

**MUSEUM OF VENTURA COUNTY
FIVE-YEAR REINVENTION PLAN, 2018-2023**

STRATEGIC PLAN YEAR 4: JULY 1 2021 – JUNE 30 2022

Introduction

MVC adopted a reinvention plan in 2018. The plan was based on six pillars:

1. Relevant Programs
2. Sustainable Funding
3. Transparent Governance
4. Robust Partnerships
5. Accessible Collections
6. Compelling Vision

Introduction

The fourth year of the Reinvention Plan was developed in January 2021, a time when the nation's expectations for the continuation of the impact of Covid-19 were split. Some expected to be "back to normal" by summer; others predicted that the vaccines would take all of 2021 to complete; a segment expected social distancing and masks to last through 2023.

This plan represents our expectation that:

- MVC online programming will continue throughout 2021 and into the future
- Museum outdoor spaces will likely open in summer 2021
- Museum galleries will hopefully open to the public in summer 2021

Therefore, it prioritizes completion of indoor renovation projects that are overdue, research and development for future exhibits, completion of outdoor spaces improvements, focused online programming, processing and cataloging of collections, collections preservation and digitization, and continued meaningful connection with audiences from all over the world.

MVC has also determined that it is time to emphasize that diversity and inclusion is a component of all pillars of our reinvention plan, but particularly in programming and governance. Both pillars' long-term goals have always articulated that broad inclusivity is a core component of the Museum's reinvention. This new iteration of the plan includes goals in the governance section that will impact all pillars, and all aspects of the Museum's operations.

This document provides the following for each pillar of the plan:

- Long-term goals
- 2020 achievements
- Goals and strategies for 2021

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Pillar 1: RELEVANT PROGRAMS

Programs that make new audiences realize that they and their stories are valued at the Museum, and make the Museum a central part of everyone's cultural and civic lives.

2023 GOALS

- 1. Increase attendance by 10% annually**
- 2. Expand audiences throughout Ventura County**
- 3. Bring in diverse audiences**
- 4. Have every elementary schoolchild in the County visit the Museum for educational outreach at least once between grades K and 6**

Achievements: 2020

- Created a live lecture series that then transferred online
- Pivoted to a successful online program within one month of Covid-19 government mandated shutdown
- Created the Changemaker online series, featuring Dolores Huerta in the first episode
- Exceeded national standards for online engagement by 44 % (open rate) and 260% (click rate)
- Opened Albinger Museum 3 days a week (while Museums were allowed to be open) and held an Albinger Open House in January 2020 with 546 attendees
- Served 5,558 children through education programs (more than our pre-Covid goals!)
- Distributed 1400 grab and go craft kits to families throughout the County
- Increased volunteers by 17% (pre-Covid)
- Launched a national audience survey
- Established evening hours at Ventura site
- Created quarterly themes for programming
- Created entirely new web-based Virtual Learning Modules for distance learning

Goals and Strategies: 2021

1. Continue and expand online programs for all ages (storytelling, changemaker, facebook live, author/artist talks, virtual learning modules, puzzles and games, historic articles, digitized photos): ongoing
2. Expand virtual school tours/field trips: ongoing
3. Continue grab-n-go program: ongoing
4. Complete garden improvements at both sites: May 2021
5. Install public art at both sites: June 2021
6. Prepare galleries at both sites for small renovations/improvements: July 2021
7. Install new exhibits at all galleries: July 2021
8. Complete research and development for new County History exhibit: December 2021

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Pillar 2: SUSTAINABLE FUNDING

Funding sources that are diverse, an endowment of at least \$10 million, and various strategies in place to attract new funding sources and donors

2023 GOALS

- 1. MVC will have completed a successful \$7.5 million endowment campaign that will generate additional endowment income of approximately \$500,000 per year.**
- 2. MVC will have increased earned revenue to account for 15-20% of expenses.**
- 3. MVC will have broadened donor base to incorporate at least 450 new donors annually.**
- 4. MVC will have long-term relationships with major regional, state, and national foundations.**
- 5. MVC will have 3 months of Liquid Unrestricted Net Assets**

Achievements: 2020

- Raised \$2.95 million for endowment (bringing total to about \$10 million)
- 191 new donors
- Created Business Club and secured over 10 new members
- Raised \$120,000 in grants
- Preserved \$1,455,000 Liquid Unrestricted Net Assets in reserve
- Earned an average of \$2.85 per person in onsite revenue (up from \$.65/person in 2017)
- Explored ways to minimize property taxes at sites
- Launched online ticketing services
- 39% increase in number of donors for fall appeal fundraising campaign

Goals and Strategies: 2021

1. Attract new donors from the East County: ongoing
2. Develop new virtual fundraising events: May 2021
3. Complete the Bridge Builder documentary series: May 2021
4. Launch a planned giving program: December 2021

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Pillar 3: TRANSPARENT GOVERNANCE

A model of ethical and transparent governance, where the general public knows that it can trust the museum to do what it says and honestly convey its status.

2023 GOALS

- 1. MVC will be governed by a well-informed policy making board.**
- 2. MVC will have an active and involved committee structure, developing future board leadership.**
- 3. MVC will have volunteers, committee members, and board members that reflect greater diversity of county geography and demographics.**
- 4. MVC will abide by strong financial policies.**

Achievements: 2020

1. Conducted two board training sessions
2. Adopted 18 new/updated policies, including a new policy on board/committee communication

Goals and Strategies: 2021

1. Continue to recruit diverse board and committee members in order to reflect county demographics: ongoing
2. Continue to provide board training: ongoing
3. Develop and implement Diversity, Equity, Access, and Inclusion practices for the organization: December 2021

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Pillar 4: ROBUST PARTNERSHIPS

Have meaningful partnerships with organizations throughout the County, with intent to fully serve both organizations' missions.

2023 GOALS

- 1. Present at least 6 new partnership programs annually.**
- 2. Be part of an historical institutions' collaborative.**
- 3. Have intern programs with regional high schools, colleges, and universities.**

Achievements: 2020

1. Convened Historical Exhibit Advisory Council twice
2. Developed and launched a remote internship program, and secured 9 new interns who produced two scholarly historical articles, developed 5 online programs or exhibits, and helped to digitize over 500 items.
3. Continued to present partner programs during shutdown

Goals and Strategies: 2021

1. Reciprocal discounts on event tickets for partner organization members: ongoing
2. Renew intern partnerships with CSUCI, CSUN and CLU: ongoing
3. Coordinate joint outdoor exhibits with countywide museums and historical societies: summer 2021
4. Enhance volunteer outreach in partnership with UC Master Gardeners: spring 2021

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Pillar 5: ACCESSIBLE COLLECTIONS

Appropriately conserved and accessible collections

2023 GOALS

- 1. MVC will have all collections catalogued, conserved, and appropriately stored.**
- 2. MVC will have all library collections accessible to the public.**
- 3. MVC will follow a collections plan and policy that reflects the organization’s vision.**
- 4. MVC will have a robust digital collection.**

Achievements: 2020

1. Completed a new Collections Policy
2. Started a Collections Plan
3. Completed a collections procedure manual
4. Digitized 2,121 documents, photos, and files
5. Processed 250 cubic feet of backlogged materials
6. Secured a disaster response grant to protect all collections
7. Deaccessioned 676 items

Goals and Strategies: 2021

1. Complete an art conservation assessment: April 2021
2. Launch social media video series for the public to view behind-the-scenes collections processing: April 2021
3. Secure support for and launch project to ensure adequate storage for library, object, and art collections: Ongoing
4. Complete Year One Collections Plan Goals, as devised during planning process: June 2022
5. Process 400 cubic feet of backlogged materials: ongoing
6. Digitize 1,250 photos and other files: ongoing
7. Release digital jigsaw puzzles monthly: ongoing
8. Release historical articles monthly: ongoing

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Pillar 6: COMPELLING VISION

The Museum has a clear brand that conveys to the general public why this museum is so vital to the community.

2023 GOALS

1. **Have a recognizable and well-known brand/vision for the Museum.**

Achievements: 2020

1. Made 17 outreach presentations
2. Created website analysis program (where do people log in, who are they, where on the site do they go, are they new or returning)

Goals and Strategies: 2021

1. Develop a social media strategy
2. Maintain open rate of 30% and click rate of 10% for emails
3. Bring 7,100 unique visitors to MVC websites each month

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Future Strategies

RELEVANT PROGRAMS

- Identify partners for satellite exhibit sites in TO, Simi, Moorpark, and Fillmore
- Use the entire County as our museum by spreading out our exhibits and programs to unique and unexpected locations
- Create specials at restaurants for openings
- Mission Park activation
- Monthly concerts in mission park (“real life experiences, no tech zone) - partner with city, ads in my Ventura
- Wine dinners/Young Professionals Nights
- Create a superbloom on Mission Park adjacent property
- Publish a 3-year rotating exhibit calendar
- Replace fencing around back property
- Paint Ag Museum; eradicate termites
- Main Street Ventura lighting improvements
- Solar panels
- 2 participation days for underserved populations annually
- On-site audience survey

SUSTAINABLE FUNDING

- Create special events committee
- Develop plan for state and federal electeds
- Consider corporate history services
- Raise \$15 million in endowment
- Re-tool membership program
- Create a virtual (online) donor wall
- Increase earned revenue by 5%
- On-site visitors spend average of \$3 per person
- Plaza and Pavilion plan to maximize rental revenue

TRANSPARENT GOVERNANCE

- Budget training and alignment
- Youth Board of Directors
- Reconvene Agriculture Advisory Committee

ROBUST PARTNERSHIPS

- Consider noontime program for professionals
- Partner with VCB to gather data
- Hold 1 partner program per month (average)
- Internship program

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- Convene History Collaborative

ACCESSIBLE COLLECTIONS

- Develop long-term plan for farm implements storage (including use of back yard at Ag Museum)
- Monetize digital archives

COMPELLING VISION

- Explore Welcome Wagon
- Focus on Instagram
- Use google analytics, look at Yelp and googlemybusiness
- Consider new name
- One-on-one press meetings
- Change closed day to midweek