



Report of Services Provided by the
Mission Inn Foundation
for the Museum and Cultural Affairs Department - City of Riverside
for \$67,104 Contracted Services FY 2016 - 2017
Submitted April 13, 2017

INTRODUCTION/BACKGROUND

The Mission Inn Foundation made tremendous strides during 2016 – 2017. In addition to our tour program, exhibitions, and offsite school educational programs, we have made and are making substantial progress to refine the internal operations of the organization.

Tenant Improvements. In 2004, our board leadership directed former MIF Executive Director John Worden to initiate a comprehensive space analysis. The analysis effort was directed by former MIF Facilities chair Brian Jaramillo (President Tilden-Coil Constructors). We determined that 14,000 square feet (as compared with less than 6,000 currently) would adequately meet our needs and permit us to expand programming.

Relocating the museum to a larger space is currently not an option. Since 2014, we have devoted considerable time, energy, and money to develop tenant improvement plans for the current space. For several years, the museum has not reflected the quality, care, and investment visible throughout the rest of the National Historic Landmark property. Eliminating antiquated, high energy track lighting and worn out carpet, improving traffic flow, and presentation was and is a priority. We hired a local architect to identify the issues and come back with a doable plan as well as initiating a capital campaign. Although the plans (completed December 2015) are ready to submit to the City of Riverside Community Development Department, the board leadership chose not to pursue these tenant improvements, but did authorize limited tenant improvements.

In January – February 2017 the Foundation replaced the deteriorated carpet (installed in 1993) with laminate flooring and painted the museum interior. Although the antiquated lighting system remains problematic, the new flooring and painting is a vast improvement. We no longer have stained, threadbare carpet than cannot be cleaned or rips and tears that could cause visitors to trip and injure themselves. We have reconfigured the museum and the museum store to make more efficient use of the space.

We are now turning our attention to improving the care and management of the collections.

ADVOCACY

1) Represent and participate in local as well as national and regional initiatives and programs.

The Mission Inn Foundation continues to partner with Rivers and Lands Conservancy and the Friends of Mt. Rubidoux to care and provide access to the Serra Cross and the immediate adjacent Mt. Rubidoux property (purchased at auction by our three organizations in April 2013).

Organizations on a national, state and local level that we participate in include the American Alliance of Museums, the American Association for State and Local History, the National Trust for Historic Preservation, the Museum Store Association (Museum Store Manager Rachel King received a scholarship to attend the Associations gathering and gift show in Las Vegas in January 2017), the California Association of Museums (members of our staff attended the March 2017 in Sacramento conference and served on program panels), the Society of California Archivists, the Riverside Historical Society, the Riverside County History Symposium, and the Public Relations Society of America (Inland Empire chapter). Staff also participates in the local Nonprofit Business Association and serves on other not-for-profit boards and committees, including Meals on Wheels and the Inlandia Institute's marketing committee, the Friends of the Mission Inn, and the City of Riverside's Harada House committee. Three staff members spoke to various service clubs this year, including Rotary and Kiwanis in Riverside and other areas of the Inland Empire. One (or two) clubs in turn, donated to our educational programs.

We continue to seek out opportunities to collaborate/partner with other community institutions and organizations. Examples of these collaborations included:

- Doors Open – May 2016 and May 2017,
- *Long Nights of Art and Innovation* program
- Lunar Festival
- In July 2016, we hosted an aviation panel discussion in collaboration with the Riverside Art Museum for their exhibit *SUPersonic PALETTE: The Art of Flight* by Mike Machat
- We are working with local author Susan Straight and photographer Doug McCullough on a project that is part of the Getty Foundation's Pacific Standard Time LA/LA (Los Angeles/Latin America) initiative, including the loan of two chairs for our collections.
- California Museum of Photography
- Justice Center
- Riverside Metropolitan Museum
- Initiated a partnership with RAM and the RMM to cross promote our respective museum stores during the FOL. We are now engaged in discussions with the same institutions to create joint or shared memberships.
- Lecture Series: "The Life and Accomplishments of Clarence Muse," partnership with the Riverside African American Historical Society, February 12, 2017 \

- Inlandia Institute book signing and reading, *Louie, Take a Look at This* by Luis Fuerte, partnership with Inlandia, May 21, 2017

2) Participation in Riverside Cultural Consortium and/or other forums monthly.

Curator of Education Kanani Hoopai is the Foundation's representative to the Cultural Consortium. Nanci Larsen, the Foundation's Director of Audience Development & Administration, sits on the board of the Riverside Downtown Partnership.

FUND DEVELOPMENT

1) Diversification of funding for Mission Inn Foundation (MIF)

a. Identify and cultivate at least 4 new prospects per quarter

- i. Our most successful effort to diversify funding during this fiscal year was for the 39th annual Mission Inn Run. In-kind sponsorships, reaching out to other businesses, organizations, and individuals proved a success and a prudent model for other programming.
- ii. In 2016, we created a 17-month long 40th anniversary series in recognition of the Foundation's August 1976 founding, the 40th anniversary of the National Historic Landmark designation, and the 40th annual Mission Inn Run (November 12, 2017). The series began in August 2016 with an event at Riverside City Hall's Grier Pavilion where we honored past and current board members and officers. In February, we sponsored a fundraiser in the Grand Parisian Ballroom (formally the Cloister Music Room). This event titled *Full Steam Ahead, Travels with Frank Miller* was a fundraising success. Over 150 "ocean travelers" were in attendance.
 1. For the Full Steam Ahead event, net income increased 23.05% over a similar event held in 2016.
 2. Sponsorships remained steady (there was a decrease of 0.70% over 2016).
 3. Ticket sales increased by 43.28% over 2016
- iii. Dr. Ronald Ellis, President of California Baptist University, and Mrs. Ellis were selected to receive the 2016 Frank Miller Civic Achievement Award (FMCAA). Ms. Judy Carpenter, President & COO of Riverside Medical Clinic, will be honored with the 2017 FMCAA on June 21, 2017. The award is presented annually by the Mission Inn Foundation to an individual or group that has provided outstanding civic leadership, service, and support to the community in the tradition of Frank Miller, founder of the Mission Inn. Previous FMCAA recipients include Dr. Knox Mellon, Howard "Tim" Hays, the Hon. Victor Miceli, Peggy Fouke Wortz, Justice John Gabbert, Duane R. Roberts, Art Littleworth, S. Sue Johnson, Henry Coil, Jr., Gary Rawlings, Dr. Chuck Beaty, Ron and Marsha Loveridge, Cindy Roth, Joe Tavaglione, and Jack B. Clarke, Jr.

1. The 2017 FMCAA endeavor is projected to bring a 17.23% net income increase over 2016,
2. A projected sponsorship increase of 19% as compared to 2016, and
3. A projected guest attendance increase in income of 51.1% (2016 versus 2017).

- iv. We sought underwriting/sponsorships for our exhibition program and were successful in obtaining three corporate donations for the *Behind the Fence: The Renovation Years (1985 – 1992)* exhibit. Each of these businesses had a vested interest in the success of the restoration and the success of the Mission Inn. The three were part of the team responsible for the hotel's restoration.

b. Continue the use of donor management software in MIF fundraising activities by adding contacts created through the public programs and lecture series.

Our Director of Marketing and Development continues to refine our donor database system. She cleaned up the records, including eliminating duplicate listings, removed improper and inaccurate information and outdated addresses, standardized the entry nomenclature, and created a reminder system for membership renewals. Names are added to the database on a regular basis (tour visitors, event attendees, donors, etc.).

2) Mission Inn Foundation Run

a. Manage and direct the event by November 2016.

On November 13, 2016 we hosted, managed, and directed the 39th annual Mission Inn Run. The Mission Inn Run is one of the oldest competitive community runs in Southern California.

- i. Net income increased in 2016 by 29% over 2015. Even with a decrease in run participation, net income increased substantially due to the increase in run entry fees, sponsorship support, new partnerships, and drastically reducing expenses.
- ii. We experienced a 16.95% decrease in runners/walkers over the previous year and an 8% decrease from 2013. The decrease is due, in part, to the plethora of runs available to our target audience within the southern California region.
- iii. This was the third largest Mission Inn Run in run entries in 39-year history.
- iv. Planning the 2016 Run was a collective combination of community leaders and MIF supporters/staff. New perspectives and ideas resulted in the most successful Mission Inn Run in the history of the event. Proposed "out of the box" ideas stimulated practical ideas and solutions, including seeking the advice of experienced competitive runners. In 2016, we purposely reached out to our board members, expanded staff participation, and partnered with another County of Riverside nonprofit, The Arc of Riverside County, in the planning process. We strengthened our relationship with Clark's Nutrition and their ongoing sponsorship of the Clark's Nutrition Health & Fitness

Expo (begun about 9 years ago and held the day before and the day of the race) and continued our partnership with The Grove Community Church. The church managed and improved the *Kid's Fitness Festival* held on Main Street between 5th and 6th Street.

Changes to the 2016 Mission Inn Run in addition to those mentioned above include:

- i. Media coverage included broadcast TV and radio (95.1FM KFrog, 99.1FM KGGI, My Awesome Empire, Exploring the American Spirit with Mary Parks, etc.), newsprint, social media, website, etc.
- ii. Improved communication with those living on or adjacent to the Run route.
- iii. Each runner could receive an instant text message with their race time as soon as they crossed the finish line, or runners could use the provided laptops at the Results tent to look up their finish times.
- iv. Improved directional signage.
- v. Advanced planning.
- vi. Increased the entry fee for the ½ marathon and the 10k based on analytics of several Inland Southern California ½ marathon and 10K events.

We continue the partnership in the *Run Riverside Challenge* (now in its 5th year) made up of the *Riverside Hometown Heroes Run*, the *Citrus Heritage Run*, and the *Mission Inn Run*.

b. Diversify sponsorship opportunities by pursuing new major sponsors for the Run and by increasing the fees for the half marathon

We increased the number of Run sponsors in 2016 (in-kind and cash contributions), including new corporate sponsors such as BNSF Railway, Monster Energy Company, IHeart Media, KGGI radio, and the County of Riverside while retaining most long-time sponsors (an overall 20.3% increase over 2015 and a 107.8% increase over 2014). We adjusted participant fees based on a comparative analysis of similar events in Inland Southern California

3) Grant writing

a. Submit a minimum of 4 grants per year.

During the 2016 – 2017 fiscal year (to date), we applied to the E. Rhodes & Leona B. Carpenter Foundation, the Riverside County Board of Supervisors, the Riverside Arts Council, and the Irvine Foundation. Only the latter was unsuccessful.

Staff has identified the following projects/areas for future grants:

- Educator Workshops
- Youth Ambassador programming
- Additional *Hands On History* community outreach programs

- Oral History Project: inventory, digitize, and create finding aids to make oral histories more accessible to researchers and the public
- Photography Project: inventory, digitize, create finding aids to make photography collection more accessible to staff, researchers, and the public
- Archives Inventory Project: inventory, digitize, and create finding aids to make archive collection more accessible to researchers and the public
- Upgrade Argus (collections database program/system)

Among granting agencies, the Institute of Museum and Library Services and the National Endowment for the Humanities were identified for potential funding.

Curator of History Karen Raines completed the Grant Proposal Writing Workshop through UCR Extension. A second staff member, Kanani Hoopai, previously completed the workshop.

4) **Other.** Beginning July 1, 2017, our financial statements will more accurately reflect income and expense classifications. Until now, staff time was not assigned to specific projects and programs. A new time sheet was introduced (exempt and non-exempt employees) to record time based on projects, programs, and other activities. On the income side, we are now separating tours by type, e.g. student tours, group tours, etc.

5) **Membership.**

a. **Increase membership, target rate of 5% growth per year.**

We do not anticipate reaching the 5% increase in membership as we complete the 2016 – 2017 fiscal year. Despite the restructuring of the membership program and the new marketing materials, our efforts to increase memberships are less than desired. A concerted effort is underway to rethink the program. A corporate membership program is being launched in the new fiscal year. We look forward to exploring the concept of a joint/shared membership program with the RMM and RAM.

6) **Continue to earn revenue fees through program areas, contracted services, fees for events, etc.**

- a. We have experienced an increase in some revenue areas and a decrease in other areas, including museum store sales.
- b. Determining the reasons for the ups and downs of store sales is challenging. For the museum store, we are researching our wholesale costs versus sale price, seeing if we can purchase merchandise at lower costs, and in some cases increasing the cost of goods sold.
- c. We took a pro-active approach for the museum store by connecting with the non-profit SCORE organization (Counselors to America's Small Business) to address items such as inventory control and processes and merchandise selection and display.

- d. Museum and Store tenant improvements (new “modern” paint colors, flooring and merchandise displays), including use of donated slat walls for merchandise display.
- e. Purchased pre-printed merchandise bags to expand our logo and create identity, and save time preparing gift bags for customers
- f. Staff worked with a designer to create a line of National Historic Landmark merchandise in recognition of the 40th anniversary of the NHL designation.
- g. In 2016, we expanded our paid services with the Riverside Unified School District to include four schools in our AVID summer program for middle school students and in 2017 we are expanding to five schools with a resulting increase in the contract fees paid by the school district.

7) Seek grant funding to continue conducting minimum of 1 programming activity per year in an area of Riverside traditionally underserved by the cultural community.

We were successful in obtaining funding for our off-site Hands On History program from several sources, including the Carpenter Foundation, the Riverside County Board of Supervisors, and the Riverside Unified School District (for contracted services) as well as other miscellaneous donations. The program is typically for underserved students. During the 2016 – 2017 fiscal year we conducted the following Hands On History programs:

RUSD AVID Excel June 2016

- a. 66 total student served
- b. additional 200 community members/students attended final exhibitions
- c. Chemawa, Sierra, University Heights and Gage Middle Schools (Gage added this year)

2. RUSD English Language Development/English Language Learners July 2016

- a. 65 total students served
- b. Additional 50 community members/students attended final exhibitions
- c. 7th through 12th grade students

3. Jurupa Unified School District, Jurupa Middle School August 2016

- a. 26 total students served
- b. New school in JUSD
- c. Supported by Riverside County Board of Supervisors CID Funds and the E. Rhodes and Leona B. Carpenter Foundation

4. JUSD, Mission Middle School February 2017

- a. 29 total students served
- b. Supported by Riverside County Board of Supervisors CID Funds and the E. Rhodes and Leona B. Carpenter Foundation

Our upcoming summer projects funded by the Riverside Unified School District, slated to be completed on July 19, work with students in the AVID Excel and ELD/ELL Summer Language Institute programs. The ELD/ELL program takes place in classrooms at Poly High School. The students are

comprised completely of English Language Learners from all over Riverside, and are enrolled in grades 8 - 12. Students are placed in classes according to English fluency, instead of their age/grade level (CELDT levels 1, 2, and 3). All students were selected from a competitive pool of applicants for admission to this intensive summer language program. The AVID Excel Summer Program this summer will be at five RUSD middle schools (up from four last year) Participants are comprised of newly enrolled 7th graders in the AVID college-preparatory program. The summer intensive introduces students to the AVID Excel program and methods they will use for the next 5-6 years of school. In total, we serve 150-200 students through our summer community history projects. Historically, this program has seen the highest family involvement on exhibition day. Typically, we see 15-20 families attend each class room's exhibition on the final day.

We are also in discussions with the RUSD to incorporate lessons plans (developed by the MIF) into the RUSD 3rd grade curriculum. We met with RUSD teacher development specialists to review MIF's current 3rd grade CCSS classroom lesson plans on local history, led a Teacher/Educator Training Workshop, shared educational materials with 3rd grade teachers to utilize in the classroom, and are working to translate the lesson plans into Spanish for ELD classrooms and Dual-Language Immersion programs.

MARKETING

1) Marketing Plan/Materials

a. Develop and distribute marketing materials to raise public awareness and participation in MIF/Museum programs at 10 new local sites quarterly.

Quarterly programming cards are distributed to fifteen sites in the downtown core, including restaurants, hair salons, stores, and gift shops. The card is also mailed to an estimated 2,100 contacts. a monthly electronic newsletter titled *INN the Know*.

Our Director of Marketing and Development creates simple marketing plans and timeline for each program, membership drive, end of the year campaign, and event. These in-house documents are valuable planning tools and helps staff meet deadlines.

Among the media requests responded to were:

- Alicia Robinson, "Learn of the Less Glamorous History of Riverside's Mission Inn in New Exhibit," *Press Enterprise*, March 22, 2017,
- John Welch, "History on Tap: The Past Pairs Nicely with the Present in the Mission Inn's Presidential Lounge," *Riverside Magazine*, Fall 2016
- Conan Nolan, "News Conference Riverside's Historic Mission Inn, What you Did Not Know," NBC-4, local news broadcast, December 2016

2) Arts Walk and First Sundays

a. Continue to participate through free open tours on Thursdays and dynamic programming on Sundays 8 times a year

- i. First Thursdays.** For several years, we experienced low attendance during the First Thursdays/Arts Walk (sometimes less than five people came into the museum). We learned that most those participating in the evening event were concentrated in areas around Lemon and University and Lemon and Mission Inn Avenue. Thanks to the leadership of the RDP and the Riverside Arts Council as well as added signage and improved programming cards, we have seen a dramatic increase in attendance.
- ii. First Sundays.** Curator of Education Kanani Hoopai is responsible for the 1st Sundays programming. This is one of several activities in which the Youth Ambassadors participate along with giving free perimeter tours during the afternoon program. The program featured:
 - 1. 2016
 - a. October - Calaveras Masks
 - b. November – Stained Glass Butterflies
 - c. December – Mission Bell Ornaments
 - 2. 2017
 - a. January - no program due to holiday/museum closed
 - b. February – Japanese Friendship Dolls
 - c. March – Colorful Macaws
 - d. April – Earth Day Tie-Dyed Butterflies
 - e. May – upcoming

Changes made to Family Fun Days/1st Sundays (2016-2017 program), include a working partnership with students from UCR's Art History Association to develop programs and provide training/experience for university students

3) Web Presence Enhancement

- a. Review the Foundation website content with special emphasis on text determining if revisions, edits, and additions are needed**

We continue to make revisions, edits and additions to our website, www.missioninnmuseum.org. We rely less on the outside contractor when making changes as staff can do most of the work except for the most difficult programming and structure related changes.

- b. Continue to expand MIF's website and other social media, multi-media tools**

- i. Communicate through the Mission Inn Run Facebook page**

We regularly post items throughout the year on our Mission Inn Run Facebook page - <https://www.facebook.com/Mission-Inn-Run-325514413667/>. This is an important tool on which we post health and fitness related information as well as updates on the Run and the Run Riverside Challenge.

ii. **Post major events on Facebook and other social media**

Our first social media effort was a Facebook page in 2012. In 2016, we created a Twitter and YouTube accounts. All major events are posted on the Facebook and Twitter accounts utilizing a program that populates all social media accounts simultaneously. By the end of the fiscal year we will have an Instagram account. Our Marketing committee, chaired by local businessman Ruben Ayala, has been enlarged with members from outside the organization. Members of the committee are assisting with social media postings and related tasks, including *Throwback Thursdays* where we post historic images from our archive collection.

1. Jan-Dec 2016: Facebook page subscribers increased from 1,464 to 1,867 Likes; an increase of 27%. This is a very healthy increase in the world of social media marketing.
2. Our Facebook followers are 69% Women, 30% Men. The largest age demographic is ages 35-44 (17%) followed by ages 45-54 (15%). The majority live in Riverside. However, we also have followers from Moreno Valley, Corona, LA, and other surrounding communities.
3. We consistently create content across multiple social media platforms including Facebook, Twitter, and LinkedIn. Content is a healthy variety of historical interpretation, marketing for programs and activities, and information about the MIF & its mission. The MIF profiles actively engage with other relevant social media profiles including the Riverside museums, civic profiles, and police departments.
4. Social media users respond very well to our wholly original content, like archival photos, facts about the Miller family, info on the hotel's history, and program dates/details. Our Events on Facebook and our Facebook posts on historical photos/objects receive the most engagement (clicks, likes, comments, etc.) showing a positive response to the historical interpretation.

4) **Provide monthly staff and volunteer updates and quarterly training to promote and provide customer awareness of other Riverside heritage tourism and cultural amenities.**

A concerted effort is made to ensure staff, docents, volunteers, and board members are made aware of any information that helps the Mission Inn Foundation and Museum serve as a community and guest information resource. Updates are provided via email, Robly.com, our docent and volunteer scheduling software program, docent continuing education forums, committee meetings, the docent and volunteer newsletter (the *INNsider*), Microsoft Outlook, and other distribution methods. Staff reports back from meetings of the Riverside Cultural Consortium, the Riverside Downtown Partnership, and other organizational meetings. A comprehensive monthly report prepared by the Executive Director is distributed to the Board of Trustees and a more detailed monthly report to the Executive committee. Now online, in addition to a compendium

The Docent Continuing Education committee hosts four continuing education forums per year where they explore various topics related to the Mission Inn and the greater Riverside community, e.g. railroads, Riverside's canals, the *Women of the Mission Inn*, the *Men of the Mission Inn*, art conservation, etc., etc.

EDUCATIONAL

2) Mission Inn Tours

a. Provide 100 free tours as public community service

There are many occasions for the MIF to provide free tours during the year, including the Youth Ambassador tours at *First Sundays* programs and first Thursday's *Arts Walk*. A rough estimate of those who participate in some form of free tour is 350 to 600. Examples include:

- i. Handicapped classes with limited funds
- ii. Exchange students – middle school, high school and college – with limited budgets
- iii. Foreign dignitaries and staff
- iv. Group tour planners planning to book tours
- v. Travel writers upon the request of hotel management, city staff or the Convention and Visitor's Bureau.
- vi. Movie and film producers/location agents
- vii. Public history students and professors
- viii. World Affairs Council Inland Southern California speakers
- ix. Mission Inn Hotel and Spa new employee orientation

We also provide school group tours at the reduced rate of \$3 per person (rather than the normal \$13 per person). There are students who cannot afford the \$3 fee. We waive the fee in certain situations. Since July 2016 to date over 1100 students have participated in the docent-led tours. It is our goal to get every child in Riverside on a Mission Inn Foundation tour, whether they can pay or not. A significant portion of our docents are retired or semi-retired teachers.

Many area not-for-profits, churches and religious institutions, hospitals, and private and public schools seek donations for fundraising events benefitting their organizations and groups. To date during the fiscal year 2016 – 2017, we have fulfilled fifty requests for tour vouchers (totaling 296 vouchers).

FOL. This year we added a new feature for the group tours participating in tours during the Festival of Lights. Tour groups are instructed to use a city designated drop zone across the street from the Mission Inn. Two or more MIF docents meet and board the buses, greet the visitors and make a short presentation, and then, escort the groups to the museum to start the tour. The tour companies provide cell phone contact information to facilitate this added service.

3) Docent Training

a. Enhance and administer program for community volunteers including the Docent Youth Corps

i. Annual Docent Training.

Docent training is not just about the Mission Inn. The curriculum includes California history, the extended Frank A. Miller family, the California missions, architecture, collections, and the "art of being a docent". Trainees are mentored in public speaking, managing group tours, school groups, seniors, and special needs audiences. The curriculum also includes what we term "concierge" themed materials. It is essential that the DITs as well as our veteran docents serve as "community ambassadors" (if they are not already). Other sites and museums, dining suggestions, directions, and similar information is part of training

ii. Docent Youth Corps (Youth Ambassadors). The Youth Ambassador's program was initiated in 2013 and funded by a grant from the Institute of Museum and Library Services. This year there are:

1. Seventeen active Youth Ambassadors,
2. They represent 8 different schools from 4 different school districts (Riverside, Alvord, Corona, and OC),
3. There are eleven girls, 6 boys; 2 sophomores, 9 juniors, 6 seniors,
4. Additions made to 2016-2017 program include: monthly meetings with continual leadership training and social opportunities (with CoE oversight) developed their own scavenger hunt – Riverside Riddle Race, program to help further build a student audience, extended training by two days for additional leadership and public speaking training, provided with MIF polo shirts, participated in the 9-11 Day of Service community clean up and at the Children's Village at the Lunar Festival, and
5. The Youth Ambassadors annual budget is approximately \$3,000 (not including staff time). Curator of Education Kanani Hoopai was successful in obtaining donations to support the program from area Rotary Clubs.

4) Museum-Gallery Exhibits – minimum of two (2) a year

The seven-person Exhibit Committee determines the topic and theme of each exhibit. The Curator of History then executes the vision, writing text, selecting photographs and artifacts, and providing the overall historical context and significance for each exhibit.

From 2016 through 2018, the Mission Inn Foundation will display a three-part exhibit series that highlights the Mission Inn Foundation's 40th anniversary as well as the 40th anniversary of the Mission Inn Hotel & Spa's National Historic Landmark designation.

a. *Preserving the Legacy: Birth of the Mission Inn Foundation and a National Historic Landmark, September 28, 2016 – January 28, 2017*

This exhibit focused on the creation of the Mission Inn Foundation in 1976. Special emphasis included the Foundation's efforts to save and revitalize the hotel as well as preserving its historic art and artifacts. Interactive features included a Memory Wall and a Postcard Station.

b. *Behind the Fence: The Renovation Years (1985 – 1992), March 2 – July 31, 2017.*

This exhibit highlights the years in which a chain-link fence surrounded the Mission Inn hotel. At this time, the hotel endured renovation and financial turmoil, passing through a series of owners. Interactive features include a child-friendly Dress Up Nook and a Postcard Station.

1) Programming – conduct one (1) or more programming events per month including docent education and workshops which are open to the public.

Curator of History Karen Raines manages the planning and development of our monthly programming schedule. The programs have ranged from photography tours of the Mission Inn to panel discussions on several local ethnic communities, including the Japanese-American, programs such as excursions to other historic sites, and collaborative programming with institutions such as the Riverside Metropolitan Museum onsite behind-the-scenes tour of the museum.

2016 – 2017 Public Programming

Lecture Series:

Aviation Legacy in Riverside, partnership with Riverside Art Museum, July 21, 2016

The Life and Accomplishments of Clarence Muse, partnership with the Riverside African American Historical Society, February 12, 2017

Excursion Series:

Center for Social Justice and Civil Liberties, October 8, 2016
California Museum of Photography, January 21, 2017

Book readings/signing:

History for the Holidays, local author book signing, December 3, 2016
Louie, Take a Look at This by Luis Fuerte, partnership with Inlandia Institute, May 21, 2017

Specialty Tours:

Art Tours of the Mission Inn: September 10 and 14, 2016, and February 4, March 4, April 1, May 6, and June 3
Photography Tours of the Mission Inn: April 22 and 30, 2017

In 2016, we celebrate the 40th anniversary of the Mission Inn Foundation. A series of programs, exhibits, and other events are planned over an extended 17-month period beginning in August 2016.

HISTORIC PRESERVATION AND INTERPRETATION

1) Respond to institutional and individual inquiries related to the history of the Mission Inn.

It is difficult to access the actual number of inquiries received on an annual basis, let alone on a daily basis if docent tours are to be included in the totals. The MIF docents are the "first responders" and second, our museum front desk staff (paid and volunteer). In addition to our visitors, our "client" list includes:

- a. The Mission Inn Hotel & Spa
- b. The Media – television, print, etc.
- c. The City of Riverside
- d. Other museums
- e. Researchers - writers, scholars, students, et al.
- f. People with some type of connection or association to the Inn – former employees, people who were married at the Mission Inn
- g. Collectors of objects found in the Mission Inn collections

2) Assist in the professional care of historic collections related to the National Historic Landmark Mission Inn in corporation with the Friends of the Mission Inn as needed.

Although we serve as "stewards" of the collections owned by the Historic Mission Inn Corporation and the Friends of the Mission Inn as well as our own collections, we do not have a direct role in the preservation/conservation/restoration of Friends' (as noted above) or HMIC owned objects. We do provide upon request of the HMIC or the Friends documentation and other information on objects. In 2000, we initiated a comprehensive inventory of the collections (funded in part by the Friends of the Mission Inn and the City of Riverside) to document the entire collection. The collection database contains approximately 8,000 entries. In June of 2016 we begin the review and update of the inventory (of all objects stored in the museum basement).

Many of the objects in the Mission Inn collections are well-known within the art and history museum community. The Foundation receives inquiries from other institutions and researchers seeking information about specific items. We respond with as much information as possible. We are also approached by institutions asking to borrow objects from the collections. Although we will and do provide information and documentation on these objects, we cannot facilitate a loan as many of these

objects are owned by the Historic Mission Inn Corporation/Mission Inn Hotel & Spa. We direct these requests to the hotel. In recent years several institutions, including the Huntington Library, the Richmond (Virginia) Museum of Fine Arts, the Metropolitan Museum of Art in NYC, and the San Antonio Museum of Art have made inquiries. The hotel has chosen in the past not to loan the objects based on concern for their safety. The most recent inquiry came from the Los Angeles County Museum of Art seeking to borrow a watercolor rendering (dated 1908) of the Mission Inn by artist William Alexander Sharp for the exhibition titled *Found in Translation: Design in California and Mexico, 1915-1985*. This major exhibition will be an integral part of the Getty Foundation's ambitious Pacific Standard Time LA/LA (Los Angeles/Latin America) initiative opening in September 2017.

We provide support to the Friends of the Mission Inn (founded in 1969) who have dedicated themselves to the preservation of the Mission Inn with their primary mission the restoration and conservation of collections related objects. They have funded the conservation of fine art, had statues replicated, restored the hotel's pipe organ, and partnered with the Mission Inn Foundation to acquire items for the MIF collections as well as fund the purchase of best practices/museum quality storage materials. The MIF Executive Director serves as a liaison to the FMI and the Curator of History is on their board. The Foundation provides support and advice to the Friends' Board of Directors, but is not involved in the selection of objects needing conservation/restoration/preservation or the actual work.

3) Regularly process donated archive materials so they are properly cared for and accessible to researchers.

We continue to seek donated items related to the history of the Mission Inn. Although large objects are problematic due to limited storage space, we encourage the donation of archival materials, including Mission Inn publications, historic photographs, correspondence, postcards, and a variety of other materials. Curator of History Karen Raines manages the acquisition and accessing process. Examples of materials donated in 2016 - 2017 include:

Object (non-artifact to be used for educational purposes):

Steamer trunk

Archival (paper):

Materials related to the Mission Inn's 1993 Grand Opening Gala

1980 Docent Tour Script

Hotel bills from 1944

Color in Riverside, coloring book, 1974 (produced for early exhibit)

8 historic pamphlets

Books:

Washington Irving, *The Sketch Book* (1881), contains Alice Miller's signature

4) Add to the body of historic knowledge related to the Mission Inn and its founder through research internships, a volunteer history research committee, and a special publication series.

In May of 2015 we launched the first publication in the *Frank Augustus Miller Legacy Series* titled *The Mission Inn International Rotunda - a History of the International Tiles and Iron Initials*. The publication was researched, written and edited by the MIF History Research committee. The committee is now embarked on a second publication highlighting the extensive collection of stained and art glass in the Mission Inn collections. This second in the series is expected to be released in late 2017. The committee is also working on an online accessible and searchable compendium for an in-house reference tool.

We receive informational requests from the HMIC, the media, researchers, and others. Recent examples include information on Nancy Reagan following her death (the Reagans spent their honeymoon night at the Mission Inn), researchers seeking to document Asian employees (circa 1910-1925 and related to the ongoing effort to document Riverside's Chinatown), and local writer Susan Straight and photographer Doug McCullough participation in the Getty Foundation's Pacific Standard Time LA/LA (Los Angeles/Latin America) initiative. One of our interns conducted a comprehensive review of our photography collection seeking images appropriate for Straight and McCullough's project. We respond to inquiries from people seeking documentation on a relative's weddings that may have taken place at the Inn, others wanting to know the room a relative stayed in (the latter is nearly impossible due to the lack of any hotel registers) or those wanting to know about a particular object they saw on display.

Exhibition related research in preparation for our semi-annual, changing exhibits remains a high priority, as well as research for social media postings, and docent related materials.

5) Update the collections inventory

To properly care for these historical artifacts, in 1999 the Mission Inn Foundation, with financial support from the City of Riverside and the Friends of the Mission Inn, and the cooperation of the Historic Mission Inn Corporation, embarked on a four-year effort to conduct a comprehensive inventory of the Mission Inn collections. The random movement of artifacts over the years and the lack of funding to update the database software and processes (such as the use of hand-held scanners by both museum and hotel staff), resulted in the inability to track the movement of artifacts. Ultimately, it became difficult to determine if artifacts—with a few notable exceptions—are still in their original locations throughout the hotel.

The most recent Basement Inventory Project began on June 28, 2016 and most activities concluded on August 16, 2016. Twenty-Five Mission Inn Foundation volunteers, docents, and board members participated in the updated inventory. Volunteers were scheduled on Tuesdays, Wednesdays, Thursdays, and Saturdays for either the morning shift (9:00 a.m. – 12:00 p.m.) or the afternoon shift (1:00 – 4:00 p.m.). Two trained volunteers were tasked with inventorying the artwork. Two other tech-savvy volunteers updated the locations of artifacts in Argus, the museum database.

The Basement Inventory Project had three goals (listed below in order of importance):

- a. Ascertain the current location of all artifacts and update the information in Argus.
- b. Determine ownership of each artifacts—something that was not always possible due to recordkeeping or undetermined origin.
- c. Better organize the museum basement collections into a usable space that adheres as much as possible to best practices.

ADMINISTRATIVE

1) Develop and manage three (3) internship opportunities

Ten interns worked or are working with us during the 2016 – 2017 fiscal year (with an 11th scheduled to start April 13, 2017) under the direction of the Curators of Education and History and the Director of Marketing and Development. Most the students, both undergraduate and graduate, are from California Baptist University while the others came from UC Riverside and Riverside Community College (the RCC student is now enrolled at Cal State San Bernardino).

Curator of Education

Elaine Wilson. Paid internship/contract leading and teaching HOH Community Outreach program with RUSD schools AVID and ELD summer program.

Alyse Yeargan. Volunteer internship teaching and assisting HOH Community Outreach program with JUSD schools fall 2016 and winter/spring 2017

Director of Marketing & Development

Melissa Gomez
Jada Clay
Jessica Jones
Cindy Mendez
Ke Lin
Joi Harris
Brielll Mundy

This dynamic, self-starting team of seven assisted in the marketing/communications and development efforts. his internship was an excellent opportunity to experience various aspects of marketing, communication, nonprofit development, fundraising, and event planning. This internship team learned and experienced in the following areas:

- Maintained and/or created the MIF's Facebook, Twitter, LinkedIn, and other social media accounts
- Assisted in event planning and execution
- Recommended and built company presence on additional social media sites
- Assisted in the MIF's online marketing campaigns

- Assisted in promotional development
- Measured and tracked responses with current marketing campaigns
- Assisted in planning, writing and managing e-blasts and e-newsletters
- Collected and analyzed data on customer demographics, preferences, needs, and buying habits to identify potential markets and factors affecting product demand

Curator of History

Nicholas Durrell. Exhibitions and Curatorial Intern, February – May 2017

- Installation of exhibit, *Behind the Fence: The Renovation Years*
- Inventory of large format photographs
- Inventory, scanning, finding aid for archival photographs

2) Active Participation and Input in Citywide Initiatives such as City of Arts & Innovation, Riverside Arts Plan, Cultural Accountability Performance (CAP) and Seizing Our Destiny as applicable.

The Mission Inn Foundation regularly participated in all the above initiatives (with the exception this year of the CAP initiative). The annual Mission Inn Run, for example, supports strategic routes 6.4 (Host a major signature event each season); 7.1 (Showcase Riverside to visitors and residents in creative ways); 7.2 (Creatively re-use the historic core and respectfully add value); 9.3 (Showcase existing architectural statements); and 10.4 (Promote participation of diverse people). The MI Run has great potential also in adding to our capacity for achieving strategic route 7 (Telling Our Story). Our docent led tours likewise contribute to pathways 7.1, 9.3, 10.4, and overall strategic route 7 (Telling Our Story).

3) Conduct a satisfaction survey of program participants within the museum visitors, tour customers and programming activity audiences.

- a. The Mission Inn Foundation has found that the monthly survey (conducted the first 7 days of each month). Guests indicated that the tour provided them with an appreciation for the history and the collections (which they would have unaware of it they had not taken the tour). An analysis of the surveys indicated the following:
 - i. Satisfaction
 1. Extremely satisfied - 83%
 2. Very satisfied – 17%
 - ii. General comments included: *excellent tour guide and we loved the tour, very knowledgeable, would like to have seen the catacombs, one of the very best tours I have been on, and wonderful to get some history.*
 - iii. How people found about the museum and tours included: *word of mouth, conference materials, hotel quests, and just walking by.* What is lacking is that the internet is not listed as a source on any of the surveys we reviewed. If we switched out *internet* and

replaced with *website*, *Facebook*, and other forms of social media, we may increase the internet responses.

- b. Other surveys are conducted for in-house programs as well as public programming, including docent and continuing education forums, monthly public programming, and the first Sundays' programming. For the second year, we surveyed our docents and volunteers following the 2016-2017 Festival of Lights season. These people do an extraordinary job each holiday season. During the 2016 - 2017 FOL we welcomed nearly 10,000 into the museum, including conducting 422 group tours in addition to visitors on tours reserved exclusively for hotel guests and our regular tour program (weekdays – 4 times a day and weekends 5 times a day). Approximately 5 years ago we initiated a pre-FOL orientation meeting for docents and volunteers in preparation for the FOL and for seven years we have hosted a "I Survived the FOL" celebratory event in late January thanking our docents and volunteers for their dedication and hard work
- c. Survey forms are distributed at our monthly programs seeking information on how attendees learned about the program (most often – email), if they are members of the Mission Inn Foundation, what they liked and disliked about the program, suggestions for improving our public programming, and rating satisfaction levels. As an example:
 - i. At one program 76% of those attending the programs were Mission Inn Foundation members whereas at another only 50% were members.
 - ii. Few of the attendees completing the surveys provided any contact information (a clear indication that other approaches are needed to obtain the information).
 - iii. Those completing the surveys rated the speakers at a 4 or 5 (on a scale of 1 - 5)