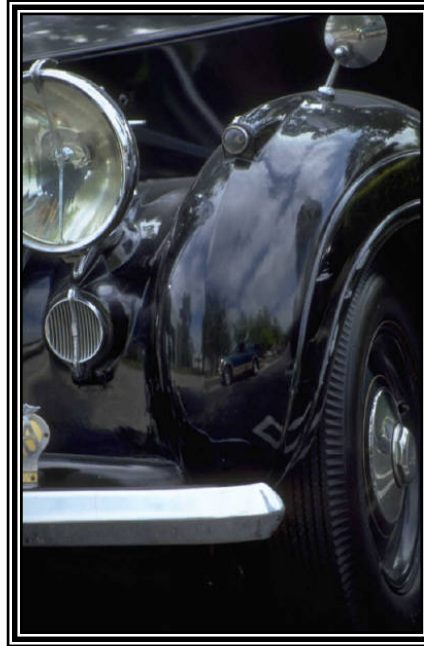


California Vehicle Foundation



Strategic Plan 2007-2012

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Message from the President, Board of Directors

The first Towe Auto Museum Strategic Plan, adopted last year, committed the Museum's organization and Board to achieving a vital set of strategic goals over an initial five-year cycle. Our mission remains the same, and this updated Strategic Plan for 2007-2012 incorporates our progress to date. It also updates and expands the goals, actions, responsibilities, and deadlines to achieve our mission.

Significant goals cannot be achieved without significant plans. They are captured in this document, and will continue to evolve as we remake what we are, where we are, and the ways we bring automotive history, culture, education and entertainment to the community.

Our future is a continuously-improving Museum, housed in a great facility, providing ever-growing resources to a larger-and-larger user base. Please join me in working toward the future by achieving the goals expressed in this plan.

Al Buescher

Executive Director's Foreword

At the June 27, 2007 Board Meeting, the Towe Auto Museum Board of Directors unanimously approved the Strategic Plan before you. This Plan charts the course that the Museum will follow in the next five years. It demands the commitment and work of the Board, staff, committees, volunteers, docents and the community to ensure success. Through this plan, The Towe Auto Museum will become an even better center for automotive activity and will increase its influence locally and regionally.

As with all planning documents, this Strategic Plan is a framework for what the Museum intends to accomplish, but it is only a framework. During the implementation process, we will add details and develop tactics to support the Strategies. The Plan is a framework, not a straightjacket, and during the implementation process we may revisit and reevaluate aspects of the Plan.

The true success of a strategic planning process, however, is measured not by the elegance of the written plan but by the results that it produces. Our Plan addresses issues of implementation, and both the plan and the process make me very optimistic about the future. During this first year as Executive Director, I am excited and eager to be a part of the Museum's changing climate and have the very best hopes for the future.

Karen McClaflin

Introduction

During the spring and summer of 2005, the Board of Directors sponsored several strategic planning workshop sessions. Based on results from the workshops, several drafts of the plan were prepared in the fall of 2005. In early 2006, the Board of Directors formed a Long Range Planning Committee. This committee is responsible for finalizing the details of our strategic plan, formulating task forces for each of the plan's goals, and overseeing the execution of the work called for in our strategic plan.

This plan covers the Museum's vision for its development and improvement over the next five years. It sets out four goals that, when accomplished, will insure that the Museum maintains and expands its position as an important cultural asset in a growing region of Northern California.

The plan should be considered to be a living document. As such, the Board of Directors will insure that the plan functions as our guide for investments in the future of the Museum. In addition, the Board will evaluate progress against the plan and the plan will be updated on a semi-annual basis. Based on our original plan, as formulated in 2006, each revision of this plan will evolve to cover five years from the date of revision.

We feel that the Strategic Plan we have created builds on the successes of the Museum, its record of contributions to the community, and its remarkable culture of volunteerism to bring the Museum to new levels of excellence. By executing this

plan the Museum will build a firm foundation for continued contributions to the cultural richness of our community.

The Board and I would like to express our deepest appreciation to the many people who participated in the creation and preparation of this plan: Past and present members of the Board of Directors, members of the California Vehicle Foundation, Docents, and volunteers. Without their dedication this plan could not have been completed.

Steve Fernald
Strategic Planning Facilitator

MISSION STATEMENT

Our mission is to preserve, promote, and teach automotive culture and its influence on our lives - past, present and future.

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 insure that all of our teaching and educational programs will be interesting, entertaining, and valuable.
- 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 21st century environmental 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, and volunteers.
- We believe in honesty and accountability in every facet of our operations.
- We are fiscally responsible.

VISION 2012

Our vision is to be an internationally recognized center of activities and information linked to automotive culture, dynamically serving the region and an ever-growing population in a great facility.

VISION 2012

FOUR GOALS TOWARD A FINANCIALLY INDEPENDENT FUTURE IN A WORLD-CLASS FACILITY

Serve a diverse community with high quality programs & exhibits

Secure a world-class Museum facility

Expand professional operations capabilities

Enhance and expand finances

GOAL 1

SERVE A DIVERSE COMMUNITY WITH HIGH QUALITY PROGRAMS & EXHIBITS

CONTEXT

The Museum's programs and exhibits continue to be high quality and well regarded, reliably earning compliments from visitors and other users. We continue to benefit from remarkable levels of member and volunteer participation both in the number of hours and in the significance of impact. A key strategy will be to continue to nurture and support our member and volunteer participation.

The Museum provides a range of programs and services related to automotive history and technology. Some highlights include education for people of all ages, from pre-school to senior citizen, research facilities, historical displays and information, cultural displays, art displays, and support for a wide range of automotive organizations and interests.

Our initial research indicates that our core customer demographics are made up of an aging population with relatively narrow interests in automotive history. Therefore, we need to continue to expand and diversify our customer base.

Due to these and other considerations, through this strategic plan, the Board and staff are reevaluating all near-term and long-term aspects of our program. This work will be especially important in the area of developing programs that will appeal to and bring into the Museum family an expanded demographic mix of visitors and members.

GOAL 1: SERVE A DIVERSE CUSTOMER BASE WITH HIGH QUALITY PROGRAMS & EXHIBITS

ACCOUNTABILITY	COMPLETION DATE	RESOURCES	OBJECTIVES
<p>Education Committee</p> <p>Board of Directors (BOD)</p> <p>Development Committee</p>	<p>Q1, 2008 and ongoing</p> <p>Q4, 2008</p> <p>Q2, 2008 and ongoing</p>	<p>Education Committee</p> <p>BOD, Executive Director</p> <p>Development Committee</p>	<p>1.1 Expand our educational programs to attract a more diverse attendance. Improve our promotion of education programs.</p> <p>1.1.1 Update education programs and plans to maintain alignment with evolving community educational interests and needs.</p> <p>1.1.2 Fund and hire an Education Director.</p> <p>1.1.3 Perform fundraising in support of expanded educational programs.</p>

ACCOUNTABILITY	COMPLETION DATE	RESOURCES	OBJECTIVES
Exhibits Committee	Q3, 2008 and ongoing	Staff	<p>1.2 Add new exhibits and programs that will attract emerging audiences.</p> <p>1.2.1 Add interactive exhibits aimed at increasing our appeal to families with young children.</p> <p>1.2.2 Plan, develop, and install new and expanded exhibits exhibiting diverse cultural and global perspectives.</p> <p>1.2.3 Perform fundraising in support of improved programs and exhibits.</p>
Exhibits Committee, BOD	Q2, 2009 and ongoing	Staff	
Development Committee	Q3, 2008 and ongoing	Executive Director	
Marketing Committee	Q1, 2007 and ongoing	Marketing Committee	<p>1.3 Expand community awareness of programs and services.</p> <p>1.3.1 Expand community outreach programs.</p> <p>1.3.2 Expand the Museum’s marketing and advertising of programs, exhibits, information, resources, and services.</p> <p>1.3.3. Fund expanded marketing and advertising efforts.</p>
Marketing Committee	Q1, 2008 and ongoing	Marketing Committee	
Marketing Committee	Q1, 2008 and ongoing	Marketing Committee, Development Committee	
Board of Directors	Q4, 2006 & ongoing	BOD & Staff	<p>1.4 Increase the diversity of volunteers, staff, board, and other stakeholders.</p> <p>1.4.1 Recruit and train qualified members and staff coming from diverse backgrounds and cultures.</p>

GOAL 2

SECURE A WORLD-CLASS MUSEUM FACILITY

CONTEXT

Since its inception, the Museum has benefited from the provision of a below market rate lease on our city-owned facility. While the facility was adequate for a number of years in its current state it is no longer adequate for the quality and extent of programs and collections presented by the Museum.

In addition, the Museum's facility faces two serious threats: First, the existing lease expires in February of 2008. Second, there is an ongoing development activity sponsored by the city. That multi-faceted activity is known as the "Docks Development Plan." At its current state of development the Docks Project places residential housing in the Museum's current location and, what is worse, the plan does not allocate a future location for the Museum.

Through this strategic plan, the Board and staff are reevaluating all near term and long-term aspects of

our facility and our relationship with the city. We are also creating an understanding of and initial plans for an ideal facility and the steps we need to take to acquire our own world-class facility.

GOAL 2: SECURE A WORLD-CLASS MUSEUM FACILITY

ACCOUNTABILITY	COMPLETION DATE	RESOURCES	OBJECTIVES
Executive Director	Q3, 2007 & ongoing	New Home Task Force	<p>2.1 Develop a strategy that insures that the Towe Auto Museum will continue to have a professional quality facility.</p> <p>2.1.1 Prepare detailed risk assessment and time-line estimates based on our knowledge of the “docks project” and the Museum.</p> <p>2.1.2 Prepare strategic contingency plans with requirements, specifications and time-line estimates that will be used to organize the Museum’s preparations for the risks reported in 2.1.1. Include the American Theater Organ Society (ATOS) in these preparations.</p> <p>2.1.3 Prepare written document describing the design attributes of an ideal location and facility for the Museum. Prepare budgetary estimates for the ideal situation. This information will be used to develop our strategies for working with the City of Sacramento and to understand the scope of a capital improvement campaign.</p> <p>2.1.4 Prepare and maintain a Facilities Transition Plan.</p>
Executive Director	Q3, 2007	New Home Task Force	
New Home Task Force	Q3, 2007 and ongoing	Board strategic planning team, exhibits committee, staff	
Executive Director	Q2, 2008	New Home TF	
Board of Directors	Q4, 2008	Capital Campaign Task Force	<p>2.2 Create a capital campaign to fund a new facility.</p> <p>2.2.1 Develop budget targets, strategies, and plans for a successful capital campaign.</p> <p>2.2.2 Transition the Museum to a new facility.</p> <p>2.2.3 Execute fundraising activities to support capital campaign.</p>
Board of Directors	Q1, 2011	Executive Dir.	
Board of Directors	Q4, 2010 and ongoing	Capital Campaign Task Force	

GOAL 3

EXPAND PROFESSIONAL OPERATIONS CAPABILITIES

CONTEXT

Founded in 1982, the California Vehicle Foundation (CVF), a qualified non-profit organization, has been committed to serving the greater Sacramento community by operating an automobile Museum. Since first opening its doors in 1987, the Towe Auto Museum has been a significant contributor to the cultural life of the Sacramento region. Operating with a small budget and a large volunteer force, the Museum's educational programs, historical exhibits, and historical WurliTzer organ programs have served a large and ever growing community.

The Museum's strategic vision incorporates greatly expanded and improved programs and services that will be offered in a much larger geographic region, as well as transitioning to a permanent facility of our own.

Through this strategic plan, the Board and staff are evaluating our operations capabilities so that we are prepared to support our coming succession and expanded operations. Among the issues under consideration are what our proper table of organization should look like, what positions must be funded and filled, in what order they should be filled, and what other improvements to our operations might be possible.

GOAL 3: EXPAND PROFESSIONAL OPERATIONS CAPABILITIES

ACCOUNTABILITY	COMPLETION DATE	RESOURCES	OBJECTIVES
Board of Directors	Q1, 2008	Executive Director	<p>3.1 Expand the depth and range of capabilities exhibited by staff and volunteers. (See GOAL 4 for associated funding)</p> <p>3.1.1 Benchmark other Museums to insure that the Museum takes advantage of best practices.</p> <p>3.1.2 <i>As our current operations director intends to retire within approximately two years we will need to recruit a new Executive Director.</i></p> <p>3.1.3 Develop better management of volunteers and docents.</p>
<i>Board of Directors</i>	<i>Complete</i>	<i>Board Search Committee</i>	
Executive Director	Ongoing	Docent Council, Staff	
Board of Directors	Q4, 2007	Staff	<p>3.2 Target and recruit new board members that will support and drive the Museum’s growth and reputation, particularly within the community and among potential high-level supporters.</p> <p>3.2.1 Explore the possibility that a new Board structure would better support the Museum’s expanded goals and objectives. Define that structure.</p> <p>3.2.2 Complete any changes to the Board structure.</p>
Board of Directors	Q3, 2008	Staff	

GOAL 4

ENHANCE AND EXPAND FINANCES

CONTEXT

The Museum has been an important part of the cultural life of the greater Sacramento community for many years. The greatest single contributor to our success as a non-profit enterprise has been our remarkable volunteer ethic. Volunteers contribute a vast number of hours every year. Volunteers perform work that ranges from clerical, through docent guides, all the way to creating significant new exhibits (including design, art work, construction and fundraising).

If we are to achieve our expanded vision, the Museum must greatly improve our sources of significant and reliable funding. An expanded annual budget is needed to broaden the appeal and improve the quality of our programs. An expanded annual budget is needed so the Museum will be able to fund an expanded and upgraded staff to support world-class operations capabilities.

The Museum must successfully complete a capital campaign to insure that we have our own home, one that is secure and world-class.

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.

GOAL 4: ENHANCE AND EXPAND FINANCES

ACCOUNTABILITY	COMPLETION DATE	RESOURCES	OBJECTIVES
Finance Committee	Q1, 2009	Executive Director	<p>4.1 Achieve an annual operating budget level that supports our improved and expanded programs and services as described in this plan.</p> <p>4.1.1 Create an operations budget that will support the Museum’s growth over time, within the scope of this plan.</p>
Executive Director	Q3, 2007 and ongoing	Membership Committee, Marketing Committee, Staff	<p>4.2 Gain funding for an increased annual budget level</p> <p>4.2.1 Create a program that will increase the number of members and increase the average contribution level of the membership.</p>
Development Committee	Q3, 2008 and ongoing	Staff	<p>4.2.2 Create a program that will find more major and corporate donors within the greater Sacramento community and greatly expand the Museum’s endowment funds.</p>
Executive Director	Q4, 2007 & ongoing	Development, Education, and Marketing Committees, Staff	<p>4.2.3 Strengthen current revenue streams and develop new revenue streams.</p>

Appendix A: California Vehicle Foundation

2007 Board of Directors

Richard Bleau

Kenn Bucholz

Al Buescher

Karen Cates

Guy Crouch

Peter Cunningham

Art Derr

Steve Fernald

Steve Hartzell

Joe Hensler

Marvin Marx

Brian Moore

Ray Rode

Terry Root

Bill Sessa

Bruce Woodward

Executive Director

Karen McClafin

Key Contributors

Bill Millard

Jay Hyde