



# **Strategic Plan**

**2015-2019**

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# **Executive Director's Foreword**

The California Vehicle Foundation was established in 1982 and the California Automobile Museum (known then as the Towe Ford Museum) opened five years later in 1987. Much has obviously transpired since then, and the plan before you will take us through thirty-seven years of serving the Sacramento region and beyond. Multitudes of thanks go to all the Volunteers, Board Members, Docents and Staff who had a hand in the Museum's success through the years.

Broad objectives, more specific goals covering different aspects of planning, and strategies for achieving them are described in our new strategic plan. Staff and Volunteer Committees are now at work implementing these strategies in an effort to fulfill our mission and reach our vision.

As with the Museum's previous Strategic Plans, this updated Strategic Plan is intended to be flexible in its goals, objectives, and specific actions on a year-to-year basis. This flexibility aims to respond to ever-changing conditions, circumstances, and opportunities that CAM will encounter over the next 5 years and beyond.

This plan represents the continuation of efforts to chart the Museum's course in support of its goals and purposes, in light of its competitive situation, and in relation to its current and potential resources.

Karen McClaflin

## **Introduction**

The strategic plan originally adopted by the Board of Directors proposed a general set of directions and initiatives that has served the California Automobile Museum well in the past. This 2014 update of the strategic plan reaffirms some of the goals of the previous version, creates new goals and strategies to reach those goals as well as retiring some goals that have been achieved.

The essence of the plan lies not so much in the words on paper as in a frame of mind and an orientation to action. What is important is a process and culture of thinking and acting strategically, more than the drafting of lengthy plans. It is ensuring consistency between what we say about ourselves and who we are and what we do at every level of the Museum.

The strategic plan described here consists of several sections, each focusing on a different aspect of the plan. Please join us as we continue to strive for excellence in presenting the California Automobile Museum to our community.

# Core Values

- We make decisions for the Museum based on our mission.
- We empower our volunteers to make significant and rewarding contributions to the Museum and its programs.
- We make every effort to ensure that all of our exhibits and programs will be interesting, entertaining, and educational.
- We are dedicated to the historic preservation and sharing of knowledge: knowledge of automotive history, knowledge of automotive artifacts, knowledge of automotive culture and of automotive technology as it evolves to face 21<sup>st</sup> century challenges.
- We strive to maintain the highest levels of accuracy and authenticity in all our programs and interpretations.
- We will always be focused on our involvement in the region and in promoting community involvement in the Museum.
- We value teamwork, camaraderie, focus, unity, and respect among our Board, staff, and volunteers.
- We are committed to non-discrimination among our Board, staff, volunteers and patrons.
- We believe in honesty, accountability and high ethical standards in every facet of our operations.
- We are fiscally responsible.

# **Mission**

**The Mission of the California Automobile Museum is to preserve, exhibit, and teach the story of, the automobile and its influence on our lives.**

# **Vision 2019**

**Our vision is to be an internationally recognized center of automotive activities, housed in a world-class facility.**

# **Five Goals**

- **Serve our diverse community with high quality programs & exhibits**
- **Secure a world-class Museum facility**
- **Expand professional operations capabilities**
- **Improve financial stability**
- **Build awareness of CAM**

## GOAL 1: Serve our diverse community with high quality programs & exhibits

The Museum strives to provide a range of exhibits, programs and services related to automotive history and technology. This includes education for people of all ages; historical, cultural, and art displays; research facilities, and support for a wide range of automotive organizations and interests.

ACCOUNTABILITY	COMPLETION	RESOURCES	OBJECTIVES
Education Coordinator	Ongoing	Education Committee	<p><b>1.1 Expand our educational programs to attract a more diverse audience. Improve our promotion of education programs.</b></p> <p>1.1.1 Continue to update, enhance and expand educational programs aligning with evolving community interests and needs.</p>
Education Coordinator	Ongoing	Education Committee	<p>1.1.2 Expand mission-focused programming for families and school-aged youth.</p>
Executive Director	Q2, 2015	BOD, Education Committee	<p>1.1.3 Seek and secure grants/funding to support the advancement of part-time Education Coordinator to full-time.</p>
Education Committee	Q3, 2015	Education Coordinator	<p>1.1.4 Create and execute programs and events designed to bring more teachers to the Museum and more field trips to CAM.</p>
Education Committee	Q2, 2015	Education Coordinator	<p>1.1.5 Create and promote presentations for teachers that satisfy continuing education requirements.</p>
Education Committee	Q4, 2015	Education Coordinator	<p>1.1.6 Develop an Educational Strategy for New Facility.</p>

ACCOUNTABILITY	COMPLETION	RESOURCES	OBJECTIVES
Exhibits Committee Education Committee	Ongoing	Curator, Education Coordinator	<p><b>1.2 Enhance existing and add new exhibits and programs that will attract diverse audiences.</b></p> <p>1.2.1 Add interactive exhibits aimed at increasing our appeal to families with young children and minority groups.</p> <p>1.2.2 Incorporate new technology into exhibitions and tours</p> <p>1.2.3 Plan, develop, and install new and expanded exhibits for new facility with local as well as diverse cultural and global perspectives.</p> <p>1.2.4 When appropriate, include the importance of Sacramento and California in automotive history.</p> <p>1.2.5 Develop Exhibits Plan for New Facility.</p> <p>1.2.6 Develop Library Plan and Policies for New Facility</p> <p>1.2.7 Train more volunteers for library service to be able to expand library hours</p>
Exhibits, Education and Technology Committees	Q3, 2015	Curator	
Exhibits Committee, Curator	Q2, 2016	Curator	
Exhibits Committee	Ongoing	Curator	
Exhibits Committee	Q3, 2016	Curator	
Exhibits Committee	Q1, 2016 and Ongoing	Curator	
Library Committee	Q3, 2016	Curator	
BOD & ED	Ongoing	Board Development, Marketing Committees	<p><b>1.3 Promote diversity of volunteers, staff and board.</b></p> <p>1.3.1 Recruit and train qualified board members, staff and volunteers from diverse backgrounds and cultures.</p>

## GOAL 2: Secure a world-class museum facility

Since its inception, the Museum has benefited from the provision of a below market rate lease on our city-owned facility.

We are currently pursuing plans for a new facility and the steps we need to take to secure a world-class facility.

ACCOUNTABILITY	COMPLETION	RESOURCES	OBJECTIVES
			<b>2.1 Implement a strategy that ensures that the California Automobile Museum will have a world-class facility.</b>
New Home Task Force	Q3, 2014	BOD, ED	2.1.1 Meet with City Staff, Commissions, Council Members, supporters and major donors to get plans and approvals in place.
New Home Task Force	Q3, 2014	BOD, Exhibits Committee, Staff	2.1.2 Prepare required Museum needs and budgetary estimates that will be used for capital improvement campaign.
Board of Directors	Q4, 2014	Capital Campaign TF	2.1.3 Execute a capital campaign to fund a new/improved facility.
Board of Directors	Q4, 2014	Capital Campaign TF	2.1.4 Secure a temporary facility for collection during closure.
Board of Directors	Q3, 2015	Staff, BOD, Exhibits Committee	2.1.5 Transition the Museum to an improved facility.



## GOAL 3: Expand professional operations capabilities

Through this strategic plan, the Board and staff are strengthening our operations capabilities so that we are prepared to support our expanded operations.

ACCOUNTABILITY	COMPLETION	RESOURCES	OBJECTIVES
Executive Director BOD	Ongoing	Development Committee	<b>3.1 Expand the depth and range of capabilities exhibited by staff</b>  3.1.1 Endeavor to bring employee salaries and benefits to appropriate market rates
Executive Director	Ongoing	BOD	3.1.2 Sustain a high employee retention level
Technology Committee	Q1, 2015 and ongoing	ED	3.1.3 Leverage technological resources to work smarter
BOD	Q2, 2015	ED, Revenue Development	3.1.4 Hire a Development Director
Board of Directors	Ongoing	Board Development Committee	<b>3.2 Target and recruit new board members and key volunteers.</b>  3.2.1 Target and recruit new board members that will actively support and drive the Museum's financial growth and reputation
Executive Director	Q2, 2015	Volunteer Task Force, Docent Council	3.2.2 Develop and implement non-docent volunteer program

## GOAL 4: Improve Financial Stability

If we are to achieve our expanded vision, the Museum must greatly improve our sources of significant and reliable funding. More revenue is needed to fund an expanded and upgraded staff to support improved operations capabilities.

Through this strategic plan, the Board and staff are reevaluating all our funding needs over both the short-term and the long-term, creating plans to meet those needs by building significant endowments and other financial support instruments.

ACCOUNTABILITY	COMPLETION	RESOURCES	OBJECTIVES
Finance Committee	Annually, Q4	Executive Director	<p><b>4.1 Achieve an annual operating budget level that supports our improved and expanded programs and services.</b></p> <p>4.1.1 Create an operations budget that will support the Museum's growth over time.</p>
Membership Committee	Ongoing	Marketing Committee, Staff	<p><b>4.2 Gain funding for an increased annual budget level.</b></p> <p>4.2.1 Enhance programs that will increase the number of members and increase the average contribution level of the membership.</p>
Marketing Committee	Q2, 2015	Staff	<p>4.2.2 Develop a marketing plan aimed at estate gifts and other planned giving.</p>
BOD	Ongoing	ED, Development Committee	<p>4.2.3 Pursue major and corporate donors and sponsors</p>
Development Committee	Ongoing	Marketing Committee, Staff	<p>4.2.4 Strengthen current revenue streams and develop new revenue streams.</p>
Capital Campaign Committee	Q1, 2016 Ongoing	ED, BOD	<p>4.2.5 Establish and grow the endowment fund.</p>

## GOAL 5: Build Awareness of CAM

Increasing attendance and awareness in local and global community through branding, marketing, and strategic advertising is vital to the Museum’s health and growth. Creating and implementing marketing efforts to extend awareness of Museum exhibitions and programs, specifically to new audiences will be a key factor in this growth and expansion.

ACCOUNTABILITY	COMPLETION	RESOURCES	OBJECTIVES
Marketing Committee	Ongoing	Marketing Director	<p><b>5.1 Expand community awareness of programs and services.</b></p> <p>5.1.1 Create a buzz around the CAM brand that tells our story and markets our organization.</p> <p>5.1.2 Expand the Museum’s marketing and advertising of programs, exhibits and services.</p> <p>5.1.3 Expand outreach programs within the community.</p> <p>5.1.4 Leverage technological resources to effectively communicate with constituents.</p>
Marketing Committee	Ongoing	Marketing Director	
Marketing Committee	Ongoing	Road Crew, Marketing Director	
Marketing Committee	Ongoing	Marketing Director, Technology Committee	
Marketing Director, ED	Ongoing	Development and Marketing Committees	<p><b>5.2 Gain funding for increased marketing and advertising</b></p> <p>5.2.1 Increase pursuit of corporate sponsorships for programs, exhibits and fundraising events</p> <p>5.2.2 Develop a long-term marketing plan for all programs, fundraisers and revenue streams</p>
Marketing Committee	Q2, 2015	Marketing Director	