



**General Services Agency
Museum
COUNTY OF TULARE
AGENDA ITEM**

BOARD OF SUPERVISORS

KUYLER CROCKER
District One

PETE VANDER POEL
District Two

AMY SHUKLIAN
District Three

EDDIE VALERO
District Four

DENNIS TOWNSEND
District Five

AGENDA DATE: September 17, 2019

Public Hearing Required	Yes <input type="checkbox"/>	N/A <input checked="" type="checkbox"/>
Scheduled Public Hearing w/Clerk	Yes <input type="checkbox"/>	N/A <input checked="" type="checkbox"/>
Published Notice Required	Yes <input type="checkbox"/>	N/A <input checked="" type="checkbox"/>
Advertised Published Notice	Yes <input type="checkbox"/>	N/A <input checked="" type="checkbox"/>
Meet & Confer Required	Yes <input type="checkbox"/>	N/A <input checked="" type="checkbox"/>
Electronic file(s) has been sent	Yes <input checked="" type="checkbox"/>	N/A <input type="checkbox"/>
Budget Transfer (Aud 308) attached	Yes <input checked="" type="checkbox"/>	N/A <input type="checkbox"/>
Personnel Resolution attached	Yes <input type="checkbox"/>	N/A <input checked="" type="checkbox"/>
Agreements are attached and signature line for Chairman is marked with tab(s)/flag(s)	Yes <input type="checkbox"/>	N/A <input checked="" type="checkbox"/>

CONTACT PERSON: Maria Benavides PHONE: 205-1124

SUBJECT: Tulare County Museum Strategic Business Plan

REQUEST(S):

That the Board of Supervisors:

1. Receive a presentation regarding the Tulare County Museum Strategic Business Plan.
2. Approve the Tulare County Museum Strategic Business Plan and direct staff to initiate implementation.
3. Approve an adjustment to the Museum budget for Fiscal Year 2019/20 in the amount of \$82,000 to hire extra help employees for collection development and Museum upkeep, match restoration project funds raised by the Historical Society, and to promote and host Museum activities and events.
4. Approve the necessary budget adjustments per the attached AUD 308 (4/5ths vote required).

SUMMARY:

For over 70 years, the Tulare County Museum (Museum) has been dedicated to preserving local County history. The Museum is home to one of the finest Native American basket collections in the state, an exceptional gun and saddle collection, an entire Pioneer Village of structures dating back to the 1800s, and the History of Tulare County Farm Labor & Agriculture Museum.

From its establishment in 1948 until 1956, the Museum was operated by the Tulare County Historical Society (Historical Society), a local nonprofit organization committed to promoting interest in the history of Tulare County and preserving the heritage for future generations. After 1956, responsibility for the Museum was transferred to the County Board of Supervisors, and oversight authority was delegated to the Museum

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Board via County Ordinance. Since that time, the Museum Board and Historical Society have continued to work in partnership to raise funds for the restoration of Museum property and advise the Board of Supervisors concerning the promotion of Museum objectives. Both organizations are driven solely by volunteers who care deeply about Tulare County history and have contributed greatly to the Museum's success.

Over the last 70 years, the Museum collection has grown to include the Balch Park Museum in 1990 and the History of Farm Labor and Agriculture Museum in 2009. Additionally, Museum operations have expanded to include formal accession and deaccession practices, public programming and engagement activities, and an increased offering of educational opportunities for local schools.

In response to the changing size and scope of the Museum over time, staff have identified the need for an updated business strategy to ensure the Museum remains relevant and effective in its mission to serve the community of Tulare County through prudent decision-making. In order to develop this plan, staff collaborated with the Museum Curator, Museum Board, Historical Society and Parks & Recreation Manager to assess current Museum services and operations, identify areas for improvement and possible growth, and develop an action plan for achieving the desired change.

The resulting Strategic Business Plan (Strategic Plan) presents a strategy with specific actions and measurable outcomes designed to support a new vision for the Museum:

1. The Museum will serve as a forum for the community to connect with its history and cultivate its identity.
2. The community will be actively involved in developing and experiencing the Museum.
3. The Museum staff will demonstrate expert knowledge of collection management and changing trends in the museum industry.
4. The Museum will be well maintained and welcoming.

While at its core, the Museum will continue to preserve and promote a shared understanding of Tulare County's past and its place in the future, the Plan expands the strategy for doing so. Initiatives include finding new methods for encouraging community engagement, appealing to a broader demographic, cultivating museum expertise, and ensuring the longevity of artifacts and property.

In support of vision statement #4, the Museum is currently working in collaboration with the Capital Projects Division of the General Services Agency to address major building maintenance needs and security concerns using available funding through the Capital Improvement Plan. This collaboration includes establishing an ongoing \$50,000 maintenance budget within Capital Projects to support a Museum maintenance improvement plan.

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The Strategic Plan also highlights six key initiatives that will play a significant role in driving forward the Museum's vision.

1. **The Agricultural Equipment Restoration Project.** On April 9, 2019, the Board received a presentation regarding this exciting new initiative to engage high school Agricultural Science students in the research and restoration of historic agricultural equipment. In anticipation of receiving the restored equipment each year, the Strategic Plan has identified the need for a new structure to safely house and display the equipment indoors and preserve their restored state. In contribution to this effort, the Historical Society has allocated a \$100,000 donation in the name of Stan Miller and the estimated project cost of \$550,000 was included in the County's fiscal year 2019/20 Capital Improvement Plan.
2. **The Continuous Restoration Program.** For many decades, the Museum has partnered with the Historical Society to raise funds for restoration projects such as the Bank of Visalia Clock Tower, the Southern Pacific Caboose, and the Main Street gallery. However, the costs associated with restoring many structures are greater than the amounts that the Historical Society has historically been able to raise. The Strategic Plan proposes that the County match every dollar raised by the Historical Society up to \$25,000 per year to make larger projects possible and add value to the collection. Additionally, the commitment of matching funds will boost donations by guaranteeing community members more value for their donated dollar.
3. **Host Events to Encourage Diverse Patronage.** Over the past three years, the Museum has experimented with hosting events aimed at attracting young adults, professionals, and community veterans. These events have proven successful at drawing in new patrons to the Museum and establishing new connections within the community. The Strategic Plan proposes increasing the frequency and diversity of these events and has identified the need for an additional funding allocation of \$7,000 per year from the County to cover the cost of promotion and hosting.
4. **Finish the Second Story of the History of Farm Labor and Agriculture Museum.** In 2009, the History of Farm Labor and Agriculture Museum was constructed to include a finished 10,000 square foot ground floor for the display of agricultural equipment and farm labor history, and a 7,000 square foot second story, which was left as shelled space to accommodate future expansion of Museum services. The Strategic Plan proposes converting the second story from storage space to upgraded display space for historic artifacts currently housed in the Historical Museum. The History Farm Labor and Agriculture Museum offers the collection optimal climate control, and lighting. It would also provide lower-maintenance exhibit space to expand collection displays, and offices for staff, volunteers, and visitors to conduct historic research. As part of this proposal, the estimates cost of \$1,650,000

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for such a project has been included in the Five Year Capital Improvement Plan for funding across fiscal years 2022, 2023, and 2024.

5. **Seek Accreditation through the American Alliance of Museums.** Becoming accredited through the American Alliance of Museums has been a mark of distinction within the museum industry since 1971 and increases the credibility and value of a museum among supporters, policy-makers, insurers, community members and peer organizations. In 2013, the Museum began the accreditation process by researching, writing, and implementing the core decision-making documents aligned with the American Alliance of Museums Core Standards. In addition to establishing documented practices, accreditation will require the Museum to accession at least 80% of its collection. Accession includes cataloging the individual artifacts of the Museum collection to record information such as the article's deed of gift, identifying description, accession number, location, special restrictions, donor information, and historical significance within the Museum's collection. This is a meticulous and time-consuming process, which will require the assistance of additional staff. As such, the Strategic Plan proposes hiring a temporary Extra Help Museum Assistant to work exclusively on the accession process to ensure its completion. Staff estimates the cost of the additional staff member to be approximately \$20,000.
6. **Establish a Museum Entrance Fee.** In support of maintaining a welcoming environment for the community, the Strategic Plan proposes establishing a new entrance fee of \$1 per person and increasing school group fees from \$20 per 50 students, to \$1 per student. Implementing these changes will generate approximately \$12,000 in additional revenue for the Museum per year, which would cover 2% of annual expenditure and be used to support event planning and educational programming. Additionally, the proposed entrance fee will help to place a value on the Museum experience and contents, discourage vandalism, which is an ongoing problem within the Museum, and create parity with similarly sized museums in this region. The additional revenue generated by the proposed school group fee increase will help cover the costs associated with sourcing information and research for educational programming, as well as the cleaning and maintenance costs associated with hosting large groups of children on Museum grounds. In researching the proposed increase to school group fees, staff surveyed 35 teachers from various schools that regularly bring groups of student to the Museum, and received positive support for the change. Respondents did not believe that the new fee would decrease the likelihood of selecting the Museum as an educational destination for schools, and look forward to providing continued patronage into the future.

In support of the Strategic Plan and the projects highlighted above, it is requested that the Board approve one-time funding in the amount of \$82,000 in fiscal year 2019/20 to hire extra help employees for collection development and Museum upkeep, match restoration project funds raised by the Historical Society, and to promote and host Museum activities and events. It is also requested that the Board approve an ongoing

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allocation of \$62,000 per fiscal year to retain an extra help employee for Museum upkeep, match restoration project funds raised by the Historical Society annually, and regularly promote and host Museum activities and events. This allocation will be included in future budget appropriation requests.

As the Museum approaches its 72nd year of service, this Strategic Business Plan will play an important role in ensuring its relevance and longevity within Tulare County. With the support of the Museum Board, Historical Society, and County Board of Supervisors, this plan demonstrates a commitment to enriching the Museum's original mission of historic preservation through a new vision of connectivity, engagement, and expertise that is responsive to change and rooted in history.

FISCAL IMPACT/FINANCING:

The proposed action will result in a one-time \$82,000 and annual \$62,000 Net County Cost to the General Fund:

Initiative	FY 2020	Ongoing
Hire an extra help employee to complete the collection accession process	\$20,000	
Hire an extra-help employee to assist with display rotation and routine upkeep activities	\$30,000	\$30,000
Match funds raised by the Historical Society up to \$25,000 for specific restoration projects	\$25,000	\$25,000
Maintain an annual budget for the Museum to host fundraising and community events	\$7,000	\$7,000
TOTAL	\$82,000	\$62,000

The attached AUD 308 includes the following adjustments:


- Establishes a new Capital Projects expense line 030-086-3400-8144 in the amount of \$50,000 for Museum maintenance and decreases expense line 030-086-3400-8141 (Paint Projects) by \$50,000.
- Increases Museum expense line 001-087-1130-6005 in the amount of \$50,000 for extra help employees to complete the accession process and assist with upkeep activities.
- Increases Museum expense line 001-087-1130-7066 in the amount of \$32,000 to match funds up to \$25,000 raised by the Historical Society for specific restoration projects and \$7,000 for hosting fundraising and community events.

LINKAGE TO THE COUNTY OF TULARE STRATEGIC BUSINESS PLAN:

Tulare County's Strategic Plan includes the Quality of Life initiative. The Tulare County Museum Strategic Business Plan supports this initiative by engaging the community in collection development and events that will ensure the Museum's relevance and longevity within Tulare County.

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ADMINISTRATIVE SIGN-OFF:



Brooke Sisk

General Services Agency Assistant Director

cc: County Administrative Office

Attachment(s)

- A - Tulare County Museum Strategic Business Plan
- B - AUD 308 for Capital Projects budget modification
- C - AUD 308 for Museum budget modification

**BEFORE THE BOARD OF SUPERVISORS
COUNTY OF TULARE, STATE OF CALIFORNIA**

IN THE MATTER OF TULARE COUNTY)
MUSEUM STRATEGIC BUSINESS PLAN) Resolution No. _____
)
)

UPON MOTION OF SUPERVISOR _____, SECONDED BY
SUPERVISOR _____, THE FOLLOWING WAS ADOPTED BY THE
BOARD OF SUPERVISORS, AT AN OFFICIAL MEETING HELD _____
_____, BY THE FOLLOWING VOTE:

AYES:
NOES:
ABSTAIN:
ABSENT:

ATTEST: JASON T. BRITT
COUNTY ADMINISTRATIVE OFFICER/
CLERK, BOARD OF SUPERVISORS

BY: _____
Deputy Clerk

* * * * *

1. Received a presentation regarding the Tulare County Museum Strategic Business Plan.
2. Approved the Tulare County Museum Strategic Business Plan and direct staff to initiate implementation.
3. Approved an adjustment to the Museum budget for Fiscal Year 2019/20 in the amount of \$82,000 to hire extra help employees for collection development and Museum upkeep, match restoration project funds raised by the Historical Society, and to promote and host Museum activities and events.
4. Approved the necessary budget adjustments per the attached AUD 308 (4/5ths vote required).

AUD-308 - Budget Adjustment Form

8:39 AM

9/4/2019				3/19		2019	
Date		Document ID Number		Accounting Period		Budget Fiscal Year	
General Services Agency				Brenda B Medrano		205-1117	
Agency Name				Contact Person		Phone	
						Extension	

Action** A,C,D	Fund	Dept	Appr #	LEVEL 1 Finish Here			Current Amount	Revised Amount	Inc / Dec Amt
C	001	087	087SBEN				3,621,682	3,671,682	50,000
C	001	087	087SSUP				1,188,108	1,220,108	32,000
									-
									-
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									-


Appropriations Total	Need Not Equal Zero	4,809,790	4,891,790	82,000
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Action** A,C,D	Fund	Dept	Appr #	Unit	Object	Rev	LEVEL 2 Start Here	Current Amt	Revised Amount	Inc / Dec Amt
C	001	087	087SBEN	1130	6005			20,617	70,617	50,000
C	001	087	087SSUP	1130	7066			9,300	41,300	32,000
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Line Total	Must Equal Zero	\$ 29,917	\$ 111,917	\$ 82,000
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Reason for Adjustment (To Avoid Correspondence, State Reason in Detail)

Increase Museum budget by \$50,000 for extra help employees (6005), and \$32,000 for special departmental expense (7066) to match funds up to \$25,000 raised by the Historical Society for specific restoration projects and \$7,000 for hosting fundraising and community events.

 9/4/19

Affected Dept Head Signature

Other Affected Dept Head Signature

Checked By: _____
 County Executive Office Action: No. _____ Date: _____
 () Approved () Disapproved

Entered By: _____
 Date: _____
 Distribution: 1: BOS/CAO/Auditor

By: _____
 Board of Supervisors Action: No. _____ Date: _____

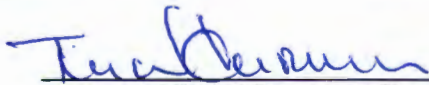
** Action Codes: A=Add, C=Change, D=Deactivate

* Whenever a 93XX account budget is adjusted, a corresponding 94XX account budget must be adjusted in the billing agency, except for ISFs

* Whenever a 95XX account budget is adjusted, a corresponding 96XX account budget must be adjusted in the billing agency, and vice versa

* Whenever a 97XX account budget is adjusted, a corresponding 98XX account budget must be adjusted in the billing agency, and vice versa

11:30 AM

8/26/2019							2/19		2019	
Date				Document ID Number			Accounting Period		Budget Fiscal Year	
				General Services Agency			Brenda B Medrano		205-1117	
				Agency Name			Contact Person		Phone	
							Extension			
Action** A,C,D	Fund	Dept	Appr #				LEVEL 1 Finish Here	Current Amount	Revised Amount	Inc / Dec Amt
	030	086	0861CAP					38,543,146	38,543,146	-
										-
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Appropriations Total				Need Not Equal Zero				38,543,146	38,543,146	-
Action** A,C,D	Fund	Dept	Appr #	Unit	Object	Rev	LEVEL 2 Start Here	Current Amt	Revised Amount	Inc / Dec Amt
A	030	086	0861CAP	3400	8144				50,000	50,000
C	030	086	0861CAP	3400	8141			50,000		(50,000)
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Line Total				Must Equal Zero				\$ 50,000	\$ 50,000	\$ -
Reason for Adjustment (To Avoid Correspondence, State Reason in Detail)										
<p>Establish new budget line 030-086-3400-8144 and name it "Museum" in order to pay annual maintenance cost for the Tulare County Museum. The beginning balance for this new line will be \$50,000 and will be tranferred from 030-086-3400-8141 (Paint Projects).</p> <p> 9-4-19</p> <p>Affected Dept Head Signature</p> <p>Other Affected Dept Head Signature</p> <p>Checked By: _____ County Executive Office Action: No. _____ Date: _____ () Approved () Disapproved</p> <p>Entered By: _____ Date: _____ Distribution: 1: BOS/CAO/Auditor</p> <p>By: _____ Board of Supervisors Action: No. _____ Date: _____</p> <p>** Action Codes: A=Add, C=Change, D=Deactivate</p> <p>* Whenever a 93XX account budget is adjusted, a corresponding 94XX account budget must be adjusted in the billing agency, except for ISFs</p> <p>* Whenever a 95XX account budget is adjusted, a corresponding 96XX account budget must be adjusted in the billing agency, and vice versa</p> <p>* Whenever a 97XX account budget is adjusted, a corresponding 98XX account budget must be adjusted in the billing agency, and vice versa</p>										