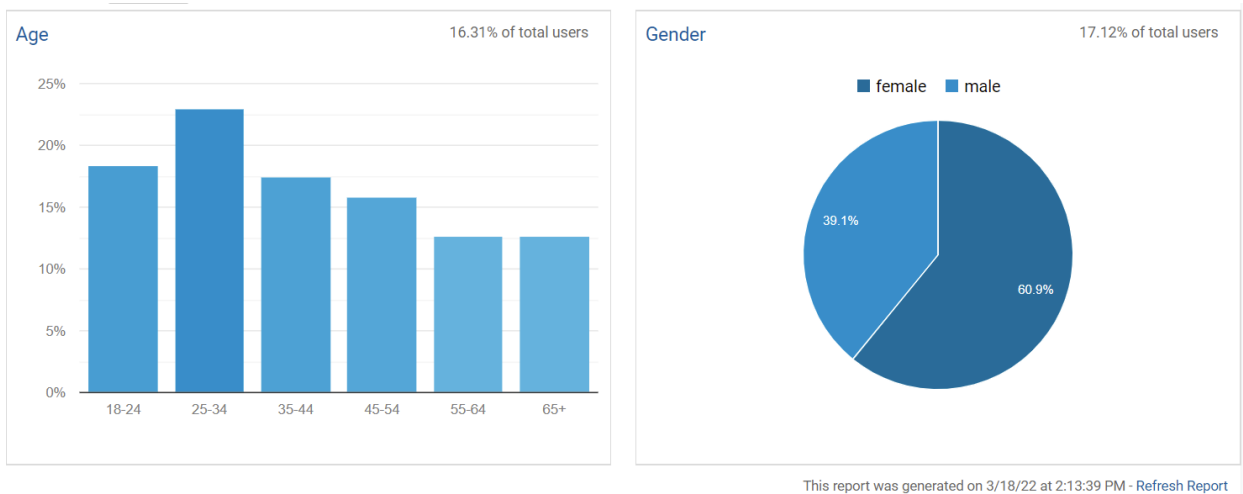This report was generated on 3/18/22 at 2:13:39 PM - Refresh Report

Fig. 26: Overview of Peale Website User Age and Gender Demographics from Google Analytics (Time Period 03/17/2021-03/17/2022).

45

	Acquisition			Behavior		
	Users ↓	New Users ↓	Sessions ↓	Bounce Rate ↓	Pages / Session ↓	Avg. Session Duration ↓
	18,744	18,465	23,878	64.72%	1.75	00:01:27
1 ■ Organic Sear	8,766			61.11%		
2 ■ Direct	8,079			69.21%		
3 ■ Social	1,103			67.72%		
4 ■ Referral	986			59.12%		
5 ■ Email	45			77.38%		
6 ■ (Other)	38			85.00%		

Fig. 27: Overview of Peale Website User Acquisitions and Bounce Rates from Google Analytics (Time Period 03/17/2021-03/17/2022).
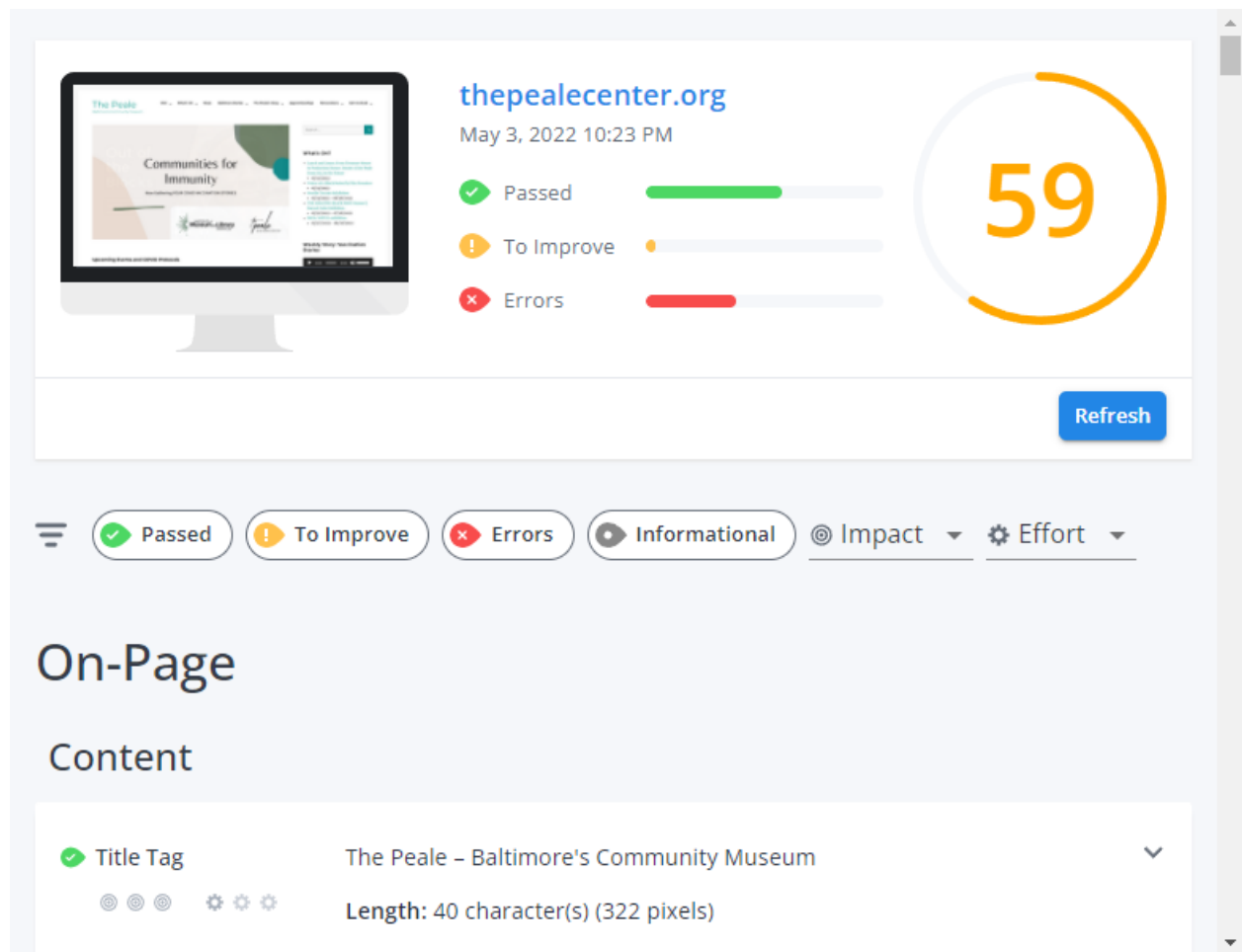
Fig. 28: Screenshot of SEO Analysis & Website Review, provided by WooRank. Screenshot date: 05/03/2022. Similar SEO analysis tools like MozBar would offer different rating scores but basically the same metrics and content.

References

Auxier, Brooke, and Monica Anderson. "Social Media Use in 2021." *Pew Research Center: Internet, Science & Tech* (blog), April 7, 2021. https://www.pewresearch.org/internet/2021/04/07/social-media-use-in-2021/.

Panel®, Expert. "Council Post: Social Media Trends Taking Off In 2022 (And How To Leverage Them)." Forbes, January 25, 2022. https://www.forbes.com/sites/forbescommunicationscouncil/2022/01/25/social-media-trends-taking-off-in--2022-and-how-to-leverage-them/.

Rimol, Meghan. "Gartner Identifies Key Emerging Technologies Spurring Innovation Through
    Trust, Growth and Change." Gartner, August 23, 2021.
    https://www.gartner.com/en/newsroom/press-releases/2021-08-23-gartner-identifies-key-emer
    ging-technologies-spurring-innovation-through-trust-growth-and-change.