

CALIFORNIA MILITARY MUSEUM SYSTEM

CAMPAIGN PLAN

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California Military Department
9800 Goethe Road
Sacramento, CA 95827



California Military Museum System Campaign Plan

Executive Summary

This document presents the vision, mission, and goals for the California Military Museum System (CAMMS).

BACKGROUND

Since 1981, The Adjutant General has been charged with the responsibility of establishing and maintaining a California Military Museum. Although the term “Museum” is often understood to mean the Sacramento facility, in fact, the California Military Department maintains artifacts and operates museums and displays at a number of facilities around the state. This campaign plan has been designed to chart a course for development of the entire military museum system.

VISION

To connect the public to the rich military history of California.

MISSION

Operate a statewide museum system to educate the public about the military history of California and the service of its veterans through a recognized and interactive experience.

CALIFORNIA MILITARY MUSEUM SYSTEM STRATEGIC GOALS

- Effective Governance
- Historical Stewardship
- Financial Sustainability & Growth
- Statewide Presence
- Strong Partnerships

MEASURING PROGRESS

The CAMMS is aligned under the responsibility of the Commander, California State Military Reserve (CSMR). The Commander, CSMR will develop programs and policies that support the goals outlined in this document. The Museum Manager will associate each established program and policy with a specific

strategic goal and provide at least one metric that will measure progress toward that goal. In addition, the CSMR will coordinate with the J5 Directorate to add these programs and objectives into SMS for organizational transparency.





Strategic Goals

EFFECTIVE GOVERNANCE

- The CAMMS is organized as a subordinate program under the responsibility of the California State Military Reserve. It operates as a military program, with significant staffing from the California Military Heritage Command.
- The governance, staff and volunteer structures and processes effectively advance the CAMMS mission.
- The governing authority, staff and volunteers have a clear and shared understanding of their roles and responsibilities.
- The governing authority, staff, and volunteers legally, ethically and effectively carry out their responsibilities.
- The composition, qualifications, and diversity of the CAMMS leadership, staff, and volunteers enable it to carry out the museum's mission and goals.
- There is a clear and formal division of authorities and responsibilities between the governing authority and any group that supports the museum, whether separately incorporated or operating within a museum or its parent organization.
- Each museum complies with local, state, and federal laws, codes, and regulations applicable to its facilities, operations, and administration.

HISTORICAL STEWARDSHIP

- Each museum owns, exhibits, or uses collections that are appropriate to its mission.
- Each museum legally, ethically, and effectively manages, documents, cares for, and uses the historical collections.
- All collections-related research is conducted according to appropriate scholarly standards.
- Each museum strategically plans for the use and development of its collections.
- Guided by its mission, the CAMMS provides public access to its collections while ensuring their preservation.



FINANCIAL SUSTAINABILITY & GROWTH

- The CAMMS is a good steward of its resources held in the public trust.
- The CAMMS must manage and allocate financial resources in a way that advances the mission.
- The museum system will operate in a fiscally responsible manner that promotes long-term sustainability.
- The museum will leverage the CSMR for a high quality, committed volunteer base.

STATEWIDE PRESENCE

- The CAMMS has facilities throughout the state, incorporating all service components as appropriate.
- The system allocates its space and uses its facilities to meet the needs of the collections, audience, and staff.
- Each museum has appropriate measures to ensure the safety and security of people, its collections and/or artifacts, and the facilities it owns or uses.



- Each museum has an effective program for the care and long-term maintenance of its facilities.
- The CAMMS will have a strong online presence that supports awareness, research and virtual access to resources
- The CAMMS will develop a “roadshow” capability that will be able to bring the museum experience to schools, veteran’s homes and other locations.

STRONG PARTNERSHIPS

- The CAMMS will partner with cooperating associations whose primary missions are to support the museums within the system. These organizations will be responsible for fundraising, raising awareness and other activities that are not appropriate for a government agency to conduct.
- The CAMMS will partner with other state agencies to improve stewardship, appropriately recognize veterans’ service, and obtain additional resources.
- The CAMMS will partner with other military museums to increase the size of available collections for exhibitions.
- The CAMMS leadership will partner with state and local museums for sharing best practices and mentorship as well as artifacts and exhibits.
- The leadership will join appropriate museum associations to discover best practices, network with other partners and get a deeper understanding of the industry.



Implementation Overview

This campaign plan has been divided into 4 phases. Within each phase, there are specific programs and policies that support the strategic goals previously outlined. While it is not critical to implement them in the exact order given, the ordering has been designed to support operations in subsequent phases.

Year 1: Restructuring

Effective governance

The primary focus of this phase will be establishing organizational and baseline policies that provide a strong foundation for the CAMMS. Museums should remain open to the public during this time, where effective safeguards are already in place.

Guiding principles

The following principles will be used to guide the re-organization of the CAMMS:

1. CAMMS is a subordinate organization to the California State Military Reserve.
2. CAMMS will focus on government/military core competencies:
 - a. Command & operational management
 - b. Property accountability
 - c. Facilities management
 - d. Maintenance of the official history
 - e. Sustained expertise in technical fields
3. CAMMS avoids “high-risk areas”:
 - a. Fundraising
 - b. Retail operations
 - c. Marketing
 - d. Memberships management
4. The California Military Department will provide administrative support (through the CSMR). Examples include:
 - a. Human resources support (J1)
 - b. Financial controls and budget (J8)



- c. Automation and technical support (J6)
- 5. Pattern the operation on existing models, such as the Navy History Command.

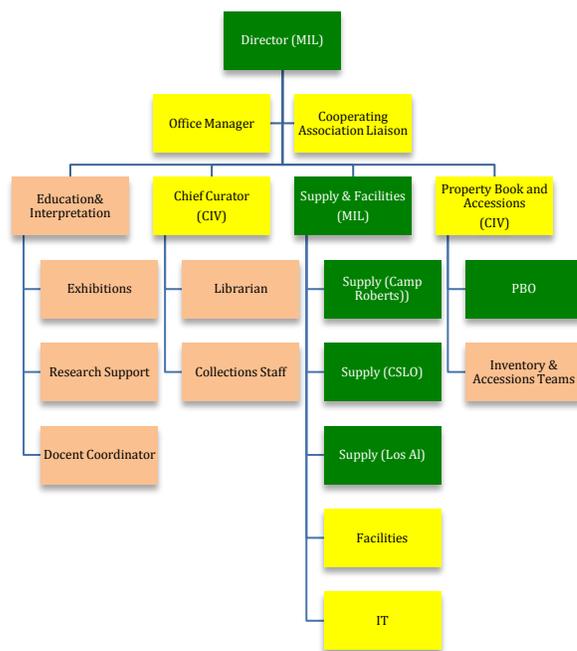
Governance Programs

The specific programs to support effective governance which should be established during this phase include:

1. Official conversion of the CAMMS into a subordinate command of the CSMR
2. Staffing control documents (TDA, etc.)
3. Establish command structure and leadership roles
4. Develop staff roles and responsibilities

Organizational Structure

The following is a conceptual organizational structure for the CAMMS. This structure provides the appropriate separation of responsibilities, inventory controls and a unified command. It includes a mix of full time and part time staff, in a variety of statuses. This general organization may be replicated as needed for each subordinate museum.



Legend: ■ Military ■ Civilian ■ M-day or Volunteer



Historical stewardship

Stewardship is the careful, sound and responsible management of that which is entrusted to a museum's care. Possession of collections incurs legal, social and ethical obligations to provide proper physical storage, management and care for the collections and associated documentation, as well as proper intellectual control. It is vital that a solid foundation of inventory management and accountability, as well as a careful eye on the historical value of the artifacts, is established from the very beginning.

The CAMMS will leverage the museum management expertise from State Parks and Recreation and relevant skill sets within the California State Military Reserve to help train the CAMMS staff in best practices.

During the first year, the CAMMS will focus on the following programs to build a solid base of historical stewardship:

Identify all existing artifact storage locations

This list will include not only the primary storage facilities, but should also include a thorough search of all armories and buildings on bases/posts. It must include both Army and Air Guard facilities and collections.

Collections Management Policies

These will define the scope and categories of the collection as well as the inventory, acquisition and disposal procedures. Possible collection categories will include the following:

- Pre-Statehood
- Mexican War
- Civil War
- Indian Wars
- Spanish /American War
- WW I
- WW II
- Korea & Vietnam
- Cold War



- Global War on Terror
- State Emergencies

These collections will also be cross-referenced by cultural contributions and functional themes. This will aid in the Museum's goal of providing a diverse body of education that the California Military Department and the public at large can leverage.

Initiate Inventory process

This process will take at least four to five years, and is dependent on staffing levels. There are over 33,000 known artifacts in the collection and it is likely that many more will be uncovered during this process. Unlike a standard military inventory process, a museum inventory is more thorough and detailed, as it must track the following:

- a. Brief Description of Object, with photo
- b. Provenance
- c. Condition
- d. Relevance
- e. Preservation Status
- f. Recorder and Date
- g. Detailed Notes (any other details not included in checklist)

Implement Collections Management System (CMS)

CMS software maintains data regarding objects, loans, accessions/de-accessions, exhibit information and multimedia files. CMS systems vary widely and it is critical that the CAMMS select one that meets our unique requirements. The system must be compatible with military networks, as well as taking advantage of modern technologies to simplify inventories and record-keeping. The system curator will take a methodical approach and develop a short list of options, which can then be evaluated by the entire leadership team.

Strong partnerships

It will be valuable to create a listing of all military-related museums in California. Partnerships established in the first year should then focus on identifying key

mentorships with people and organizations that can provide expertise and guidance in the critical strategic goal areas. Possible partnerships include:

1. California Parks & Recreation Department, Museums Division
2. Navy / Marine / Air Force Historical Command (organizational issues unique to military museums)
3. An existing, successful State Museum Program (best practices and leadership mentor)

Statewide and local presence

The CAMMS will re-establish and update the 'militarymuseum.org' website. This website will establish the Museum as a military organization and provide public information, operational details, policies and staff profiles.

It will also be important for the CAMMS to re-establish a visible profile in the Sacramento area. This will most likely happen as a partnership with another agency, such as CDVA, the California State Museum, or the California Capital Museum.





Year 2: Rebuilding

Strong partnerships

The focus activity for year two will be establishing a strong partnership with a cooperating association (CA) that will support the entire CAMMS. This cooperating association will be the primary vehicle for fundraising, marketing and financial support. Because of this, it is critical that the cooperating association be structured properly and has a sole focus on supporting the CAMMS's operations. The CAMMS will only engage in a partnership with a cooperating organization that is guided by the following best practices:

1. Clear mission: To raise and manage funds to support the CAMMS and assist the California Military Department in carrying out the mission of the museum and historical command.
2. The CA governing body has the following responsibilities:
 - a. Raise funds and support CAMMS and Military Heritage Command
 - b. Define policy for the association (not museum)
 - c. Provide management oversight of the association (not museum)
3. The CA governing body has a diverse composition (typically 9 to 11 members) with 5 year rolling terms.
 - a. Corporate Members (financial & management)
 - b. Military / Historical (retirees, historians, academics)
 - c. Political / Government (park & rec, other museum director)
4. Current military department members are prohibited from serving on the CA board
5. Museum employees are excluded from serving on the CA board
6. The CA has no operational role in CAMMS operations

California Parks and Recreation, Museum Division provides clear guidance and policies that will help to properly define this relationship. The Cooperating Associations Standard Agreement will be based on a proven template.

A Cooperating Association Liaison (CAL) will represent the CAMMS and coordinate with the supporting organization. Initially, the CAL will be the Deputy



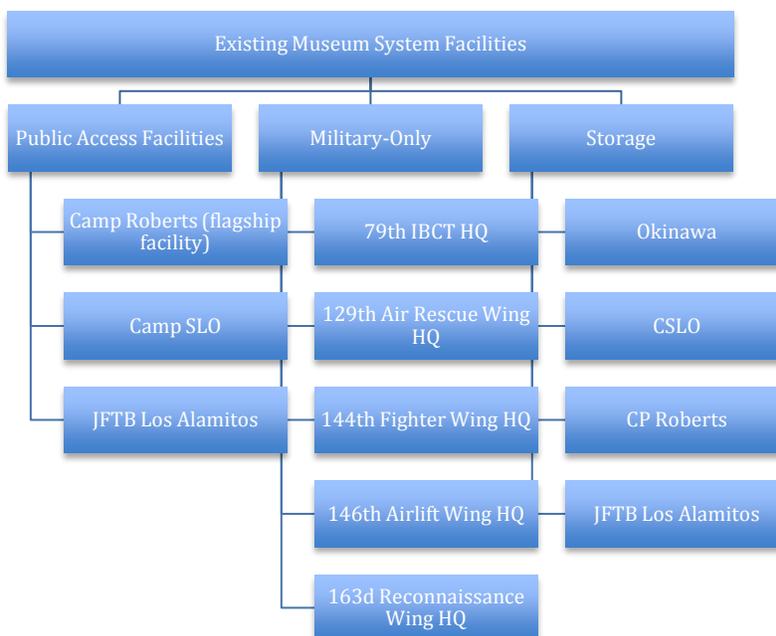
Commander, CSMR, but this role can be delegated as the relationship between the organizations starts to mature.

Statewide presence

During year two, the CAMMS will conduct a site survey to analyze all of the existing facilities that are currently part of the CAMMS. The factors surveyed will include:

- Availability to public
- Square footage
- Quality of space
- Site security
- Appropriateness to mission
- Historical value of facility

The site survey will provide data required for the development of a comprehensive CAMMS facilities plan in subsequent years.





Effective governance & historical stewardship

During the second year, the CAMMS will continue developing and implementing policies and programs for those strategic goals that were started in year one.

YEARS 3-5:

Statewide presence

The focus activity for this phase of the CAMMS campaign plan will be expansion of the System's presence throughout the state. The following programs will be initiated to support this strategic goal:

Long-Range CAMMS Facilities Plan

The facilities plan is a document that coordinates the CAMMS's vision of statewide accessibility with existing and future facilities. The plan will consider the possibility of using existing armories in geographic areas that are currently not served and the cost/benefits of continuing to maintain buildings that are part of the existing system.

Educational Outreach program

An educational outreach program is critical to the CAMMS's mission of educating the public. The program will clearly state the educational goal, messages and demonstrate an understanding of the needs of its existing and potential educational audiences.

Mobile Pilot Program

The CAMMS will partner with the Youth & Community Programs Task Force to develop an outreach program designed to educate elementary school-aged students on the state's military history. This program will be a self-contained, mobile experience that can be deployed throughout the state. The CAMMS will also partner with recruiting commands (Army, Air, CSMR) to identify display locations and local "themes".



Online Experience

By year 5, the Museum will start to aggressively build out a high quality, interactive online experience that will further expand the CAMMS's ability to reach new audiences.

Effective governance

During this phase, the CSMR will continue to develop the programs defined in phase one. In addition, they will also establish certification programs for the museum staff and start to identify possible accreditations.

Historical stewardship

In addition to continuing the Phase Two programs already established, the CAMMS will start to develop the following new programs to continue developing this strategic goal.

Exhibition Roadmap

Under the guidance of the Education & Interpretation Director, a Special Exhibitions roadmap would be developed for a two to three-year timeframe. A special exhibition is a temporary collection of artifacts that are focused on a specific educational theme. Special Exhibitions will drive more visitors and academic interest. By having a roadmap, the museum can make long-term plans for awareness and marketing campaigns.

The following are examples of possible Special Exhibitions:

- Women's Contribution's in the War on Terror
- History of Small Arms and the Infantrymen
- Latino-American Participation in Vietnam

The other benefit of an exhibition roadmap is that it allows the Museum leadership team to coordinate with other museums to borrow artifacts that will improve the quality and depth of the exhibition.