



PACIFIC GROVE
MUSEUM
of **NATURAL
HISTORY**

2019-2024

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Executive Summary



The Pacific Grove Museum of Natural History opened in 1883 to house collections of nature's wonders and to make them available for study for the Chautauqua Literary and Scientific Society. The Association maintained the Museum until it was transferred to the City of Pacific Grove in 1917. The Museum has been accredited by the American Alliance of Museums (AAM) since 1972, the first such institution in Monterey County and one of the first in the country to receive AAM accreditation.

On August 1, 2009, the City entered into a public/private partnership with the Museum Foundation of Pacific Grove. Under the Agreement, the Foundation, doing business as the Pacific Grove Museum of Natural History, operates the Museum, cares for and uses the Museum Collection, manages the education and interpretation at the Monarch Grove Sanctuary, and raises funds to support these activities. The City owns the Museum land, building, the Museum collection, and manages major repairs to the Museum facility.

Since 2009, the Foundation has built a sustainable model for the operation of the Museum by growing membership, donors and funding sources, employing a creative staff, and recruiting a Board of Directors to provide expertise and governance.

In early 2016, the Board, staff and key stakeholders began a process to determine how to transform the Museum into a place without walls where services flow rather than just a place where people go. This required a change of thinking towards creating a community of users rather than focusing on visitors. Five years later, this plan sets out a new direction to focus in the inside transformation of the Museum.

The plan describes the major strategies we will pursue to achieve these goals as well as specific objectives for each strategy.

Six Major Goals

The plan's six major goals establish our focus for the next five years:

1

Transform Museum's Space

Utilize best practices to manage the facility, optimize its space and manage the collection while providing a superlative user experience.

4

Collection Stewardship

Steward a priceless collection for community members and future generations to admire and study

2

Science Literacy and Stewardship

Increase science literacy and stewardship through hands-on learning and environmental monitoring

5

Organizational Capacity

Build organizational capacity to accomplish the goals, strategies, and objectives of this plan

3

Community of Diverse Audiences

Create a scientific and cultural center that builds community among/between diverse audiences

6

Financial Sustainability

Ensure the long-term fiscal strength and sustainability of the Museum

City of Pacific Grove Relationship



The Museum Foundation and the City of Pacific Grove enjoy a successful public/private partnership, details of which are outlined in an Operating and Lease Agreement. This plan incorporates the overarching goals agreed to with the City of Pacific Grove for the operation of the Museum. Annually, a business plan is submitted to the City detailing the work to be accomplished under each of these goals.

1. Fulfill its obligation to the public trust and be accountable to the community it serves

2. Perform institutional planning and assessment processes and align its operations to this plan

3. Have leadership, governance, and staffing structures that support the mission

4. Be a responsible steward of the collections entrusted to its care and of the Museum's historic heritage

5. Have interpretive and educational programs and activities that support its mission and support its public service role

6. Be financially stable in advancing its mission

7. Follow facility and risk management plans that meet programmatic and administrative needs, protect collections, and support its public service role

The Planning Process



This new 5-year Strategic Plan was developed after extensive input from the Board of Directors, the staff, and key community stakeholders. The plan was created in an effort to serve our community while balancing environmental, human, and financial realities.

We will use this overarching plan in our annual planning and budgeting process. Annual plans will focus on the vital objectives critical to moving the organization toward the long-range objectives shown in the plan. The Board and staff will review the organization's progress quarterly and make adjustments as appropriate. The highest priorities will be tracked and progress will be reported to the board at least every six months. In recognition of the need for flexibility and responding to changing conditions, the five year plan will be reviewed annually and, if necessary, updated by management and the board.

Mission and Vision

MISSION:

To inspire discovery, wonder, and stewardship of our natural world

VISION STATEMENT:

The Pacific Grove Museum of Natural History inspires a diverse community to explore and conserve the natural and cultural wonders of the Central California Coast.

VISION:

We envision a community of curious minds, engaged in discovering the natural heritage and cultural legacy that exist today on the Central California Coast. The Museum is a catalyst for conservation and a valued learning resource in this region, facilitating active inquiry for all ages.

Key Outcomes

All of the work of the Pacific Grove Museum of Natural History is to move us closer to our vision of inspiring a diverse community to explore and conserve the natural and cultural wonders of the Central California Coast.

Each year we anticipate making progress to move us towards this mission. Specifically, in the next five years we anticipate:

- The Museum will be widely known for the quality and relevance of our exhibits, programs and services. Community support will be strong, its audience will continue to grow, and visitors will view it as a key destination in the Central California Coast.
- The diverse communities of the Central Coast will feel welcome through our outreach, relish the many benefits of the programs and events developed with and for them, and increasingly become regular users of the Museum.
- Visitors and users of the Museum will see a cohesive and integrated approach to our exhibits, our education programs, our citizen science projects, and field trips, and enjoy enhanced interpretive and self-discovery experiences.
- Our key stakeholders will be delighted to support us, and like-minded organizations will want to partner with us, making it possible for us to build a much stronger organization than on our own.
- In addition to a dedicated and gifted staff, the Museum will reap the benefits of a strong and capable corps of volunteers. Together, they build distinguished exhibits, programs and services, and offer superior experiences to our audience.
- The strong support from our community of stakeholders, members, and users will allow us to improve the Museum's financial sustainability, and build healthy reserves and endowment funds.

Goal 1: Transform Museum's Space

Utilize best practices to manage the facility, optimize its space and manage the collection while providing a superlative user experience.

- Design cohesive exhibits that increase scientific and cultural understanding by engaging all ages of a diverse community
- Develop and install exhibitions that explore critical scientific concepts such as evolution and climate change
- Develop an exhibition that engages children ages 0-5 through tactile and multi-sensory stimulation and opportunities for exploration
- Develop an exhibition to explore local cultures and contextualize their importance to our community's history
- Create a space for special exhibitions
- Create traveling exhibitions to exchange with like-minded organizations
- Ensure all interpretive spaces engage visitors by modernizing displays and design
- Use pop-up educational exhibits outside the Museum to expand impact while prototyping ideas
- Create a learning opportunity, utilizing Sandy the Whale, that will connect visitors to the Museum
- Optimize space used by Museum staff
- Identify and evaluate offsite office and visitor space options
- Increase to two Museum classrooms to accommodate demand
- Use one classroom as an exploration room when not in use for field trips
- Maximize the use of basement space through efficient organization
- Improve retail space to maximize store sales
- Transition garage into an effective workshop
- Remodel kitchen and workroom to be more utilitarian and efficient and to better support our facility rental needs.
- Create user-centered community spaces for visitors to learn and connect
- Remodel Museum entrance to be more visible and welcoming
- Develop spaces and programs to encourage guests to linger in the native plant garden
- Transform the Bird Gallery into an exemplary auditorium space with updated audio visual equipment.
- Collaborate with city to optimize Museum facility infrastructure
- Check in regularly with the city to ensure a safe building structure
- Improve infrastructure -- heating/cooling and electrical system -- to improve visitor experience
- Improve family friendliness and efficiency of restrooms for heavy traffic
- Prioritize sustainably minded appliances and systems to align daily practices with our mission

Goal 2: Science Literacy and Stewardship

Increase science literacy and stewardship through hands-on learning and environmental monitoring

- Increase accessibility to science through Museum community science programs
- Develop partnerships with other program managers to utilize and publicize the Museum's community science program data
- Develop partnerships with the scientific community to improve and deepen the impact of programs
- Empower diverse communities through culturally appropriate educational programming
- Develop and implement forums to regularly seek educational stakeholders input
- Develop and offer bilingual school programming
- Evaluate and modify programs to optimize engagement with underserved and underrepresented communities
- Deepen connections to local educators and like-minded organizations that represent diverse communities
- Continue to improve and develop STREAM (Scientific Training, Research, Education And Monitoring) - K to 12 educational program
- Evaluate and improve STREAM programs annually, including LiMPETS, Watershed Guardians, Monarch Monitors, and on-site field trips
- Offer teacher workshops that facilitate field trips and build confidence in science curriculum development
- Identify and focus on schools that feed into one high school
- Provide educational experiences beyond the classroom
- Develop afterschool programming for local students
- Develop and implement High School Field Methods/Science Leadership Program
- Continue to offer a superlative Science Saturday experience
- Offer diverse learning opportunities for adult learners
- Redesign scavenger hunts and Junior Naturalist adventure to provide a richer educational experience while maintaining excitement
- Engage our youngest visitors (age 0-5) in science and exploration
- Create programming that ties to new child centered exhibits
- Create cross generational programming for parents and children, as well as grandparents and their grandchildren

Goal 3: Community of Diverse Audiences

Create a scientific and cultural center that builds community among/between diverse audiences

- Engage diverse audiences through community-building, relevant programming
- Define an interpretive plan for the major themes in exhibitions and programming
- Offer bilingual interpretation on all signs and text panels
- Host events centered on community participation and involvement
- Create a safe space for respectful discourse in programming and across all communication platforms
- Leverage technology to extend visitors' engagement with the Museum
- Create a welcoming space for visitors to enjoy and spend time in
- Test food and beverage options at the Museum
- Connect Sanctuary visitors to the Museum through improved on site advertising
- Create a strategy to increase the guests' personalized experiences
- Build and foster community partnerships to deepen Museum's connections to diverse audiences
- Evaluate potential and current partnerships to ensure synergistic efforts
- Target public programming and outreach to Museum's priority geographic areas
- Evaluate and ensure access to Museum programming for all visitors
- Communicate effectively with all Museum constituents
- Use a comprehensive database to segment communications by user-type
- Streamline the website to better direct users to programming
- Develop a social media strategy that maximizes each platform's strengths
- Create a plan to most efficiently use direct mail marketing
- Provide exemplary guest services in a fully staffed Museum
- Ensure that visitor serving spaces of the Museum are always filled by staff or volunteers
- Provide customer service training for all staff and volunteers
- Design regular volunteer led programming
- Implement engaging member programming

Goal 4: Collection Stewardship

Steward a priceless collection for community members and future generations to admire and study

- Develop an accession and deaccession plan that addresses objects as they pertain to Museum's core mission
- Ensure that all items in the collection space are documented
- Regularly deaccession items that do not belong in the collection
- Regularly accession items that will improve the quality of the collection
- Ensure that artifacts appropriate for repatriation are returned to indigenous cultures
- Reduce the size of the temporary collection through accession and deaccession
- Work to provide a secure and climate controlled environment for collection while efficiently using space
- Identify and acquire additional appropriate storage needed for the collection
- Maintain a safe and clean collection space for staff and collection items
- Store library materials in an accessible and secure area
- Secure collection using industry best practices
- Organize education collection to enhance accessibility
- Leverage technology to secure and increase access to database
- Increase the number of items in online collections database
- Add a registrar position
- Develop a more efficient recovery plan for the online database by adding it to the Museum server
- Working with subject area experts to increase knowledge of collection
- Develop partnerships with research organizations and subject matter experts to learn more from collection
- Consult with professionals to determine information of unidentified pieces in the collection
- Assess and address conservation needs through regular conservator visits

Goal 5: Organizational Capacity

Build the organizational capacity to accomplish the goals, strategies, and objectives of this plan

- Structure Board of Directors to include a cross-section of those we serve, including diversity of perspectives, expertise, age, ethnicity, gender, and city of residence
 - Develop, pilot and assess outreach experiments to engage emerging leaders
 - Develop vision of Board composition in 2024 and develop an annual plan for measurable progress
 - Develop a succession plan for Board leadership
- Review the committee structure to assess suitability for engaging emerging leaders and more diverse constituents
- Cultivate a culture whereby Board members are engaged in the community as ambassadors for the Museum and as catalysts advancing the Museum's mission
 - Develop standard expectations for frequency and role of Board members' engagement in Museum events and activities
- Develop and execute mentorship program for board members
- Provide fundraising training to board members
 - Support and execute stewardship plan for major donors
 - Develop talking points for board members to deliver at community events
- -Maintain excellence in administration and service
 - Undergo reaccreditation process with the American Alliance of Museums in 2024
 - Complete a benchmarking study of core programs in comparison to similar institutions
 - Continue regular review and refine policies and procedures
 - Develop pattern and structure of board meetings that maintain administrative oversight while increasing Board's engagement in issues of the Museum
 - Develop a risk analysis and review and update it annually
 - Perform an insurance audit every two years, including a review of insurance needs to mitigate significant risks
- Promote our Human Capital
- Review staff salaries and benefits packages against local markets.
- Benchmark other natural history museums annually to generate ideas and learn best practices
- Provide staff training through professional seminars and classes.
- Update emergency plan addressing major natural disasters and other potential events that threaten our ability to accomplish our mission

Goal 6: Financial Sustainability

Ensure the long term fiscal strength and sustainability of the Museum

- Ensure the financial sustainability of the Museum
- Review all programs to determine which are profitable and/or scalable
- Design and implement brief financial performance reports for each program area
- Execute a fund Development Plan
 - Continue to segment audiences more effectively
 - Continue to improve processes to measure effectiveness
 - Enlist volunteer corps, including Board of Directors, to help implement plan
 - Update Board menu for Development
 - Implement new donor management system
 - Grow endowment by \$500,000
 - Grow 1883 Society by 40 members
- Ensure the investment policies are consistent with the purpose of the fund(s) and the Museum's future needs
 - Review with investment advisors to ensure we are in compliance with policy
 - Finance committee review best practice for relationship with financial advisors
- Grow earned revenue in ways consistent with the mission, brand, and visitor experience
 - Refine assessment tools to ensure high quality of earned revenue programs
 - Grow overall earned revenue by 20% annually
- Grow Membership
 - Develop a comprehensive membership plan
 - Increase membership revenue by \$35,000
- Assure the highest standards of financial accountability and responsibility
 - Conduct a rigorous planning and budgeting process
 - Conduct a review of the effectiveness and adequacy of the Museum's internal controls
 - Conduct an annual audit by a qualified CPA firm
 - Develop a 2 year budget
- Improve the financial health of the Museum
 - Maintain 6 months operating reserve
 - Maintain little or no debt

Board of Directors

Tama Olver- Director and President
Julie Veitch- Director and Vice President
Jim Covell- Director and Treasurer
Erin Myers Madeira- Director and Secretary
Joan Clay- Director
Matthew Denecour- Director
Eric Barajas- Director
John O'Sullivan- Director

Staff

Julia Brooker, Events Coordinator and Store Buyer
Elin Dolowich, Bookkeeper,
Sierra Helmann, Museum Education Programs
Coordinator
Nate King, Collections and Exhibits Manager
Andrea Lawson, Office and Database Manager
Julia Madden-Fulk, Volunteer Coordinator
Breanna Machuca, Community Science Specialist
David McCornack, Museum Preparator
Liese Murphree, Director of Programs, Exhibits and
Collection
Hannah Sarver, LiMPETS Program Coordinator
Jaclyn Schneider, Community Education Outreach
Coordinator
Sophie Snow, Guest Services Representative
Susan Wolfe, Director of Development



