



# Museum of Riverside

## Five-Year Strategic Plan 2026-2031

Approved for adoption by the Museum of Riverside Board on [REDACTED]. Approved by City Council on [REDACTED].  
Status reports as of [REDACTED] are in red.

### Mission

As a center for learning, the Museum of Riverside interacts with the community to collect, preserve, explore, and interpret the cultural and natural history of Riverside and its region.

### Plan Background

#### *The City's General Plan*

The Museum of Riverside (Museum) has been a department of the City of Riverside since its founding in 1924. The City is pivotal to the past and future success of the Museum. It is the largest single funder of the Museum and wholly owns six properties overseen by the Museum. The Museum must remain sensitive to government relationships and mindful of the need for nimble and creative planning to adjust to realities that may affect Museum funding and operations.

As of the date of this departmental strategic plan, the City is midstream in the process of developing a new General Plan (find updates at [www.Riverside2050.com](http://www.Riverside2050.com)). When the new General Plan is completed, the righthand column in the action plan below can be completed. We anticipate that the Museum will align with and support the new General Plan in the following areas:

- ✓ Arts and Culture
- ✓ Recreation and Community Well-Being
- ✓ Economic Opportunity and Partnerships
- ✓ Education
- ✓ Environmental Stewardship



#### ***Museum-Specific Assessments***

The Museum Department continues a multi-year process of addressing concerns raised by professional assessments and reviews conducted in 2016 and 2017 by the American Alliance of Museums' Re-Accreditation Visiting Committee and by Museum Management Consultants, Inc., San Francisco. These reports contain valid recommendations, of which a few remain to be implemented. This symbol—◊—indicates actions that address those recommendations.

The museum field as a whole is also guided by the American Alliance of Museums' (AAM) own [strategic plan](#), which is due for renewal and will need to be examined when the renewed version uploads. The principles and goals that the AAM's plan foregrounds will continue to inform the Museum's goals. As of the AAM plan, which is set to expire in 2025, AAM priorities that align with Museum of Riverside priorities include Social & Community Impact, DEAI & Anti-racism, the Museum Community, and the Way We Work.



## Introduction

### *Renewal of Museum's Five-Year Plan*

The Museum of Riverside's renewed five-year Strategic Plan (Plan) will center on the reopening of its new downtown facility and adjustment to its operation in order to maximize the promise of the investment made in the downtown facility. The opening of Harada House and its Interpretive Center is anticipated during the period of this plan. These transformational institutional changes align fully with the high-level functions that the Museum of Riverside adopts for its operation:

- ✓ **Renovation, Growth, and Access**
  - Main Museum
  - Harada House and the Harada House Interpretive Center
  - Heritage House
- ✓ **Inspiring and Connecting**
  - Outreach, Identity, and Engagement
  - Education and Digital Resources
  - Web-based Community Connections
- ✓ **Stewardship**
  - Improve Collections Management
  - Support Community
  - Support Scholarship
- ✓ **Maximizing Resources**
  - Build the Museum Team
  - Diversify Revenue
  - Build Partnerships
  - Model Sustainability



### *New Plan for 2026 through 2031*

The Strategic Plan for fiscal years 2026-2027 through 2030-2031 emphasizes goals that support a new baseline for serving the community. This Plan<sup>1</sup> attempts to anticipate the adjustments that will be required and make the most of the new opportunities before the Museum. The Plan is the result of multiple discussions between winter 2025-2026 and spring 2026 among staff, the Museum of Riverside Board, the Riverside Museum Associates, the Harada House Foundation, other City staff, and stakeholders.

Some of the goals and initiatives in this Plan stem from the circumstances that launched institutional overhaul in 2016-2017. They continue because many were complex multi-year processes. The actions are 1) integral to larger goals and professional ideals, 2) central to effective Museum operations, 3) future-focused, and 4) aspirational. The Plan reaffirms the Museum's goal to serve as a center for learning and as an indispensable community cultural, scientific, and academic resource.

Assumptions that applied to the previous Plan continue to mitigate aspirations. That is, growth in service cannot occur without growth in resources, and goals that involve research into the feasibility of specific initiatives may not result in a decision to pursue those initiatives. Tasks that require funding above baseline operations in order to implement will be delayed if that funding is not available.

Staff are indicated by positions that exist or are projected to exist during the term of this Plan is approved. Responsibility for actions tied to vacant positions filter up to the supervisor of that position. If and when new staff positions are created, revisions will be reflected in quarterly status reports. Advisory bodies indicated are those directly associated with the Museum and established to provide support solely to the Museum. It is understood that other City departments and individuals play advisory and other roles but may not all be named in this Plan.

**Commented [CD1]:** Should this be "the term of this Plan if approved" or "the term of this Plan upon approval"

\* = Indicates a staff position not created and / or filled at the time of Plan approval. Until the position is filled, responsibility reverts to the absent staff member's supervisor. Positions not filled or that remain unfilled will result in modification of plan goals, timetables, or both.

◊ = Supports a recommendation from the 2016-2017 Museum Management Consultants' assessment and/or the AAM Re-Accreditation Visiting Committee's report.

green = Information in green in the Financial Impact column indicates an action for which revenues may exceed or partially offset costs.

RMA = Riverside Museum Associates

HHF = Harada House Foundation

<sup>1</sup> The Plan does not describe ongoing activities and community collaborations fundamental in any year, nor does it restate position descriptions or professional standards.



## Quick Reference to Strategic Priorities

Renovation, Growth, Access	Inspiring and Connecting	Stewardship	Maximizing Resources
Main Museum reopening	Online resource development	Further implementation of TMS Collections, including online portal	Complete alignment of staffing structure with museum field's best practices
Open new Nature Lab	Mini-exhibitions in key community locations	Complete high-level collection housing and inventory tasks	Improve and expand meaningful staff training opportunities
Three reopening exhibitions	Complete implementation of new Museum brand	Develop long-range conservation plan and pursue urgent treatments	Expand volunteer recruitment and recognition
Harada House rehabilitation and opening	Effective program evaluation	Grow and maintain Indigenous advisory relationships	Build staff team dedicated to advancement and fundraising
Harada House Interpretive Center opening	Culture of continuous improvement	Continue to consult with tribes and implement repatriations	Develop a "donor circle" program
Harada House documentary	Community partner relationships	Prioritize participation in collaborative databases	Support the Museum's 501(c)(3) organizations.
Heritage House site enhancements	Successful reaccreditation		Implement a comprehensive fee schedule
Heritage House responsible historic preservation	Outreach education to schools		Implement a successful retail operation in new main Museum
Heritage House collections	Outreach education, extra-curricular		Codify sustainable practices and publicly interpret sustainable building features
	Docent program		
	Adult programs		
	Website enhancement		

**Commented [JD2]:** General care of them? Assessment and inventory? Or?



## Strategic Goal: RENOVATION, GROWTH, AND ACCESS

As of the approval date of this plan, only one of the Museum's four sites intended for public access is accessible—Heritage House. The highest priorities of the Museum under this strategic goal include 1) completing the renovation, expansion, and reopening of the main museum, 2) opening for the first time Harada House and its Interpretive Center, 3) expanding and improving access to Heritage House, and 4) expanding program outreach to the community.

Key actions center on:

- ✓ Main Museum
- ✓ Harada House and the Harada House Interpretive Center
- ✓ Heritage House

Action	Staff point person(s)	Outside advisory / partners	Financial impact <i>O=operating C=capital</i>	Timetable <i>A=immediate B=mid-plan C=end of plan</i>	Target audience	Measurable success criteria	General Plan alignment
<b>Main Museum – Reopening of Facility:</b> Complete rehabilitation and expansion of the Mission Inn Avenue site, including grounds and all planned and necessary support functions. Includes developing new protocols for operation.	Director, Operations Mgr.; Curatorial Services Mgr., Institutional Advancement Coord.	Architectural design team, general contractor, General Services Department	C = Project cost is Council-approved at \$45 million. Incremental increase in annual operating costs greater than \$1M. Potential one-time revenue through sale of naming rights.	A	All audiences	<ul style="list-style-type: none"><li>Renovated and expanded site is opened by 30 November 2027; on time, on budget, and to acclaim.</li><li>No more than 10% of staff time is expended resolving unanticipated operational and procedural issues arising in the first year after reopening.</li></ul>	TBD

*Status:*

**Commented [JD3]:** Just a suggestion. If we cannot open in October because of the construction schedule...only IF...maybe we do something on our "birthday" weekend in December? Just a random thought.

**Commented [AL4R3]:** Since there are a lot of unknowns with the construction, can we put Q4 of 2027 instead of a specific date?



Action	Staff point person(s)	Outside advisory / partners	Financial impact <i>O=operating C=capital</i>	Timetable <i>A=immediate B=mid-plan C=end of plan</i>	Target audience	Measurable success criteria	General Plan alignment
<b>Main Museum – Reopening of the New Nature Lab:</b> Complete new Nature Lab plan and implement. <ul style="list-style-type: none"><li>• Indoor and outdoor</li><li>• Ongoing programs</li><li>• Daily operation plan</li><li>• Projections for annual or biennial renewal</li><li>• Plan for the role of Nature Lab On-the-Go</li></ul>	Curator of Natural History, Museum Educator, Associate Educator, *Gallery Assistant for Nature Lab	Exhibition design firm, natural history colleagues, UCR, volunteers	C = included in main Museum project budget O = staff time, at least \$8,000 annually; <i>sponsorship support is likely</i>	A, B, C	All audiences	<ul style="list-style-type: none"><li>• Trouble-free and attractive space is opened by 30 November 2027.</li><li>• Public satisfaction exceeds 90%.</li><li>• Nature Lab On-the-Go attains 500 contacts annually.</li></ul>	TBD
<i>Status:</i>							
<b>Main Museum – Reopening Exhibitions:</b> Complete three exhibitions to reopen the downtown site memorably. <ul style="list-style-type: none"><li>• <i>IM/Migration</i> (how im/migration shaped Riverside)</li><li>• <i>Fast 'n' Fresh</i> (IE fast food history)</li><li>• <i>Unpacking Our Story</i> (The Wall)</li></ul>	Director, Mgr. of Curatorial Services, all content specialists	Exhibition design firm, guest curator, the Museum's program advisory teams	C = included in main Museum project budget O = temporary exhibitions estimated at \$150,000 to \$250,000 annually; <i>sponsorship support is likely</i>	A, B	All audiences	<ul style="list-style-type: none"><li>• Three exhibitions reopen the downtown site on budget by 30 November 2027.</li><li>• A broad cross-section of the community and clear majority of visitors respond positively to reopening exhibitions.</li><li>• Public satisfaction exceeds 90%.</li></ul>	TBD
<i>Status:</i>							
<b>Harada House – Rehabilitation and Opening:</b>	Director, Operations	Architectural design team, general	O = staff time; annual operational budget TBD	A, B, C	All audiences, especially Japanese	<ul style="list-style-type: none"><li>• Annual operating costs are determined by 31 October 2027.</li></ul>	TBD

**Commented [CD5]:** Will these exhibitions go through 2031, or is it worth mentioning the development for future exhibitions has a sustainable process?



Action	Staff point person(s)	Outside advisory / partners	Financial impact <i>O=operating C=capital</i>	Timetable <i>A=immediate B=mid-plan C=end of plan</i>	Target audience	Measurable success criteria	General Plan alignment
<p>◊ • Complete the rehabilitation of Harada House and open it.</p> <ul style="list-style-type: none"> <li>• Refurnish the house</li> <li>• Develop operational plan</li> <li>• Plan and implement a grand opening.</li> </ul>	Mgr., *Curator of History	contractor, General Services Department, Board, Harada House Project Team, HHF	C = seven-figure construction budget TBD, __% of which has been secured O = operating budgets to be determined; additional construction costs to be covered by ongoing Harada campaign fundraising		American, civil rights advocates, public historians	<ul style="list-style-type: none"> <li>• Harada House rehabilitated to Secretary of the Interior Standards and industry's best practices by 31 December 2028.</li> <li>• Site is opened to the public, and public satisfaction with the site exceeds 90%.</li> </ul>	
<i>Status:</i>							
<b>Harada House Interpretive Center - Rehabilitation and Expansion:</b> Complete rehabilitation and expansion of the site; open to public. <ul style="list-style-type: none"> <li>• Develop inaugural exhibition.</li> <li>• Develop program plan for initial 2-3 years of operation.</li> </ul>	Director, Operations Mgr., Mgr. of Curatorial Services, *Curator of History	Architectural design team, general contractor, General Services Department, Board, Harada House Project Team, Harada House Foundation	O = staff time; annual operational budget TBD C = 7-figure construction budget TBD, __% of which has been secured O = operating budgets to be determined; additional construction costs to be covered by ongoing Harada	A, B, C	All audiences, especially Japanese American, civil rights advocates, public historians	<ul style="list-style-type: none"> <li>• Annual operating costs are determined by 31 October 2027.</li> <li>• Satisfactory completion of project following Secretary of the Interior's standards by 31 December 2028.</li> <li>• Public satisfaction is expressed regarding the quality and content of the inaugural exhibition.</li> <li>• Site visitation attains at least 75% of site capacity annually.</li> </ul>	TBD

**Commented [JD6]:** By which date?

**Commented [JD7]:** Is this also meant to be the deadline for opening?



Action	Staff point person(s)	Outside advisory / partners	Financial impact <i>O=operating C=capital</i>	Timetable <i>A=immediate B=mid-plan C=end of plan</i>	Target audience	Measurable success criteria	General Plan alignment
			campaign fundraising				
<i>Status:</i>							
<b>Harada House – Documentary:</b> Oversee production of documentary of the rehabilitation process and the Harada story.	Director, Mgr. of Curatorial Services, *Curator of History, Archivist	Documentarian and consulting advisor, Harada House Project Team, HHF	O = staff time; \$425,000 budget for advisors and documentarian (\$190,000 secured); grant and sponsorship potential	A, B, C	All audiences, especially Japanese American, civil rights advocates, public historians	<ul style="list-style-type: none"><li>• Documentary is completed within six months of public opening of the house.</li><li>• It is distributed widely and earns critical praise.</li><li>• It is entered into at least two national/international film festivals.</li><li>• Harada family members express satisfaction with the film.</li></ul>	TBD
<i>Status:</i>							
<b>Heritage House – Incremental Site Enhancements:</b> Continue addressing short- and long-term structural and site enhancements, as identified on CIP and internal lists. Includes: <ul style="list-style-type: none"><li>• Restroom overhaul</li><li>• Site lighting</li><li>• Site signage (wayfinding and interpretive)</li><li>• Grounds upgrades</li></ul>	Director, Operations Mgr., Mgr. of Curatorial Services, *Curator of History, facilities staff	General Services Department, RMA	O = staff time O/C = specific project costs TBD C = signage TBD	A, B, C	All audiences, site volunteers, partner groups	<ul style="list-style-type: none"><li>• Prioritized plan to address projects that each exceed estimated costs of \$10,000 is established by 31 December 2026 for complete implementation by 30 June 2031.</li></ul>	TBD
<i>Status:</i>							



Action	Staff point person(s)	Outside advisory / partners	Financial impact <i>O=operating C=capital</i>	Timetable <i>A=immediate B=mid-plan C=end of plan</i>	Target audience	Measurable success criteria	General Plan alignment
<b>Heritage House – Responsible Historic Preservation:</b> Obtain historic structures report.	Mgr. of Curatorial Services, Operations Mgr., *Curator of History	General Services Department, RMA	O = consultant cost estimated at \$35,000	B	Internal	<ul style="list-style-type: none"><li>Completed report is in hand by 30 June 2029.</li><li>Report serves as the basis for at least one successful grant application by 30 June 2030.</li></ul>	TBD
<i>Status:</i>							
<b>Heritage House – Collections:</b> Develop comprehensive plan for interpretation, care, and enhancement of furnishings: <ul style="list-style-type: none"><li>Plan for use of non-public spaces</li><li>Furnishings plan</li><li>◊ Inventory</li><li>Digital room books</li></ul>	Mgr. of Curatorial Services, *Curator of History, Collections Registrar	Collections Committee, RMA	O = staff time; archival storage supplies; possible software costs for digital room books	A, B, C	Internal; tour audiences for room books	<ul style="list-style-type: none"><li>Plan for non-public spaces implemented by 30 June 2027.</li><li>Furnishings plan done by 31 December 2028.</li><li>Full inventory of props and house collections completed by 30 June 2029.</li><li>Digital room books by 30 June 2030.</li></ul>	TBD
<i>Status:</i>							

**Commented [CD8]:** I'd love to see a plan for making more use of the grounds during the hours the house is open. Take a guided tour inside, self-guided outside.



## Strategic Goal: INSPIRING and CONNECTING

Reopening the main Museum, which will have been closed to the public for a decade by the time of reopening, is a one-time opportunity to demonstrate the value and promise of the Museum's resources and programs. Opening Harada House for the first time after having been owned by the City for a generation is likewise an extraordinary turning point for the Museum.

The continued inaccessibility of these sites during the first portion of this plan demands a continued emphasis on reaching our communities beyond our walls, including re-envisioning what an "exhibition" is, impressive communications, adaptive educational programming for use both on- and off-site, and meaningful evaluation. These may include experiential learning opportunities such as drop-in programs outdoors and/or at our colleagues' sites, curriculum-based school tours, camps conducted at Parks or Library facilities, special events, lectures, performances, and other informal enrichment programs.

Key actions center on opening the doors—literally and figuratively—through:

- ✓ Outreach, Identity, and Engagement
- ✓ Education and Digital Resources
- ✓ Web-based Community Connections

Action	Staff point person(s)	Outside advisory / partners	Financial impact <i>O=operating C=capital</i>	Timetable <i>A=immediate B=mid-plan C=end of plan</i>	Target audience	Measurable success criteria	General Plan alignment
<b>Outreach, Identity, and Engagement – Online Resources:</b> Continue enrichment of online resources available through the website.	Director, Mgr. of Institutional Advancement, Mgr. of Curatorial Services	City Marketing Department, Museum's advisory marketing team	O = staff time; potential costs associated with image preparation	A, B	All audiences	<ul style="list-style-type: none"><li>• ADA-compliant website is easily updatable by staff and achieves at least a 90% positive response.</li><li>• Content increases by 20% in each of the five years of the plan with emphasis on mission-based content.</li></ul>	TBD
<i>Status:</i>							
<b>Outreach, Identity, and Engagement – Exhibitions:</b>	Mgr. of Curatorial Services,	Museum's program advisory team	O = \$2,000-\$20,000 each, implementing a	A, B, C	Prioritize underserved neighbor-	<ul style="list-style-type: none"><li>• At least one new or renewed mini-exhibition or mini-museum is installed every two years up to</li></ul>	TBD



Action	Staff point person(s)	Outside advisory / partners	Financial impact <i>O=operating C=capital</i>	Timetable <i>A=immediate B=mid-plan C=end of plan</i>	Target audience	Measurable success criteria	General Plan alignment
Develop and install mini-exhibitions with fresh design in key community locations.	content specialists		minimum of two during the five-year plan; <i>grant potential</i>		hood locations outside Ward 1	a maximum of six maintained at any given time. <ul style="list-style-type: none"><li>• A list of potential sites / partners and exhibition themes is reviewed annually.</li></ul>	
<i>Status:</i>							
<b>Outreach, Identity, and Engagement – Evaluation:</b> ◊ Improve evaluative tools, including an effective audience survey mechanism and staff-level pre- and post-program assessments.	Mgr. of Curatorial Services, Institutional Advancement Coord.	Marketing Department	O = staff time; possible need for consultant	A, B, C	Exhibition visitors, program users, event attendees, internal	<ul style="list-style-type: none"><li>• Surveys provide statistically valid feedback that usefully informs program (re)development.</li><li>• Programs achieve 90% audience satisfaction, and staff experiences fewer last-minute surprises and programs that do not meet goals.</li></ul>	TBD
<i>Status:</i>							
<b>Outreach, Identity, and Engagement – Culture of Continuous Improvement:</b> Engage deliberately and regularly in a full examination of all programs and operations. Include public, constituent feedback.	Director, senior staff	Board, advisory teams	O = staff time	A, B, C	Internal	<ul style="list-style-type: none"><li>• Staff engage twice annually in a half-day “retreat” to examine fully all aspects of daily operations and public service</li><li>• In July 2028, staff examine whether this mechanism is providing benefit and genuinely identifying problems that are subsequently resolved.</li></ul>	TBD
<i>Status:</i>							



Action	Staff point person(s)	Outside advisory / partners	Financial impact <i>O=operating C=capital</i>	Timetable <i>A=immediate B=mid-plan C=end of plan</i>	Target audience	Measurable success criteria	General Plan alignment
<b>Outreach, Identity, and Engagement – Community Partners:</b> Track and measure impacts of participation in others' collaborative events. <ul style="list-style-type: none"><li>• Overtime</li><li>• Visitation/numbers</li><li>• Fit to mission</li><li>• Fit to resources.</li></ul>	Mgr. of Curatorial Services, all senior staff	Advisory program team, cultural partners in the community	O = staff time, including overtime; direct costs of participation dependent on number of programs; <i>slight sponsorship potential</i>	A, B, C	Target audience varies according to event theme	<ul style="list-style-type: none"><li>• Measurably improved Museum name recognition.</li><li>• Significant attendance impacts stemming from partner event participation (minimum 10% of overall annual attendance).</li></ul>	TBD
<i>Status:</i>							
<b>Outreach, Identity, and Engagement – Community Partners:</b> Resume oversight and coordination of Insect Fair	Director, all senior staff	UCR, cultural partners in the community	O = staff time, including overtime; ~\$42,000 increase over current event expenses; <i>sponsorship and other revenue potential</i>	B, C	All audiences; UCR, biologists	<ul style="list-style-type: none"><li>• Event is successfully relocated back to Mission Inn Avenue in spring 2028.</li><li>• Staff handle all logistical needs successfully.</li><li>• Improved focus on UCR partnership and natural science components of event is evident.</li><li>• Public satisfaction with the event is high (anecdotal or via surveys or both).</li></ul>	TBD
<i>Status:</i>							



Action	Staff point person(s)	Outside advisory / partners	Financial impact <i>O=operating C=capital</i>	Timetable <i>A=immediate B=mid-plan C=end of plan</i>	Target audience	Measurable success criteria	General Plan alignment
<b>Outreach, Identity, and Engagement – The Museum Community:</b> Prepare for and pursue reaccreditation successfully.	Director	All staff, City staff, advisory teams, Board, RMA, HHF, volunteers	O = staff time; reaccreditation process direct costs, ~\$6,000; additional costs may be incurred to address minor issues	A, B	Museum professional community	<ul style="list-style-type: none"><li>Preparation begins in 2026.</li><li>Self-study is successfully submitted by due date of 1 July 2027.</li><li>Museum is subsequently reaccredited.</li></ul>	TBD
<i>Status:</i>							
<b>Education and Digital Resources – Outreach Education to Schools:</b> Expand outreach to school districts, private schools, and home schoolers. Survey partners to ascertain needs, such as: <ul style="list-style-type: none"><li>curriculum-based (ethnic studies, others)</li><li>after-school</li><li>transportation</li></ul>	Museum Educator, Associate Educator	School district contacts, museum's program advisory team	O = staff time; modest costs for printed and digitized survey materials; <i>cost-sharing revenue to be pursued</i>	A, B, C	Educators, schoolchildren, parents	<ul style="list-style-type: none"><li>Partnerships are maintained through active communications.</li><li>Cost-sharing is negotiated, as feasible.</li><li>Progress is reported semi-annually on goal of establishing Museum's role in aiding educators with ethnic studies mandates.</li><li>Partner feedback indicates that Museum partnerships assist educators in meeting their own curriculum mandates.</li></ul>	TBD
<i>Status:</i>							

Action	Staff point person(s)	Outside advisory / partners	Financial impact <i>O=operating C=capital</i>	Timetable <i>A=immediate B=mid-plan C=end of plan</i>	Target audience	Measurable success criteria	General Plan alignment
<b>Education and Digital Resources – Outreach Education, Extra-Curricular:</b> Secure new outreach partners in order to target special needs groups.	Museum Educator, Associate Educator	Partner groups, program advisory team	O = staff time; modest costs for printed, digital, and program materials; <b>grant and sponsorship potential</b>	A, B, C	Project Bridge, Sherman Indian School, School for the Deaf, senior centers, juvenile detention centers, and similar	<ul style="list-style-type: none"> <li>Partnerships are maintained through active communications.</li> <li>Grant or sponsorship support is obtained for some or all of these special outreach programs.</li> </ul>	TBD
<i>Status:</i>							
<b>Education and Digital Resources – Docents:</b> Continue to upgrade and grow docent program: <ul style="list-style-type: none"> <li>Heritage House (immediately)</li> <li>main museum (2027 to sync with reopening)</li> <li>Harada House (2028 to sync with opening)</li> </ul>	Museum Educator	RMA, HHF	O = staff time; consulting costs for guest trainers or presenters	A, B, C	Docents and, by extension, visitors	<ul style="list-style-type: none"> <li>By main museum reopening, size of docent corps increases by 25% over 2017 levels.</li> <li>Docent training is year-round across museum sites and includes regular refreshers on touring techniques, safety, collection care, and similar recurring topics.</li> <li>Docents' positive response rate is at least 75%. Attrition due to causes other than health, age, or relocation declines.</li> </ul>	TBD
<i>Status:</i>							
<b>Education and Digital Resources – Adult Programs:</b> Assess capacity for scope and number of adult programs after reopening.	Mgr. of Curatorial Services, Museum Educator, content specialists	Museum's program advisory team	O = staff time; speaker fees and travel expenses up to \$1,000 per program; <b>modest participation fee revenue; limited</b>	C	Adult lifelong learners, ages 18 through senior	<ul style="list-style-type: none"> <li>Aim for at least twelve programs annually drawing an average audience of at least 50 for the main Museum, 25 for Heritage House, and 15 for Harada House.</li> </ul>	TBD

Commented [AL9]: 12 programs total, or 12 programs per site?



Action	Staff point person(s)	Outside advisory / partners	Financial impact <i>O=operating C=capital</i>	Timetable <i>A=immediate B=mid-plan C=end of plan</i>	Target audience	Measurable success criteria	General Plan alignment
			sponsorship potential			<ul style="list-style-type: none"><li>• Aim for a positive response rate of at least 90% per program (when surveyed).</li><li>• Staff and audiences concur regarding high program quality.</li></ul>	
<i>Status:</i>							
<b>Web-based Community Connections – Website Enhancement:</b> Build on and enhance website redesigned in 2025 to serve as a resource for: <ul style="list-style-type: none"><li>• Collections, sites, exhibitions, and events</li><li>• Resources for educators</li><li>• Donors, donor recognition</li><li>• Cultural tourism</li></ul>	Institutional Advancement Coord., *Mktg. and Outreach Asst.	Museum's marketing advisory team	O = staff time	A, B, C	All audiences	<ul style="list-style-type: none"><li>• Content increases by 20% in each of the five years of the plan with emphasis on mission-based content.</li><li>• Revenue increases, traceable to clarity and attractiveness of web resources and online giving methods.</li></ul>	TBD



## Strategic Goal: STEWARDSHIP

Work remains to bring documentation, housing, and preservation of the Museum's collections up to standard as well as improving public and researcher access. Many of these tasks will require more than five years, based on foreseeable staffing resources. Incremental milestones must be established to maintain progress on this function that remains largely behind-the-scenes.

Improved documentation and appropriate storage for all collections—Permanent, Community Collection, Education / Teaching Collection, Live Collection, and Library—are prerequisites to effective public access to Riverside's stories.

Key actions center on:

- ✓ Improve Collections Management
- ✓ Support Community
- ✓ Support Scholarship

Action	Staff point person(s)	Outside advisory / partners	Financial impact <i>O=operating C=capital</i>	Timetable <i>A=immediate B=mid-plan C=end of plan</i>	Target audience	Measurable success criteria	General Plan alignment
<b>Improve Collections Management - Documentation:</b> Further develop staff competence with TMS Collections; implement digital visitor portal to provide access to collections most in demand.	Collections Registrar, content specialists	Collections Committee, IT Department	O = staff time; digital portal implementation ~\$30,000 plus ~\$6,000 annually	A, B, C	Internal, internet audiences, collaborative database partners, scholarly communities	<ul style="list-style-type: none"><li>• All custom configuration and definitions of authority levels are completed by 31 December 2027.</li><li>• Thereafter, a minimum of 5,000 records are added or cleaned up annually.</li><li>• Implement digital portal when 1,000 clean records across all disciplines are ready; release an additional minimum of 500 objects / specimens annually.</li></ul>	TBD
<i>Status:</i>							



Action	Staff point person(s)	Outside advisory / partners	Financial impact <i>O=operating C=capital</i>	Timetable <i>A=immediate B=mid-plan C=end of plan</i>	Target audience	Measurable success criteria	General Plan alignment
<b>Improve Collections Management – Housing:</b> For all disciplines: <ul style="list-style-type: none"><li>• Develop phased plan to resolve object housing issues.</li><li>• ♦ Initiate a phased, rolling inventory plan.</li><li>• ♦ Equip workspaces in R1 and R2.</li></ul>	Collections Registrar, content specialists	Collections Committee	O = staff time	A, B	Internal, professional and scholarly communities	<ul style="list-style-type: none"><li>• A phased plan for improved storage of all collections that maximizes R1 and R2 space is in place by 30 June 2028.</li><li>• Inventory is at least 25% completed by 30 June 2028 and a schedule is established to achieve 100% completion.</li></ul>	TBD
<i>Status:</i>							
<b>Improve Collections Management – Conservation:</b> <ul style="list-style-type: none"><li>• ♦ Develop long-range conservation plan.</li><li>• Complete urgent object treatments per prioritized plan.</li></ul>	Collections Registrar, content specialists	Collections Committee	O = staff time; individual conservation project costs TBD but estimating \$15,000-\$20,000 annually; <i>grant potential for some elements</i>	A, B, C	Internal	<ul style="list-style-type: none"><li>• A plan is adopted internally by 31 December 2027 that includes a prioritized major and minor facility upgrade recommendations and a prioritized list of objects or collections for treatment or rehousing.</li><li>• Individual treatments identified for the years of this plan are completed on time.</li></ul>	TBD
<i>Status:</i>							
<b>Support Community – Indigenous:</b> Maintain regular, respectful contact with Indigenous advisors regarding physical and interpretive use of Indigenous resources.	Mgr. of Curatorial Services, Collections Registrar	Collections Committee, tribal representatives	O = staff time; some costs relating to resource analysis or treatment may arise	A, B, C	Indigenous advisors, academic and professional communities, general public	<ul style="list-style-type: none"><li>• Indigenous advisors are consulted early in decision-making processes affecting Indigenous resources.</li><li>• Currently good relationships with Indigenous advisors remain solid.</li></ul>	TBD



Action	Staff point person(s)	Outside advisory / partners	Financial impact <i>O=operating C=capital</i>	Timetable <i>A=immediate B=mid-plan C=end of plan</i>	Target audience	Measurable success criteria	General Plan alignment
<i>Status:</i>							
<b>Support Community – Indigenous Repatriation:</b> Continue to consult with tribes and implement repatriations.	Mgr. of Curatorial Services, Collections Registrar	Collections Committee, tribal representatives	O = staff time	A, B, C	Indigenous communities	<ul style="list-style-type: none"><li>Claims from tribes are processed as expeditiously as possible.</li><li>Staff are successful in identifying recipients for all imprecisely identified resources currently awaiting physical repatriation.</li></ul>	TBD
<i>Status:</i>							
<b>Support Scholarship:</b> Initiate (or continue) participation in collaborative databases. Examples include: <ul style="list-style-type: none"><li>Vertnet</li><li>Global Biodiversity Information Facility</li><li>Calisphere</li></ul>	Mgr. of Curatorial Services, content specialists, Collections Registrar	Collections Committee	O = staff time; possible modest costs to participate in some databases	A, B, C	Academic and professional communities; general public	Selections from Museum's collections are usefully available through a minimum of three collaborative databases by 30 June 2028. These databases are linked on the Museum's website.	TBD
<i>Status:</i>							



## Strategic Goal: MAXIMIZING RESOURCES

The Museum's resources include its community, which is the source of its stories and collections. An ethic that places the public and its experiences first must pervade all activities. Other resources include the Museum's staff, facilities, collections, funding sources, reputation, and institutional history.

Maximizing these resources inherently includes conscious attention to sustainability. Sustainability means more than ensuring that the Museum's financial needs are aligned with its funding. It includes environmental and cultural imperatives as well. To adopt a well-known and widely adopted definition of the concept, the Museum embraces an interpretation that "meets the needs of the present without compromising the ability of future generations to meet their own needs."<sup>2</sup>

The Museum has a long history of respect for cultural diversity, which will be further developed along with a more explicit embrace of environmentally sustainable operational choices. To integrate sustainable choices into all operations, policy and procedural statements will reflect this emphasis.

Key actions center on:

- ✓ Build the Museum Team
- ✓ Diversify Revenue
- ✓ Build Partnerships
- ✓ Model Sustainability

Action	Staff point person(s)	Outside advisory / partners	Financial impact <i>O=operating C=capital</i>	Timetable <i>A=immediate B=mid-plan C=end of plan</i>	Target audience	Measurable success criteria	General alignment
Build the Museum Team – Industry Alignment: ◊ Complete the alignment of staffing structure with museum industry	Director, Operations Mgr., Mgr. of Curatorial Services, Institutional	HR Department	O = goal of net gain of 4.25 FTEs compared to pre-closure staffing at 16.25 FTEs	A, B, C	Internal	By main site reopening, staffing structure aligns with industry standards, and staff support exists for full range of key functions, including administration and facilities, curatorial [exhibitions and collections], education and outreach, and development and advancement.	TBD

<sup>2</sup> From *Our Common Future*, also known as the Brundtland Report, 1987.



Action	Staff point person(s)	Outside advisory / partners	Financial impact <i>O=operating C=capital</i>	Timetable <i>A=immediate B=mid-plan C=end of plan</i>	Target audience	Measurable success criteria	General alignment
standards and best practices.	Advancement Coord.						
<i>Status:</i>							
<b>Build the Museum Team – Training and Professional Development:</b> <ul style="list-style-type: none"><li>• Improve annual emergency response training schedules and update toolkits.</li><li>• Improve staff training on object handling; create a library of digital training sessions.</li><li>• Pursue staff “best practices” peer-to-peer opportunities.</li><li>• Provide high-quality customer service training to all staff.</li></ul>	Director, senior staff, Collections Registrar	FD, PD, Advisory Marketing Team, possible consultants	O = staff time; annual costs to upgrade dedicated response supplies and toolkits; customer service training consultant; “best practices” travel expenses	A, B, C	Internal	<ul style="list-style-type: none"><li>• By reopening, drills occur at least 2x/annually at all occupied sites. Updates to emergency response manuals occur at least annually. Frontline staff receive annual CPR/AED training.</li><li>• All staff can confidently respond to unscheduled quizzes relating to emergency preparedness.</li><li>• All staff receive object handling training appropriate to their roles by 31 July 2027, and new hires thereafter as part of new-hire checklist.</li><li>• Each staff member participates in a minimum of one “best practices” encounter annually.</li><li>• All staff, including temps, receive training, and they exemplify model visitor-centered service at all sites and all off-site programs.</li></ul>	TBD
<i>Status:</i>							
<b>Build the Museum Team – Volunteers:</b> <ul style="list-style-type: none"><li>• Expand options for volunteer recruitment.</li><li>• Simplify volunteer position descriptions and orientation for</li></ul>	*Curator of History, Museum Educator, Collections Registrar	HR, RMA, HHF, Museum’s marketing advisory team	O = staff time; potential costs to place or distribute recruitment notices	A, B, C	Internal, existing and potential volunteers	<ul style="list-style-type: none"><li>• By 31 March 2027, staff confidence has increased that the Museum is reaching significantly more potential volunteers via retired teachers’ groups, senior centers, colleges, and other avenues.</li><li>• By 30 June 2027, the range of volunteer opportunities has grown and is</li></ul>	TBD



Action	Staff point person(s)	Outside advisory / partners	Financial impact <i>O=operating C=capital</i>	Timetable <i>A=immediate B=mid-plan C=end of plan</i>	Target audience	Measurable success criteria	General alignment
new and existing volunteers.						supported onsite with the necessary resources (for example, workspaces).	
<i>Status:</i>							
<b>Diversify Revenue – Fundraising Team:</b> ◊ Build the staff team dedicated to advancement and fundraising (sponsorships, grants, events, annual fund development, retail).	Director, Institutional Advancement Coord.	CMO's office	O = creation of minimum 2.0 additional FTEs; <i>entire team to be revenue-positive 3-5 years after main site reopening</i>	B, C	Philanthropic community, general public donors	<ul style="list-style-type: none"> <li>Staff incrementally come on board as ramp-up to reopening approaches and with sufficient time for orientation and integration.</li> <li>By 30 June 2029, non-general fund revenues are on a trajectory to support, by three years after reopening, at least 15% of exhibition and program cost increases compared to pre-closure costs.</li> </ul>	TBD
<i>Status:</i>							
<b>Diversify Revenue – Fundraising Strategies:</b> Finalize approach to selling naming rights and valuing of assets; develop collateral.	Director, Institutional Advancement Coord.	CMO's office	O = staff time; modest costs in preparation of collateral; <i>significant revenue potential</i>	A, B, C	Philanthropic community, general public donors	<ul style="list-style-type: none"> <li>Approach and collateral are completed by 30 September 2026.</li> <li>Three major sales are secured by the end of this plan in June 2031.</li> </ul>	TBD
<i>Status:</i>							
<b>Diversify Revenue – Fundraising Strategies:</b> ◊ Develop a “donor circle” support program that complements the RMA’s membership program.	Director, Institutional Advancement Coord.	RMA	O = staff time; <i>donor revenue anticipated when fund-raising team is in place</i>	B, C	Philanthropic community, general public donors	<ul style="list-style-type: none"> <li>A donor circle program with a minimum of 1,000 members is achieved within two years of reopening.</li> <li>Clarity exists between the Museum’s donor circles and the RMA’s membership program.</li> </ul>	TBD
<i>Status:</i>							

Commented [AL10]: What dollar amount does this represent?



Action	Staff point person(s)	Outside advisory / partners	Financial impact <i>O=operating C=capital</i>	Timetable <i>A=immediate B=mid-plan C=end of plan</i>	Target audience	Measurable success criteria	General alignment
<b>Diversify Revenue – RMA and HHF:</b> Support the Museum's 501(c)(3) organizations to ensure their continued viability. Better integrate Museum staff into their fundraising and communications efforts.	Director, Institutional Advancement Coord.	HHF and RMA	O = staff time; HHF to create and build endowment; work with the RMA to build their support from current average current level of \$20,000 to \$25,000 annually	A, B, C	All program audiences and donors	<ul style="list-style-type: none"><li>• HHF and RMA have appropriate and timely support from the Museum to pursue mutually agreed-upon goals.</li><li>• Fundraising success for both organizations increases annually and/or RMA and HHF meet the specific goals they establish for themselves.</li></ul>	TBD
<i>Status:</i>							
<b>Diversify Revenue – Earned Revenue:</b> ◊ Implement a comprehensive fee schedule to maximize earned revenue.	Director, Institutional Advancement Coord.	CMO, Finance Department, Council	O = staff time; fee revenue when full proposal is implemented, and necessary staffing in place	B, C	All	<ul style="list-style-type: none"><li>• By reopening, competitive fees are assessed for admission and services, with a mechanism to track and credit revenue to the Museum.</li><li>• At-market private services, f. ex., facility rentals, are managed to the satisfaction of Museum staff and without risk to collections or facilities.</li></ul>	TBD
<i>Status:</i>							
<b>Diversify Revenue – Earned Revenue:</b> Implement a successful retail operation in the new main Museum	Director, Institutional Advancement Coord.	Marketing advisory team	O = staff time; CoGS estimated at \$50,000 annually; annual retail revenue potential of \$75,000 - \$100,000	B, C	All	<ul style="list-style-type: none"><li>• By 30 June 2029, retail operations clear costs by at least 50%.</li><li>• By 30 June 2029, staff formally assess the operational and staff/volunteer impact of running the retail operation.</li></ul>	TBD



Action	Staff point person(s)	Outside advisory / partners	Financial impact <i>O=operating C=capital</i>	Timetable <i>A=immediate B=mid-plan C=end of plan</i>	Target audience	Measurable success criteria	General alignment
<i>Status:</i>							
<b>Model Sustainability – Develop and Articulate Practices:</b> <ul style="list-style-type: none"><li>• Codify sustainable practices in all areas; incorporate into administrative procedural manual</li><li>• Publicly interpret sustainable building features and operational choices.</li></ul>	Director, senior staff	All advisory teams	O = staff time; modest costs for small interpretive signs, tent cards, or similar; <b>possible modest grant potential</b>	B, C	All, sustainability-minded audiences	<ul style="list-style-type: none"><li>• By 30 June 2028, sustainable practices adopted by the Museum are codified in the Museum's administrative procedures.</li><li>• By 30 June 2028, green building strategies and other sustainable choices are foregrounded for the public on the website and in attractive site signage.</li></ul>	TBD
<i>Status:</i>							