



COUNTY OF TULARE
GENERAL SERVICES AGENCY

MUSEUM STRATEGIC BUSINESS PLAN



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1. INTRODUCTION

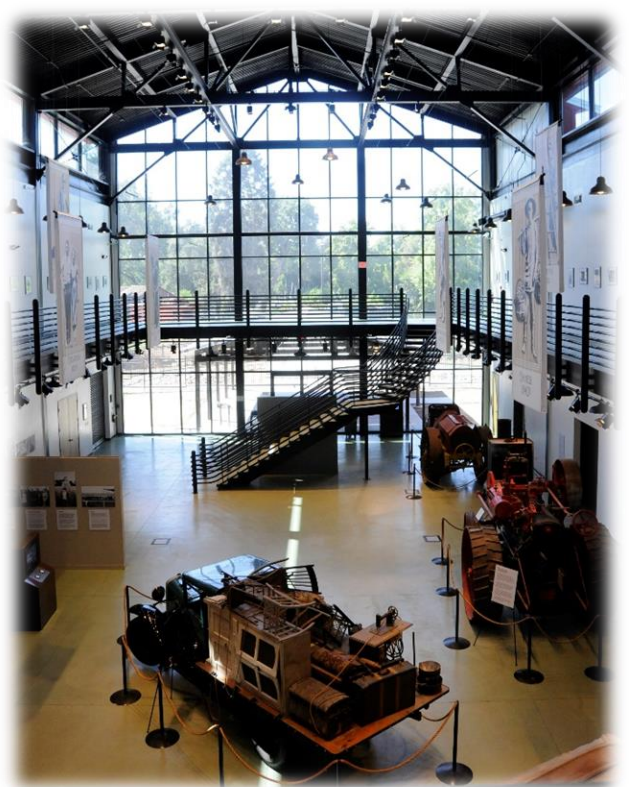
The Tulare County Museum was established in 1948 with a \$5,000 donation from the Hugh Mooney family, for the purpose of preserving local history. From its establishment until 1956, the Museum was operated by the Tulare County Historical Society, a local nonprofit organization committed to promoting 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 Board via County Ordinance.

Currently, the Museum Board advises the Board of Supervisors concerning the Museum objectives, exhibits, budget, operations, and maintenance and assists the Museum Curator in the operations and maintenance of the Museum. The Museum Board also continues to work in partnership with the Historical Society 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 successful achievement of objectives set forth.

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. While themes of each museum vary, the collections housed within all three are dedicated to representing Tulare County history in a way that is accessible, inclusive, and engaging for the community. 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.

The following Strategic Business Plan is the product of analysis and planning aimed at distinguishing the Museum's role within Tulare County and identifying key methods for achieving its vision. For the purpose of clarity, this document will refer to the Tulare County Historic Museum, the History of Farm Labor and Agriculture Museum, and the Balch Park Museum collectively as the Tulare County Museum.



2. PURPOSE

The purpose of a Strategic Business Plan is to develop a framework for decision-making which demonstrates support for the Museum's mission, vision, and values. 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 following outlines the Museum Strategic Business Plan structure and identifies how each component has been designed to support the mission, vision and values of the organization.

Mission Statement: *the Museum's purpose within the community*

Vision Statement: *how the Museum would like to be perceived within the community*

Values: *the traits and behaviors that guide how the Museum conducts business*

Strategy: *general guidance for achieving the Museum vision.*

Actions: *specific actions with defined deadlines that support the Museum strategy.*

Outcomes: *measurable results, which demonstrate the effectiveness of the Museum strategy in achieving its vision.*

Example:

Vision: The community will be actively involved in developing and experiencing the Tulare County Museum.

Strategy: Collaborate on exhibits and events with other local organizations

Action 1: Create a Tulare County Museum Alliance to provide a network for museum professionals that will have a strong presence in the community by December 2019.

Action 2: Create and loan two traveling exhibits to other museums/display spaces by December 2019.

Action 3: Host a Museum Day, where visitors enter free of cost, encouraging the public to visit local museums and donate to their causes by September 2020.

Outcome: In five years, the Museum will have coordinated 10 new exhibits or events in collaboration with other local organizations. This outcome demonstrates increased community involvement in developing the Museum.

Of the identified action items in the Strategic Plan, six key initiatives have been highlighted for the significant role they play in driving forward the Museum's vision.

1. The Agricultural Equipment Restoration Project
2. The Continuous Restoration Program
3. Host Events to Encourage Diverse Patronage
4. Finish the Second Story of the History of Farm Labor and Agriculture Museum
5. Seek Accreditation through the American Alliance of Museums
6. Establish a Museum Entrance Fee

These initiatives, described in further detail in Section 5, represent significant improvement to the structure, operations, and programming of the Museum that will encourage community connectivity and interaction, increase patronage, and ensure the longevity of the Museum collection for many years into the future.

3. MISSION, VISION & VALUES

MISSION

Our reason for existence - what we do, why we do it, and for whom?

The Mission of the Tulare County Museum is to protect, preserve and promote a shared understanding of Tulare County's past and its place in the future by providing the community with innovative, diverse, and engaging exhibits and events.

VISION & STRATEGY

Vision – What do we want the Museum to be in the future? How do we want to be perceived in the community?

Strategy – How do we make decisions that direct us toward our vision? These may change over time.

1. **The Tulare County Museum will serve as a forum for the community to connect with its history and cultivate its identity.**

STRATEGY:

- *Promote and expand school programs to educate students about history*
- *Pursue technology updates to exhibits*
- *Establish and rotate relevant cultural and historical displays*

2. **The community will be actively involved in developing and experiencing the Tulare County Museum.**

STRATEGY:

- *Collaborate on exhibits and events with other local organizations*
- *Host events catered to diverse patrons of different ages, genders, socioeconomic background, ethnicity, etc.*
- *Promote support for the Museum at community meetings*
- *Encourage community donations toward specific restoration projects and exhibits*

3. **The Tulare County Museum staff will demonstrate expert knowledge of collection management and changing trends in the museum industry.**

STRATEGY:

- *Create opportunities to collaborate with other experts in the museum field*
- *Become an accredited member of the American Alliance of Museums*
- *Maintain an updated and relevant collection management policy*

4. **The Tulare County Museum will be well maintained and welcoming.**

STRATEGY:

- *Maintain museum facilities and rotate displays to preserve artifacts*
- *Ensure sufficient staff and volunteers are available to receive and guide patrons through the museum*
- *Complete projects to ensure sufficient space to adequately house the collection*
- *Secure one-time and ongoing funding to ensure long-term sustainability*

VALUES

Which traits and behaviors define how we do business and shape our culture?

- **Resourcefulness** – *staff effectively utilize available materials and partnerships, and serve as a resource to others in the community*
- **Inclusiveness** – *staff create exhibits and events that are representative of all County history and the members of the community*
- **Collaboration** – *staff work with outside agencies and professional organizations to ensure that the Museum is efficiently and effectively serving the community*
- **Friendliness** – *staff are welcoming, dynamic, and relatable to diverse groups of patrons*
- **Accessibility** – *staff will ensure the museum is a welcoming space for all members of the community*

4. STRATEGIC PLAN FUNDING

In order to determine the Museum's financial capacity to support its mission, staff conducted a five-year fiscal analysis summarized in the table below. In this summary, expenses include salaries and benefits, services and supplies, and internal operational costs, such as building and grounds maintenance, administrative overhead, and utilities. Revenues include a \$1 share of the \$6 Mooney Grove Park entrance fee, school group fees for trips to the Museum, and donations made through the Historical Society.

MUSEUM	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Salaries & Benefits	63,075.97	86,367.36	86,840.65	121,060.03	130,847.41
Services & Supplies	20,844.13	38,289.37	13,414.95	26,993.69	24,089.73
Internal Costs	186,904.11	185,271.99	144,159.36	342,066.41	337,231.55
Expenses	\$270,824.21	\$309,928.72	\$244,414.96	\$490,120.13¹	\$492,168.69
Park Entrance Fees	7,525.00	8,594.00	9,822.00	11,777.00	12,043.00
School Fees	1,586.80	1,574.00	1,706.00	1,738.40	1,574.00
Donations	852.20	1,370.12	3,997.26	4,245.07	905.72
Revenue	\$9,964.00	\$11,539.00	\$15,526.00	\$17,761.23	\$14,523.66
Net County Cost	(\$260,860.21)	(\$298,389.72)	(\$228,888.96)	(\$472,358.90)	(\$477,645.03)

Over the past five years, the Museum had an average expenditure of \$329,334 per year and generates an average revenue of \$13,863 per year. The Strategic Plan explores avenues for generating additional revenue for the Museum including focused fundraising efforts for restoration projects, establishing a Museum entrance fee, increasing the school entrance fee, and developing new methods for soliciting and receiving donations. However, additional one-time and ongoing financial support will be necessary to ensure the grounds, buildings, and collections are well preserved and maintained.



¹ The \$245,705 increase in expenses between 2016 and 2017 is 81% attributable to an increase in the Countywide Cost Allocation Plan, 14% attributable to increase in salaries and benefits, and 5% attributable to an increase in services and supplies.

Capital Projects Funding

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. Identified projects include those listed in the table below. The Museum and Capital Projects will continue to work together to identify additional building needs.

Project	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Build a refurbished agricultural equipment building through the Capital Improvement Plan	\$550,000				
Complete the History of Ag Museum through the Capital Improvement Plan			\$150,000	\$750,000	\$750,000
Upgrade the security camera and alarm system	\$27,000				
Solicit local artwork for the front of the Museum building through the County Public Art Program	\$10,000				
Purchase additional glass display cases (10 @ \$1,000 each)	\$10,000				
Improve entrance signage and purchase an awning to make the museum more accessible and inviting	\$5,000				
Establish an ongoing maintenance budget to support a maintenance improvement plan	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
TOTAL	\$602,000	\$5,000	\$150,000	\$750,000	\$750,000

Additional Funding Requests

The table below identifies specific initiatives that will require additional funding over the next five years. The Museum hopes to complete these projects with the support of the Board of Supervisors and work toward achieving all of the action items listed in support of this Strategic Plan.

Initiative	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Hire an extra help employee to complete the collection accession process (1557 hours @ 12.83)	\$20,000				
Complete the museum accreditation process		\$5,000			
Hire an extra-help employee to assist with display rotation and routine upkeep activities	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Match funds raised by the Historical Society up to \$25,000 for specific restoration projects	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Maintain an annual budget for the Museum to host fundraising and community events	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000
TOTAL	\$82,000	\$67,000	\$62,000	\$62,000	\$62,000

VISION I. BE A FORUM FOR CONNECTION & IDENTITY

The Tulare County Museum will serve as a forum for the community to connect with its history and cultivate its identity.

1. Strategic Goal: Promote and expand school programs to educate students about history

Action	Responsible Party	Due Date	Estimated Cost
1.1 Develop a WWI centennial commemoration project to connect local students with an historical event that impacted the Tulare County community and the country.	Museum Staff	11/11/2018 COMPLETED	\$100
1.2 Collaborate with the Historical Society to establish an ongoing Agricultural Equipment Restoration Project to engage community youth through research and restoration of historic artifacts while adding value to the collection of the Museum.	Museum Staff Historical Society	6/30/2019 ONGOING	
1.3 Create a local history scavenger hunt activity aligned with middle school and high school standards to encourage Museum visitation.	Museum Staff	08/02/2019	5 hours of staff time
1.4 Collaborate with the Historical Society and local high schools to create a Junior Historical Society that will encourage an appreciation of local history and community service.	Museum Curator	01/31/2020	16 hours staff time initially 4 hours staff time weekly ongoing

Outcome: Over the next five years, the Museum will encourage participation in on-site and classroom educational programming from at least five new Tulare County schools, which will expand and strengthen the connection between local youth and the Museum.

2. Strategic Goal: Pursue technology updates to exhibits

Action	Responsible Party	Due Date	Estimated Cost
2.1 Research the possibility of accepting credit cards as a form of donation or payment.	Museum Curator	02/15/2019	5 hours staff time
2.2 Incorporate hands-on technology in current and/or new displays.	Museum Staff	Ongoing	200 hours staff time
2.3 Create an audio tour for the Museum accessible through the patron's cell phone.	Museum Staff	12/20/2019	80 hours staff time
2.4 Generate an app for the museum that would allow visitors to access additional information and photos of items in exhibits.	Museum Staff	December 2020	200 hours staff time

Outcome: Over the next five years, the Museum will incorporate three new technology-based experiences into the collection, which ensure younger generations can connect with history using a familiar medium.

3. Strategic Goal: Establish and rotate relevant cultural and historical displays

Action	Responsible Party	Due Date	Estimated Cost
3.1 Work with the community to assemble an exhibit highlighting the Korean culture and their contributions to agriculture in Tulare County.	Museum Staff	09/08/2018 COMPLETED	\$1,000
3.2 Collaborate with the community to construct an exhibit highlighting the Westward Settlers who came to Tulare County and played a large role in farm labor.	Museum Staff	11/02/2019	\$1,000
3.3 Organize a schedule to rotate the collection display throughout the Museum galleries and grounds.	Museum Curator	03/01/2019	4 hours staff time.

Outcome: The Museum will rotate two exhibits within its permanent collection each year for the next five years, which will ensure relevant and attractive displays.

VISION II. ENCOURAGE COMMUNITY INVOLVEMENT

The community will be actively involved in developing and experiencing the Tulare County Museum.

1. Strategic Goal: Collaborate on exhibits and events with other local organizations.

Action	Responsible Party	Due Date	Estimated Cost
1.1 Create a Tulare County Museum Alliance to provide a network for museum professionals that will have a strong presence in the community.	Museum Curator	12/02/2019	200 hours staff time.
1.2 Host a Museum Day, where visitors enter free of cost, encouraging the public to visit local museums and donate to their causes.	Museum Staff	September 2020	40 hours staff time. \$200 for printing costs
1.3 Create and loan two traveling exhibits to other museums/display spaces.	Museum Staff	December 2019	10 hours staff time.

Outcome: Over the next five years, the Museum will coordinate 10 new exhibits or events in collaboration with other local organizations, which will strengthen community ties and broaden the Museum's educational scope.

2. Strategic Goal: Host events catered to diverse patrons of different ages, genders, socioeconomic background, ethnicity, etc.

Action	Responsible Party	Due Date	Estimated Cost
2.1 Host a paint night at the museum for young adults.	Museum Staff	10/13/2017 COMPLETED	8 hours staff time.
2.2 Continue to organize the Main Street Jamboree annually to encourage families to visit the museum.	Museum Staff Museum Board	Ongoing (April of May)	\$500-\$700 Annually
2.3 Collaborate with the Tulare County Historical Society to host an annual fundraiser at the museum.	Museum Staff	October annually, ongoing.	80 hours staff time.
2.4 Secure ongoing funding for museum events	Museum Staff	September 2019	\$7,000 Annually

Outcome: Over the next five years, the Museum will host two events per year, in addition to the Main Street Jamboree and Annual Fundraiser that will attract a diverse collection of patrons from within the community.

3. Strategic Goal: Promote support for the Museum at community meetings.

Action	Responsible Party	Due Date	Estimated Cost
3.1 Attend rotary meetings to bring awareness to the museum's projects and ways for the community to be involved.	Museum Curator	Ongoing	8 hours staff time annually.
3.2 Discuss the museum and resources that it can offer to local college students at CHAP talks at Porterville College.	Museum Curator	03/22/2017 COMPLETED	8 hours staff time.

Outcome: Over the next five years, the Museum Curator will promote support for the Museum at a minimum 10 new community meetings.

4. Strategic Goal: Encourage community donations toward specific restoration projects and exhibits.

Action	Responsible Party	Due Date	Estimated Cost
4.1 Apply for a grant through the Downtown Visalia Rotary and the County Center Rotary.	Museum Curator	September 2019	80 hours staff time.
4.2 Establish a list of restoration projects and exhibits to which donors may contribute	Museum Curator	December 2019	5 hours staff time
4.3 Offer donor recognition opportunities (e.g. plaques, publications, etc.)	Museum Curator	Ongoing	50 hours staff time annually

Outcome: The Museum will establish new methods for soliciting donations for specific restoration projects on-site and online, which will make the donation process more accessible to the community.

VISION III. FOSTER EXPERTISE

The Tulare County Museum staff will demonstrate expert knowledge of collection management and changing trends in the museum industry.

1. Strategic Goal: Create opportunities to collaborate with other experts in the museum field.

Action	Responsible Party	Due Date	Estimated Cost
1.1 Attend an annual conference to network with other museum professionals.	Museum Curator	Ongoing	\$1,000 Annually
1.2 Create a Tulare County Museum Alliance to provide a network for museum professionals that will have a strong presence in the community.	Museum Curator	December 2019	200 hours staff time.
1.3 Establish quarterly meetings for museum professionals to discuss topics relevant to museums.	Museum Curator	March 2020	10 hours staff time.

Outcome: Over the next five years, the Museum Curator will use the local network of museums to seek out new industry resources and support in the form of workshops to expand staff skills.

2. Strategic Goal: Become an accredited member of the American Alliance of Museums

Action	Responsible Party	Due Date	Estimated Cost
2.1 Become a Tier 3 Member of the American Alliance of Museums	Museum Curator	Ongoing	\$165 Annually
2.2 Develop the five core documents for accreditation <ul style="list-style-type: none"> Mission Statement Code of Ethics Strategic Institutional Plan Emergency Response Plan Collections Management Policy 	Museum Curator GSA Analyst	July 2020	200 hours staff time.
2.3 Catalogue at least 80% of the permanent collection.	Museum Staff	December 2021	2,000 hours volunteer and staff time.
2.4 Apply for accreditation through the American Alliance of Museums	Museum Curator	July 2022	\$5,000

Outcome: In the next five years, the Museum will become an accredited member of the American Alliance of Museums to expand the credibility and scope of the organization.

3. Strategic Goal: Maintain an updated and relevant Collection Management Policy

Action	Responsible Party	Due Date	Estimated Cost
3.1 Update the Collection Management Policy to address the management of artifacts not currently catalogued	Museum Curator	December 2019	40 hours staff time.

Outcome: Over the next five years, the Museum will continuously update the Collection Management Policy to address changes in collection needs, public interest, and industry standards.

VISION IV. MAINTAIN A WELCOMING ENVIRONMENT

The Tulare County Museum will be well maintained and welcoming

1. Strategic Goal: Maintain museum facilities and rotate displays to preserve artifacts.

Action	Responsible Party	Due Date	Cost
1.1 Establish an artifact maintenance and display rotation schedule.	Museum Staff	09/02/2019	10 hours staff time
1.2 Establish an ongoing maintenance and restoration schedule for museum facilities.	Museum Staff	12/20/2019	30 hours staff time
1.3 Establish an ongoing major maintenance budget to support a maintenance improvement plan	Museum Curator	October 2019	\$50,000 Annually
1.4 Solicit donations of time and resources for restoration projects	Museum Staff Museum Board	Ongoing	\$25,000 Annually in matching County funds
1.5 Hire an extra-help employee to assist with display rotation and routine upkeep activities	Museum Curator	April 2020	\$30,000 Annually

Outcome: Over the next five years, the Museum will establish a written maintenance improvement plan and have completed at least three new restoration projects, which will ensure the preservation of Museum facilities and artifacts.

2. Strategic Goal: Ensure sufficient staff and volunteers are available to receive and guide patrons through the museum.

Action	Responsible Party	Due Date	Cost
2.1 Retain two Museum Assistants	Museum Curator	Ongoing	No additional cost
2.2 Solicit volunteers that commit to a regular schedule.	Museum Staff	Ongoing	40 hours staff time annually
2.3 Form a volunteer program for the museum.	Museum Staff	June 2020	40 hours staff time

Outcome: In five years, the Museum will be utilizing an established schedule of volunteers for routine Museum activities.

3. Strategic Goal: Complete space projects to ensure sufficient space to adequately house the collection

Action	Responsible Party	Due Date	Cost
3.1 Build a new structure to safely house and display agricultural equipment restored through the Agricultural Equipment Restoration Project	GSA Capital Projects	6/30/2020	\$550,000
3.2 Finish the second story of the History of Tulare County Farm Labor and Agriculture Museum to house the Museum's basket, guns and saddle collections.	GSA Capital Projects	6/30/2020	\$1,650,000

Outcome: In five years, the Museum will have completed construction of the new Agricultural Equipment building and finished the second story of the Farm Labor and Agriculture Museum, which will ensure optimal environments for storing and displaying the Museum collection.

4. Strategic Goal: Secure one-time and ongoing funding to ensure long-term sustainability.

Action	Responsible Party	Due Date	Cost
4.1 Implement a museum entrance fee to fund ongoing maintenance projects.	Museum Curator	October 2019	No additional cost
4.2 Modify the school entrance fee to reflect the number of students served.	Museum Curator	October 2019	No additional cost
4.3 Research museum maintenance grant opportunities	Museum Curator	July 2022	100 hours staff time

Outcome: Over the next five years, the Museum will generate sufficient revenue through entrance fees and grants to support annual event planning, educational programming, and at least three maintenance projects at the Museum.

5. KEY INITIATIVES

Of the identified action items in the Strategic Plan, the following six key initiatives have been highlighted for the significant role they play in driving forward the Museum's vision.

Expand the Agricultural Equipment Restoration Project

The Museum envisions itself serving as a forum for the Tulare County community to connect with its history and cultivate its identity. The Agricultural Equipment Restoration Project is an important first step toward achieving this vision. Initiated by Historical Society members Carl Switzer and Don Vieira, the project engages community youth through the research and restoration of historic artifacts while adding value to the collection of the Museum.

Leading up to its initiation in the fall of 2018, an Historical Society working group inventoried the Museum's collection of more than 180 pieces of historic agricultural equipment used to develop the County's agricultural economy in the 1800s. Unfortunately, due to limited indoor space, many of these pieces had been stored outdoors for several years and were in a deteriorated state. The working group developed a prioritized restoration schedule, and solicited the help of local Agricultural Science teachers to transform the initiative into a collaborative educational project for high school students.

As a result, nine local high schools, including Central Valley Christian, Corcoran, El Diamante, Golden West, Hanford High, Lindsay, Mount Whitney, Strathmore, and Visalia Technical Early College, are actively restoring eleven pieces of the collection. Through this project, students are encouraged to research the equipment's historic use as well as mechanical restoration methods, and then apply that knowledge practically through the restoration of the equipment. While also educational, this project aims at helping students feel more connected to the history of Tulare County, and foster a long-term relationship with the Museum by contributing directly to an exhibit. Together with the Historical Society, the Museum seeks to continue this project over the next five years and expand participation to include as many regional high schools as possible.



Golden West High School. Grain drill used for barley, wheat, oats, peas, alfalfa and flax.

In anticipation of the restored equipment pieces being returned at the end of each academic year, a new structure will be necessary 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 toward the purchase of materials to build a refurbished agricultural equipment building to the northeast of the History of Tulare County Farm Labor & Agriculture Museum. The estimated project cost of \$550,000 was included in the Five Year Capital Improvement Plan for funding in fiscal year 2020.

Continuous Restoration Program

In partnership with the Tulare County Historical Society, the Museum raises funds annually to restore parts of its collection. Each year, the Historical Society identifies a specific restoration project for which it hosts a fundraising dinner. This fundraiser has become essential to the restoration efforts of the Museum as several artifacts and buildings in Pioneer Village are in need of major maintenance and restoration.

Restoration projects funded through the Historical Society in previous years include the following:

YEAR	RESTORATION PROJECT	FUNDS RAISED
2013	Bank of Visalia Clock Tower	\$14,599
2014	Southern Pacific Caboose	\$22,000 + \$12,000 cover
2015	Masonic Façade	\$16,624
2016	Main Street Gallery	\$13,862
2017 - 2018	Ag Equipment Restoration	\$29,500
2019	Ag Equipment Restoration	<i>Scheduled for October 6, 2019</i>



The Southern Pacific Caboose before and after restoration.

While the funds raised by the Historical Society are admirable and demonstrate the interest and generosity of the community toward the restoration of historic pieces, the total amounts raised have only been able to fund smaller projects and the Museum does not anticipate that the current rate of restoration is sufficient to stave off the deterioration of its collection, specifically the buildings of Pioneer Village. Inspections of these historic structures have revealed a general concern with regard to deterioration, and the following table identifies specific necessary improvements:

STRUCTURE	MED TO LOW PRIORITY	HIGH PRIORITY
Surprise School	<ul style="list-style-type: none"> • repair bell to make operable • sand and seal floor • replace metal display cases 	<ul style="list-style-type: none"> • replace roof • seal windows and doors • paint steeple
Emken House	<ul style="list-style-type: none"> • restore interior display • seal windows and doors 	<ul style="list-style-type: none"> • replace deteriorated exterior siding • repair lattice preventing pests from nesting under the house
Log Cabin		<ul style="list-style-type: none"> • termite abatement
Record Building	<ul style="list-style-type: none"> • restore interior display • seal windows and doors 	<ul style="list-style-type: none"> • replace deteriorated exterior siding • paint exterior
Wagon Building	<ul style="list-style-type: none"> • repair skylight 	<ul style="list-style-type: none"> • paint exterior
Harness Shop & Shed		<ul style="list-style-type: none"> • review for deaccession

		<ul style="list-style-type: none"> • repurpose wood for repair of other buildings
Jail	<ul style="list-style-type: none"> • seal windows and doors • repair second door to improve flow of display and offer additional light 	<ul style="list-style-type: none"> • repair roof • paint exterior • replace deteriorated exterior siding
Ag Equipment Shed	<ul style="list-style-type: none"> • review duplicate ag equipment for deaccession 	<ul style="list-style-type: none"> • repair roof • paint support frame • restore ag equipment
Lamotte School	<ul style="list-style-type: none"> • restore interior display 	<ul style="list-style-type: none"> • seal windows and doors
Cramer House	<ul style="list-style-type: none"> • restore interior display • seal windows and doors 	<ul style="list-style-type: none"> • reinforce stairs, ground and first floors • replace deteriorated exterior siding • replace windows
Blacksmith Shop		<ul style="list-style-type: none"> • review for deaccession – preserve the façade and reconstruct half the building for blacksmith demonstrations



Harness Shop Interior



Cramer House Display

To prevent the accelerated deterioration of these buildings over time, the Museum Strategic Plan proposes that the County allocate additional funding toward restoration projects in the form of matching dollars, up to \$25,000 per year. The estimated costs associated with restoring many of these structures are far greater than the amounts that the Historical Society has historically been able to raise. With assistance from the County, in the form of matching funds for every dollar raised by the Historical Society, the Museum will have the ability to take on these larger projects that will enhance the visitor experience and add value to the collection. Additionally, the Museum anticipates that the commitment of matching funds from the County will boost donations toward restoration projects by demonstrating a financial commitment from the County and guaranteeing community members more value for their donated dollar.



Exterior Siding of Jail

Host Events to Encourage Diverse Patronage

A key component to ensuring the Tulare County community is actively involved in developing and experiencing the Museum, is to host exhibits and events that encourage patronage from across the public spectrum. In this spirit, over the past 12 years, the Museum has curated rotating cultural exhibits, which highlight the contributions to agriculture of specific Tulare County cultural groups. Past exhibits include Armenian, African American, Dustbowl Migrants, Mexican, Japanese, Portuguese, Italian, Dutch, Native American, Croatian, Chinese, and currently the Korean community. In the next fiscal year, the Museum will highlight the contributions of Westward Settlers. None of these exhibits could have been possible without the direct participation of community members through the lending of artifacts, storytelling, cultural demonstrations, and exhibit patronage. Through this process, participants are able to feel actively engaged in how the Museum is developed and experienced by the community, and it is now a goal for the Museum to extend this engagement to Museum-hosted events.

Currently the Museum hosts two annual events in collaboration with the Historical Society: the Main Street Jamboree, where the public is encouraged to visit the Museum and meet its community partners, and the Annual Museum Fundraiser. Both events are funded primarily by the Historical Society and have traditionally drawn families with young children and socially active community members. In an effort to diversify its event patronage, in 2017, the Museum began hosting additional events aimed at attracting young adults, professionals, and community veterans. Below is a list of these events and the turnout:

DATE	EVENT	PARTICIPANTS
October 2017	Paint Night	30
December 2017	Book Talk with Ronn M. Couillard, author of "Murder in Visalia."	20
November 2018	WWI Centennial Event – Prior to the event, schools were provided WWI curriculum from the museum and provided artwork for display at the event. The event	150 – 200
March 2019	Women's History Month Tea & Talk – Participants engaged a discussion about the contributions of women to Tulare County history	25 – 30



2017 Book Talk Event



2017 Paint Night



2019 Women's History Tea & Talk

Over the past couple years, these additional events have proven successful at attracting participants that had not previously visited the Museum and establishing new connections to the Museum within the community. In order to continue offering these events to the community and encourage patronage, the Museum Strategic Plan proposes an additional funding allocation of \$7,000 per year from the County to cover the cost of promoting and hosting events. Additionally, the Museum will be exploring the option of offering the Museum as a venue to professional organizations such as the Chamber of Commerce for community events.

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. Presently, the second story of the facility is used for collection storage.



However, as the most recently constructed Museum facility, the second story of the History of Farm Labor and Agriculture Museum could better serve the community and the Museum's vision of maintaining a welcoming environment as upgraded display space for historic artifacts. Conversely, maintaining the east and west wings of the aging Historical Museum to meet display standards is proving increasingly difficult each year.

A leaking east wing roof, which had been repeatedly patched over several years, recently threatened the welfare of the Museum gun and saddle collections. While a generous volunteer effort was able to replace a large deteriorated section of the roof this spring, staff anticipates an ongoing need for major maintenance to continue operating these wings as display space.

Therefore, the Museum Strategic Plan proposes finishing the second story of the History of Tulare County Farm Labor & Agriculture Museum to accommodate the Museum collection currently housed in the east and west wings of the Historical Museum and converting the Historical Museum wings to permanent storage space.

The History of Tulare County Agriculture & Farm Labor Museum offers the collection optimal climate control, and lighting. It would also provide lower-maintenance exhibit space to expand collection displays, and office space for staff, volunteers, and visitors to conduct historic research. As part of this proposal, the estimates cost of \$1,650,000 for such a project has been included in the Five Year Capital Improvement Plan for funding across fiscal years 2022, 2023, and 2024.

Seek Accreditation through the American Alliance of Museums

Achieving accreditation through the American Alliance of Museums has been a mark of distinction within the museum industry since 1971. Accreditation offers high-profile, peer-based validation of a museum's operations and impact, and increases its credibility and value with supporters, policy-makers, insurers, community members and peer organizations.² It is also a powerful tool for leveraging change and facilitating loans between institutions.

Two criteria drive the accreditation process: 1) how well the museum achieves its stated mission and goals, and 2) how well the museum's performance meets standards and best practices as they are generally understood in the museum field, as appropriate to its circumstances.

Museum adherence to these criteria is measured through the documentation and practice of a museum's commitment to the following American Alliance of Museums Core Standards:

- Public Trust and Accountability
- Mission and Planning
- Leadership and Organizational Structure
- Collections Stewardship
- Education and Interpretation
- Financial Stability
- Facilities and Risk Management

In 2013, the Tulare County Museum began the accreditation process by researching, writing, and implementing the core decision-making documents aligned with the American Alliance of Museums Core Standards – 1) Mission Statement, 2) Institutional Code of Ethics, 3) Collections Management Policy, 4) Strategic Plan, and 5) Disaster Preparedness and Emergency Response Plan. The first four documents, including this Strategic Plan are complete and are either in use or awaiting approval, and the fifth document is in progress.

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 Museum 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 for 1,557 hours of work.

² American Alliance of Museums, <https://www.aam-us.org/programs/accreditation-excellence-programs/accreditation/>

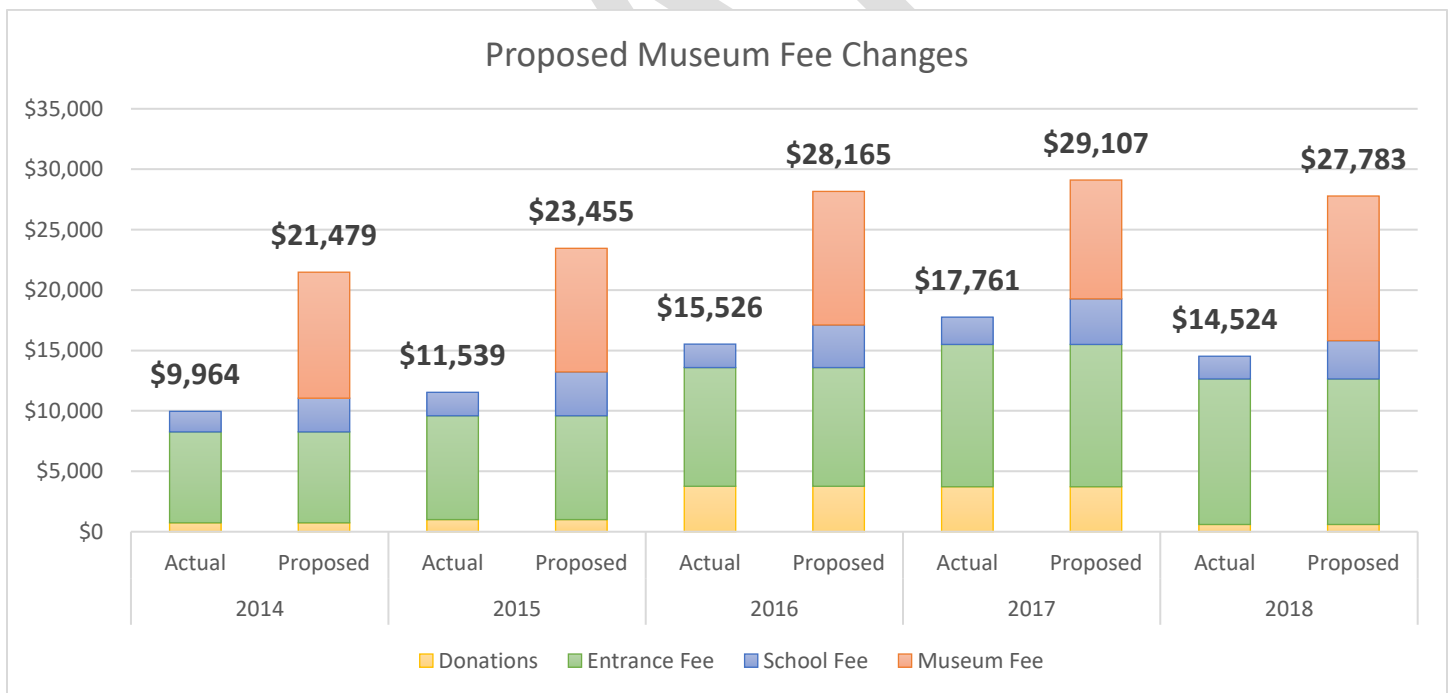
Establish a Museum Entrance Fee

In support of its strategic goal of ensuring funding sources to maintain a welcoming environment for the community, the Museum will be proposing a new entrance fee and an increase to school group fees. Currently, the Museum receives \$1 of the \$6 per vehicle Mooney Grove Park entrance fee. Over the past five years, park entrance fees have generated an annual average of \$9,952 for the Museum. School groups visiting the Museum are currently charged \$20 per 50 students, and have generated an annual average of \$1,636. Together, park entrance and school group revenue covers 3% of the Museum's total annual expenditure. Donations cover an additional 1% of annual expenditure; however, this revenue is earmarked for restoration projects and may not be used for Museum maintenance or events.

Establishing a new entrance fee and increasing school group fees to the amount listed below will generate approximately \$12,000 additional revenue dollars for the Museum and cover an additional 2% of annual expenditure.

FEES	CURRENT	PROPOSED
Museum Entrance Fee	FREE	\$1 per person
School Group Fee	\$20 per 50 students	\$1 per student

These fee changes are recommended in addition to current gate fee as maintaining the exterior of the Museum facility and grounds contributes to the aesthetics and experience of Mooney Grove. Together the park entrance fee, increased school group fee, and new Museum entrance fee are projected to generate approximately \$20,658 per year, 6% of average Museum expenditure. The graph below illustrates how the proposed fees would have impacted the Museum's revenue over the last five years.



The Museum Strategic Plan discusses the advantages of offering additional events and educational programming to attract diverse members of the public and connect local youth to their history. While staff does not anticipate that the proposed fee changes will cover the entire cost of event planning and educational programming, the supplemental revenue will help to support the effort.

In addition to generating revenue, 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 (see Exhibit A).

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. Many teachers indicated that they felt the value added by the Museum to the educational experiences of students far outweighed the monetary increase and considered the \$1 per student relatively inexpensive compared to the \$3 per student paid at learning centers like the Agri Center in Tulare. Additionally, teachers did not believe that the increase would decrease the likelihood of selecting the Museum as an educational destination for schools, and look forward to providing continued patronage into the future.

6. CONCLUSION

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.

Over the next five years, adherence to this Plan will facilitate an understanding of the Museum's purpose, activities, and role in the community that aligns with the following four vision statements:

1. The Tulare County 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 Tulare County Museum.
3. The Tulare County Museum staff will demonstrate expert knowledge of collection management and changing trends in the museum industry.
4. The Tulare County Museum will be well maintained and welcoming.

By committing to this vision and the strategic actions outlined in the Plan, the Museum and its supporters will continue to cultivate an appreciation of history among all Tulare County residents, and strengthen the already sturdy ties between a community and the expression of its story over time.

EXHIBIT A – MUSEUM FEE COMPARISON

Museum	Hours	Entrance Fee	Size
Tulare County Museum	Thurs-Mon: 10-4	Free	5 galleries, Pioneer village (12 structures), Ag museum (gallery, large open space)
Tulare Historical Museum	Thurs-Sat: 10-4	Adults: \$6 Seniors: \$4 Students: \$3 Under 5 yrs: Free	6 galleries
Exeter Historical Museum	Sat & Sun: 10-4	Free	2 galleries
Porterville Historical Museum	Thurs-Sat: 9-3	Adults: \$4	
Springville Historical Museum	Tues: 10-4 Sun: 1-4	Free	
Three Rivers Museum	Daily: 9-3	Free	2 galleries
Lindsay Museum & Gallery	Fri & Sun: 12-4	Free	
International Agri-Center		Adult: \$5	Large gallery & educational space for kids
Alta District Museum (Dinuba)	Sat & Sun: 10-4	Free	4 galleries
Allensworth	Daily: 10-4	Included in the \$20 park entrance fee	Pioneer Town
Zalud House (Porterville)	Thurs-Sat: 10-4	Adult: \$3 Child: \$1	Historic House
Reedley Museum	Tues & Sat: 9:30-12	Adult: \$1 Child: \$0.50	5 galleries
Hanford Carnegie Museum	Wed-Sun: 10-5	Adult: \$3 Students: \$1	
Imagine U Children's Museum	Mon-Sat: 10-5:30 Sun: 12-4	Kids under 1: Free Adult/Child over 1: \$8 Military & Seniors: \$6 EBT: \$3	Approximately 6 stations in large open space