MUSEUM OF VENTURA COUNTY

FIVE-YEAR STRATEGIC PLAN

YEAR THREE FISCAL 2026-27



A group of Santa Paula High students listen to the voice of Helen Yamamoto's story of resilience and human strength as a Japanese Internee during World War II. They reflect on struggles and triumphs in their own lives.

Hundreds of middle school students from across Ventura County attend a virtual curator-led tour of an exhibition that shares the untold histories of Ventura County residents. They learn how important their stories are as a part of our collective history.

A retiree meets her best friend to walk through the George Stuart exhibition featuring his work alongside the graphic art of local indigenous women. They share in the retelling of history in new and innovative ways.

A dad brings his three small children to Agriculture Museum to learn about the incredible contributions of farmworkers. They learn how yesterday and today's innovations in agriculture fuel our future.

This is what your Museum of Ventura County does. Through experiences with our history, art, and culture, MVC fosters community and connection. By understanding the past, we pave the way for a brighter, more hopeful future together.











MUSEUM OF VENTURA COUNTY STRATEGIC GOALS

JULY 2024 TO JUNE 2029



The Museum of Ventura County (MVC) is embarking on a transformative five-year journey with a new mission, vision, and values. Approved by the Board of Directors on June 6, 2024, this strategic plan outlines a comprehensive roadmap for enhancing community life and solidifying the Museum's role as Ventura County's cultural hub.

The plan focuses on:

- enhancing visitor engagement,
- increasing awareness,
- achieving sustainable growth, and
- addressing space and infrastructure needs.

To accomplish these goals, MVC will improve its exhibitions and educational offerings to reflect the county's diverse communities. Rebranding and expanding outreach will attract a broader audience.

In this endeavor, financial sustainability is crucial and MVC will adopt robust financial practices to eliminate deficit spending and build long-term partnerships. Developing new revenue streams will support future initiatives and growth. A renewed focus on internal processes and staff development will ensure efficient operations.

Addressing space and infrastructure needs is also essential. The plan includes exploring the expansion and improvement of collections, exhibition, and staff spaces, addressing infrastructure issues and ensuring safety and comfort for staff and visitors. Sustainability initiatives, such as energy-efficient upgrades, must also be prioritized.

MVC's Strategic Plan emphasizes the Museum's role as a vital community resource by fostering inclusivity and engaging in bold storytelling. Programs and exhibitions will reflect Ventura County's diverse experiences, creating a connected and compassionate community and serving as a catalyst for dialogue and understanding.



MISSION, VISION, & VALUES

MISSION

The Museum of Ventura County engages participants in meaningful experiences with history, art, culture, and each other.

VISION

The Museum of Ventura County aspires to spark curiosity and encourage compassion to build community and connection.

VALUES

By upholding our values, we strive to be a trustworthy resource for information about our past, presenting exhibitions and programs that help us better understand our present, leading to a better future.

INCLUSIVITY

Inclusivity is the foundation of all our values. We stay true to our mission by ensuring that our museum can be everyone's museum. We recognize that we are not all the same and we draw on those differences to collaboratively create a more complete understanding and interpretation of the community we serve.

BOLDNESS

We fearlessly engage in telling all stories, including controversial and difficult ones, telling the truth without fear of retribution. We welcome controversy that allows our community to engage in meaningful conversations.

EMPATHY

Relationships are indispensable to the work of a museum. We work to practice empathy in all our relationships, with coworkers, donors, committee members, volunteers, stakeholders, and the public, and we work to apply empathy in all our collecting, exhibiting, and programming.

INTEGRITY

We value integrity and therefore practice transparency in all our efforts. We set institutional values and follow them. We do not promise what we cannot deliver. We are honest about what we know and don't know and therefore welcome feedback.

CREATIVITY

Creativity fuels growth and transformation. We embrace outside-the-box thinking and explore multiple solutions which encourages us all to find meaning and connection in our experiences.



MUSEUM OF VENTURA COUNTY STRATEGIC GOALS

JULY 2024 TO JUNE 2029



GOAL

1

WHAT WE DO:

Engagement: Enrich community life and become the gathering place of our community, as evidenced by dynamic exhibitions, engaging educational programs, and diverse collaborations.

Create the boldest and most innovative exhibition experiences in the county that are reflective of our diverse communities through a sustainable exhibitions calendar.

Plan for and execute years Four through Eight of the Collections Development Plan adopted by the Board of Directors in June of 2021.

Craft sustainable traveling exhibitions that generate revenue and return on investment through local, regional, and international partnerships.

Expand and deepen connections with the K-20 education communities in Ventura County.

Expand diverse community participation with the Museum, ensuring Diversity, Equity, Inclusion, and Belonging are incorporated into all aspects of programmatic offerings.

Further develop, strengthen, and engage a diverse volunteer workforce through engaging programs, in depth educational offerings, and rewarding service opportunities.



GOAL

2

HOW WE GET PEOPLE TO SEE WHAT WE DO:

Awareness & Outreach: Create a strong Museum of Ventura County brand and brand awareness to increase recognition within Ventura County.

Tell a diverse, authentic, and engaging brand story, strategically rebranding the Museum to broaden reach beyond current visitors and activate more inactive visitors throughout the county.

Enhance accessibility by implementing low-income admission options, ensuring translation of relevant programs, exhibitions, and marketing, and advertising in diverse publications.

Build upon engagement initiatives to create community around the Museum and invite participation by consistently highlighting exceptional programs, events, and exhibitions. Focus these efforts on longevity, leveraging engaging marketing strategies to attract a more diverse audience to the Museum.

Make Ventura County history, art, and culture more accessible and promote shared experiences with robust social media marketing and ensure all digital channels are accessible.

Discover and promote new revenue streams, using technology to leverage visitors' curiosity and interest to add value to their experience and their knowledge.

GOAL

3

HOW WE PAY FOR WHAT WE DO:

Sustainable Growth: Develop and strengthen diverse and ongoing funding streams to continue our programmatic approach and encourage sustainable growth.

Develop and implement a plan to cease deficit spending through a transparent budgeting process, moving to a two-year budget model.

Build a robust membership community by engaging new members, enhancing our member experiences, converting our members into sustaining donors at increased levels of membership, re-engaging lapsed members, and creating opportunities for members to become more involved with the institution.

Grow long-term financial partnerships with individuals (with long-term giving pledges, volunteerism, memberships), businesses (through sponsorships, in-kind donations, and collaborative partnerships), granting organizations, and city governments across Ventura County.

Create a Diversity, Equity, Access, and Belonging Plan, in conjunction with planning for and developing staff expansion, direction, and management including detailed succession planning, ongoing staff training, and ensuring staff vacancies are filled.

Develop internal processes and procedures in all departments, ensuring staff are adequately trained and supported in execution of tasks and duties.



GOAL

4

HOW WE MAKE SURE WE CAN KEEP DOING WHAT WE DO INTO THE FUTURE:

Space: Holistically address space and infrastructure needs for comfort and safety of staff, the public, and collections in alignment with Museum best practices.

Immediately explore office space rental to address current staff space crisis.

Establish long-term management agreement for operation of Albinger Archaeological Museum to expand exhibitions space and collaborative partnerships for exhibitions.

Develop and execute expansion plan for Main Street Museum, to address critical infrastructure issues including water infiltration, lack of adequate exhibitions, collections, and staff space, aging HVAC systems, and to improve human and collections safety through fire suppression upgrades.

Address sustainability issues through exploration of upgrades such as solar and high efficiency systems.

Explore operation partnerships for the Agriculture Museum.



miser ubi fugiam nisi ad te de-
mens mi clemens mea. Dum vene
ris in nouissimo die. ℣ Anima
mea turbata est valde sed tu dñe
suscitare ea. Dum veneris. ℣
Dominus regit me et
nichil mihi de erit
in loco pascue ibi me collocauit
Super aquam refectionis
educauit me: animam
meam duxit me super semitas
iustitie: propter nomen suum
Nam et si ambulauero in
medio umbre mortis: non ti-
mebo mala quoniam tu mecum es.
Virga tua et baculus tuus
ipsa me consolata sunt.
Parasti in conspectu meo

YEAR THREE

JULY 2026 TO JUNE 2027

The following strategic initiatives do not list all activities that the Museum will engage in but rather outlines those initiatives that will take precedence and will be the major focus for each department. Regular operations, currently planned exhibitions, and general activities have not been included in this list.



GOAL

1

ENGAGEMENT STRATEGIC INITIATIVES

The Exhibitions team will:

Implement Community Collaboration Framework for active community participation.

Continue to produce a five-year exhibition schedule, ensuring diverse content, active community participation, and inclusion of concepts and stories with county and universal significance.

Continue internship program with CSUCI.

The Collections and Library & Archives team will:

Complete Year Six of the Collections Development Plan, including continuing the cataloging of backlogged collections, improving housing of objects related to overcrowding, and refining the collection.

Continue ongoing digitization efforts.

Continue to implement the collection tiering protocol, to identify highest priority items for preservation, conservation, and digitization, for the History, Art, and Agriculture collections.

In partnership with local colleges, create online research resources for humanities students and the public.

Continue Oral History program, partnering with Moorpark College to continue expanding collection of underrepresented histories.

The Education and Engagement team will:

Pilot Chumash Summer Camp

Continue Teacher Professional Development Workshops, partnering specifically with Ethnic Studies cohorts to enhance student learning and ensure the resources of the Museum are made available to teachers to supplement course content. (This coincides with Goal 3)

Continue the Visual Arts Scholarships Outreach Plan, to reach more students with this arts scholarship opportunity.

Develop exhibition related engagement opportunities for all ages, ensuring exhibitions have programs and activities directly related to their content.

Develop Tour Leader continuing education and DEAI training.

The Visitors Experience team will:

Begin development of DEIB Accessibility projects, including:

- Become a Certified Autism Friendly Business
- Get estimate for installation of loop system
- Integrate accessibility days

The Museum team will:

Complete a volunteer needs assessment, develop volunteer policies and procedures, identify opportunities, create an outreach plan, and recruit new volunteers and Docents.

GOAL

2

AWARENESS AND OUTREACH STRATEGIC INITIATIVES

The Marketing and Outreach team will:

Develop and launch event and exhibition photography volunteer opportunities.

Recruit and train event volunteers.

Develop marketing and event internship opportunities for local college students.



GOAL

3

SUSTAINABLE GROWTH STRATEGIC INITIATIVES

The Administrative team will:

Build on existing mission, vision, and values to create foundation for museum wide DEIB work.

The Events team will:

Expand Taste of History event into East County.

Continue development and expansion of the revenue generating events program.

Continue Agriculture Museum rental program.

The Development team will:

Review all donor recognition protocols and update them.

Develop and institute a structured grants program, ensuring the Development Department has access to and understanding of program plans and budgets.

Continue and finalize the development of a comprehensive sponsorship program, diversifying and expanding sponsorship opportunities.

The Library & Archives team will:

Explore revenue generation through publications.

The Visitor Experience and Facilities team will:

Investigate additional revenue sources.

The Museum team will:

Complete Policies and Procedures Manuals by department for all departmental activities, ensuring consistency across the Museum with special attention to succession planning, communication, and evaluation of Museum activities.

GOAL

4

SPACE STRATEGIC INITIATIVES

The Administrative team will:

Work with the Board of Directors to finalize the Collections Conservation plan. Begin fundraising for appropriate collections, exhibitions and staff space.

Negotiate with the City of Ventura a Letter of Intent for the exploration of a long-term management agreement of the Albinger Archaeological Museum. Once secured, the team will begin development of a Master Operating Plan for the site. The team will consult with representatives of the Chumash, Barbareño/Ventureño Band of Mission Indians before entering into any management agreement for this site.

The Collections team will:

Complete months 7-18 of the Agriculture Collection Project.

The Visitor Experience and Facilities team will:

Continue Energy Assessment study, identifying priorities for sustainable upgrades. Develop an implementation schedule in partnership with the Board of Directors and Development Team.

Finalize the Maintenance Replacement Plan and Schedule, ensuring excellent Museum visitor experiences.







