



Museum of Riverside Five-Year Strategic Plan 2019-2024

Approved for adoption by the Metropolitan Museum Board on June 12, 2019. Approved by City Council on November 5, 2019.
Updates as of 31 March 2022 are in red.

Mission of the Museum of Riverside

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.

Approved by the Metropolitan Museum Board on December 15, 2015. Revised to reflect name change effective April 23, 2019.

Plan History

City Strategic Plan – Riverside 2.0 and 2.1

The Museum's Strategic Plan necessarily relates to larger strategic goals adopted by the City of Riverside in 2015. As relevant to Museum operations, staff will strive to advance the City of Riverside's Strategic Priorities, as codified in *Riverside 2.1* (adopted 20 June 2017), which include:

- ✓ Enhanced customer service / improved quality of life
- ✓ Economic development / continue to develop an economically vibrant city
- ✓ Community services / provide appealing, accessible, and safe venues
- ✓ City transportation program / continue to develop efficient transportation systems and provide affordable options for community mobility
- ✓ Improve housing diversity and options
- ✓ Improve teamwork and communications
- ✓ Reduce taxpayer liability and reduce costs wherever possible.

When *Riverside 2.0* and *2.1* were adopted, the Museum Department included Arts & Cultural Affairs. In mid-2017, Arts & Cultural Affairs returned to the Community and Economic Development Department. *Riverside 2.0* and *2.1* continue to contain actions for the Museum Department that apply solely or primarily to the Arts & Cultural Affairs division; they are lined out below. Actions completed are in [square brackets]. All others are reshaped and subsumed into the new plan.



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- ✓ ~~Implement an updated Riverside Arts Plan including enhancing partnerships with City Departments, educational institutions, Native Nations, arts community, artists and businesses (local and regional), and elevating arts and culture for and in the community.~~
- ✓ Identify, develop, and implement feedback tools for customer service and program planning purposes.
- ✓ Provide public access to the Museum collection through ARGUS.NET.
- ✓ Relocate Museum Archives to consolidate with Library, City Clerk, and Public Utilities to enhance public access and provide additional exhibit potential.
- ✓ Develop museum membership program whereby individuals and organizations can support and engage with the Museum.
- ✓ [Enhance stewardship of historic sites through annual maintenance and project plans.]
- ✓ ~~Enhance Festival of Lights~~
- ✓ [Complete Museum Department accreditation process.]
- ✓ ~~Increase revenue generation from the Fox Performing Arts Center and Riverside Municipal Auditorium.~~

The City of Riverside's *Riverside 2.0* and *2.1* were superseded in October 2020 by *Envision Riverside 2025*.

Recent Museum-Specific Assessments

In 2016 and 2017, the Museum Department's goals were reconsidered in light of the results of the American Alliance of Museums' Re-Accreditation Visiting Committee's report and a thorough operational assessment conducted by Museum Management Consultants, Inc., San Francisco. These reports contain dozens of recommendations affecting all functional areas that inform the new Strategic Plan. See key on page 3 for symbols indicating actions that address those recommendations.

Early Renewal of Museum's Five-Year Plan

The Museum of Riverside (MoR) embarks on its next five-year period at an institutional turning point. Altered MoR circumstances not anticipated at the time the 2016-2021 Plan was adopted require an early review and renewal of the five-year Strategic Plan. With city financial support available to address longstanding needs, including downtown site renovation and operational overhaul, the MoR will retool to embrace its mission in new ways and with different, updated priorities.

The MoR's 2016-2021 Strategic Plan was organized into four categories: Governance, Sustainability, Education, and Stewardship. While abandoning none of the core concerns inherent to these four categories, institutional change in the coming five-year period pivots on five key functions within which the MoR will continue to address governance, sustainability, education, and stewardship:

- ✓ Renovating
- ✓ Exhibiting and Engaging
- ✓ Embracing Community
- ✓ Strengthening Fundamentals
- ✓ Maximizing Resources and Stewarding Assets



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The museum field as a whole is also guided by the American Alliance of Museums' own strategic plan. The principles and goals that it foregrounds will also inform the Museum Department's plan. These goals include Excellence, Advocacy, Global Thinking, Access, and Thought Leadership. The Museum Department places particular emphasis on Excellence, Access, and Thought Leadership in its 2019-2024 Strategic Plan.

Executive Summary

New Plan for 2019 through 2024

The MoR recommits to its mission, and cross-functional institutional goals will chart the course over the next five years. It is important to note that this Plan does not describe ongoing baseline activities and community collaborations that are fundamental activities in any year. Nor does it restate position descriptions or reiterate professional standards. Rather, the Strategic Plan for fiscal years 2019-2020 through 2023-2024 emphasizes goals that are over and above steady-state operations, and initiatives that are unique to the MoR's process of reinventing itself to serve 21st-century audiences and enter into its second century of operation. The actions in the 2019-2024 Plan are 1) integral to larger goals, 2) important, 3) future-focused, and 4) aspirational. The Plan reaffirms the MoR's aim to serve as a center for learning and as an indispensable community resource. Actions that will crosscut all internal functions include:

- ✓ Achieving earned and contributed revenue growth,
- ✓ Benchmarking to our museum peers in order to meet and exceed industry standards,
- ✓ Implementing initiatives to grow and diversify audiences, and
- ✓ Maximizing the opportunity presented by the MoR's 100th anniversary in the year 2024.

Note that certain assumptions underlie this Plan. One, genuine program growth and achieving best practices across the board when they were previously lacking will require additional resources, staff in particular. Two, actions in this plan that comprise exploratory research may not necessarily result in the decision to implement a new exhibition, program, or project.

In the plan below, staff are indicated by name for positions that are filled at this time of this draft. Names will be revised as relevant during quarterly status reports. Advisory bodies indicated are those directly associated with the Museum. It is understood that other City departments and individuals will play advisory roles.

- * = Indicates a staff position not created and / or filled at the time of Plan approval. If the position is ultimately not filled, responsibility reverts to the individual to whom that absent staffer would have reported. Positions not filled will result in modification of plan goals, timetables, or both.
- φ = Supports Riverside 2.1 and / or its specific Museum Department objectives.
- ◊ = Supports a recommendation from the Museum Management Consultants' assessment and/or the 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.



Strategic Goal: RENOVATING

In the wake of a thoroughgoing recognition in 2016-2017 of the need for institutional change, funding was allocated from Measure Z funds to address a wide array of main museum site issues, and to use the closure that would be required to address facility and collections care challenges as an opportunity to engage in a dramatic reinvention. Long overdue updating of the brand and website will logically be pursued in conjunction with this process of reinvention.

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
Mission and vision: Establish an inclusive process to create vision and core values statements.	Peterson	Board	O = Staff time	A	All	Statements result that at least 90% of participants agree are relevant and appealing. Responses to be gathered informally at multiple stages of statement development.
<i>Status: Initiated process to create core values statement. Delayed by COVID-19 workload readjustments. To be resumed in 2022.</i>						
Downtown renovation: φ Implement renovation and expansion of Mission Inn Avenue site, including grounds, new Nature Lab, and all planned and necessary support functions.	Peterson	General Services Department, Board, Director's advisory design team	C = Minimum \$13.7 million from Measure Z; may be supplemented, including privately	A, B	All	Renovated and expanded site is opened by mid-2022: on time, on budget, and to acclaim.
<i>Status: Phase I design process 95% completed; suspended by the pandemic. COVID-19 budgetary impacts on Measure Z funding have delayed Phase II until FY2022-2023. The option including historic site renovation and a two-story purpose-built expansion has been approved through the Budget Engagement Commission as of March 2020. Updated construction costs obtained from architect in December 2021. Documentation in process of being assembled to take to Council to amend the contract with architects Pfeiffer Partners to complete the architectural design process.</i>						
Downtown renovation: φ Anticipate and plan for changed operational needs upon reopening.	Peterson, Lovell, Kinsman	Board	O = Staff time; some potential equipment purchase needs TBD;	A, B	Internal	No more than 10% of staff time is expended resolving unanticipated operational and procedural issues arising during the six months after opening.



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			some savings realized in procedural efficiencies			
<i>Status: Have begun list of reopening tasks to schedule when opening date set. Delayed as a result of postponement of Phase II design and construction.</i>						
Downtown renovation: ◊ Collaborate with Library Department and others for sound and efficient management of City archival resources.	Peterson, *Mgr. of Curatorial Services	Director's advisory design team, Library Director, City Clerk	C = Savings or expense TBD within cross-departmental capital budgets	A, B, C	Archives inquiry audiences	By 2024, all City archives are logically and safely housed either together or dispersed in facilities designed and staffed to meet baseline standards of care and access.
<i>Status: COMPLETED. Each City department's collecting scope (Museum, Library, City Clerk) has been defined. Clerk's archives reviewed and culled for historic records to retain. Museum's archival material that had been on loan to the downtown library has been retrieved. Materials for Community Collection were identified and retrieved from mayor's office in advance of mayoral transition in November 2020. Museum staff tour of new downtown Library's facilities and archives spaces occurred in February 2021. While the Museum's process to organize and house its archival collections continues, the task of defining multi-departmental scope and maintaining an open line of communications is considered completed.</i>						
Communications: ◊ Engage in institutional rebranding.	Peterson, *Mgr. of Institutional Advancement	City Marketing Department, Director's advisory rebranding team, Board	O = Staff time	A, B	All	New brand, signage, and all associated templates and graphic package needs are finalized prior to reopening. All features of design package meet with at least 90% positive internal and external response.
<i>Status: Delivery of native files from designer Hannah Jones occurred on time on 31 Jan 2021. Informational sharing of new brand scope with CMO, Council members, and stakeholder groups occurred. Staged implementation to occur in 2021, the scope of which to be determined by the final decision regarding the Museum's 2020-2021 budget carryover request. With 2020-2021 carryover request approved, continued implementation has begun for printed assets. Tents, table covers, letterhead, business cards, and many other items in hand or in production.</i>						
Communications: ◊ Overhaul website in conjunction with institutional rebranding.	Peterson, *Mgr. of Institutional Advancement	Director's advisory rebranding team, City Marketing Department	O = Staff time	A, B	All	New ADA-compliant website completed by 31 December 2019 as first phase of rebranding initiative in order to serve as construction update portal and basis for reopening anticipation campaign. Website meets with at least 90% positive internal and external response. Incrementally increasing reach documented through social media metrics (Facebook, Twitter, Instagram, Pinterest, etc.).



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<p>Status: Incorporated into implementation plan for new brand. Meetings with the City's Marketing Department, which will handle the website redesign, occurred. Domain names and fonts obtained. Website redirect from www.museumofriverside.org is completed. Website rescripting done for the basics and will continue when initial review of new design / layout is available from the Marketing Department. Website overhaul is scheduled for spring 2022 by the City's Marketing Department but has been delayed due to short-staffing in Marketing. New schedule TBD.</p>						

Strategic Goal: EXHIBITING and ENGAGING

In addition to exhibitions, the Museum's educational programming encompasses development, implementation, and evaluation of all on-site and off-site Museum programs. These may include experiential learning opportunities such as drop-in programs, curriculum-based school tours, camps, special events, lectures, performances and other informal enrichment programs. These programs are ripe for reevaluation, expansion, and reinvention.

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Exhibitions: φ Schedule and implement two to four exhibitions to reopen the Mission Inn Avenue site memorably.	Peterson, *Mgr. of Curatorial Services	Director's program advisory team, exhibition design firm, guest curators	O = \$150,000 to \$250,000 C = tentatively set at \$500,000 to \$750,000 for mobile walls and cases within renovation project	B, C	All	Two to four exhibitions reopen the downtown site to wide acclaim. A broad cross-section of the community responds positively to reopening exhibitions.
<p>Status: <i>Im/migration, food, and Riverside stories</i> exhibitions all in early planning. Guest curators identified for two of them, and preliminary scopes of work for exhibition design firms developed. Staff have paused active planning due to postponement of the renovation.</p>						
Exhibitions and education: φ Develop a holistic Interpretive and Education Policy including visitor experience outcomes and evaluation goals. To address use of collections	*Mgr. of Curatorial Services, Belding, all	Director's program advisory team	O = staff time	B, C	Internal	A flexible plan is finalized that assists in giving coherence to overall programming, supports coordinated fundraising efforts, and integrates the collections in exhibition planning and scheduling processes.



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and MoR's role in and commitment to cultural sustainability.	content specialists					
<i>Status: COMPLETED. Document approved by the Board in March 2021.</i>						
Exhibitions: Develop and maintain a calendar of upcoming exhibitions with a constant three-year planning horizon.	*Mgr. of Curatorial Services	Director's program advisory team	O = \$100,000-\$300,000 exhibition costs annually; sponsorship potential is high	A, B, C	Internal; resident and out-of-area tourist audiences	Exhibition schedules are confirmed in advance of budget planning cycles. Exhibitions confirmed sufficiently far in advance to include adjunct programs. After reopening, a new exhibition opens at least three times annually. Exhibition calendars are marketed in advance.
<i>Status: Calendar does not yet go beyond reopening exhibitions, although discussions are taking place on high interest exhibition topics. Staff are now approaching 100th anniversary plans (2024) on the assumption that the new main museum building will not be available. A new exhibition planning calendar has been prepared that includes small Heritage House exhibitions and community exhibitions, as well as the larger, longer-term exhibition plans. Staff plan to mount two small exhibitions in Heritage House annually.</i>						
Exhibitions: By 2022, finalize a plan for all programming and citywide participatory partnerships in 100th anniversary (2024) celebration. To include events, exhibitions, programs, and marketing.	Peterson, all senior staff/team leaders	Director's program advisory team, cultural directors' consortium, collaborative partners TBD	O = staff time; early estimate \$125,000 for exhibition, \$50,000 for other programming and collateral; sponsorship potential is high	C	General, school districts	A plan is fully developed in time to fundraise and coordinate content to ensure that the 100th anniversary opportunity is maximized. All staff are clear about their roles, and all City departments playing a part have integrated the MoR's 100th into their own annual plans.
<i>Status: Impacted by the uncertainty of reopening date; although staff are assuming the new building will not be available in 2024. A program and communications plan has been started, and negotiations are under way with a potential partner to host a collections-based exhibition to open in about July 2024. Staff continue to discuss ancillary programming and communications that the Museum will have the capacity to execute. Critical unfunded need in the amount of \$50,000 in support of the 100th anniversary exhibition approved by the Board on March 23, 2022.</i>						
Exhibitions: φ Develop, install pocket exhibits with fresh design in key community locations.	*Mgr. of Curatorial Services	Director's program advisory team	O = \$2,000-\$5,000 each, implementing about one per year; grant funding is possible	B, C	Priority to underserved neighborhoods on west end and Casa Blanca	A minimum of two new long-term pocket exhibits are installed by the end of the plan. A schedule of additional exhibits is developed.
<i>Status: Prototype mobile "mini-museum" unit has been delivered. Planning is completed with a guest curator for history content relating to the Casa Blanca neighborhood where it will initially be installed. Design is outsourced for delayed installation in summer 2022. Pocket exhibition about Harada court case was installed in the county courthouse in February 2022. Possible pocket exhibition about orange crate labels is under review, location TBD. Pocket exhibition about women in the citrus industry installed at Arlington library branch. Additional "mini-museum" unit ordered, to be programmed with content about grizzly bears, location TBD.</i>						



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Exhibitions: Develop an innovative digital approach to Heritage House virtual tour and room books.	Curator of Historic Structures	Docents, Heritage House Operations Committee	O = staff time; digital consultant TBD (likely capital expense); grant funding is possible	B, C	All audiences, including website visitors	Phased plan for full virtual tour of historic house is established; initial exploratory testing completed.
<i>Status: Moved up in the schedule due to prolonged main site closure. Staff have obtained necessary equipment for virtual tours and trained on video editing and visual storytelling techniques. Initial digital programs rolled out in December 2020 (five videos on Victorian Christmas traditions). Quickly assembled digital tour released in time for virtual Dickens Festival in February 2021. Additional videos for the Insect Fair, documenting the BLM protest murals, and other topics are released or in production. These include virtual tours of both Heritage and Harada. The Heritage House tour is in the early planning stage, and the Harada House short tour is completed. Preparation of digital room books awaits hire of a new Curator of Historic Structures.</i>						
Evaluation: ◊ Develop an effective audience survey mechanism.	*Mgr. of Institutional Advancement	Marketing Department	O = staff time	B, C	Exhibition visitors, school program users, event attendees	Surveys provide statistically valid feedback that usefully informs program (re)development.
<i>Status: This process to be informed by the soon-to-be-approved Citywide Community Engagement Policy and Toolkit.</i>						
Evaluation: ◊ Further institutionalize staff-level pre- and post-evaluation for all programs.	*Mgr. of Curatorial Services	N/A	O = staff time	A, B, C	Internal	Staff experience a 90% reduction in last-minute surprises and in programs that do not meet goals.
<i>Status: Draft evaluation tool developed. Staff, for example, held a useful post-event assessment of Moon Festival 2021.</i>						
Education: ◊ Assess capacity for formal partnerships with school districts, private schools: <ul style="list-style-type: none">• curriculum-based programs• after-school programs• transportation	Belding, Leland	School district contacts, Director's program advisory team	O = staff time; cost-sharing revenue will be pursued	B, C	Internal, education colleagues	Partnerships are formalized and include cost-sharing contributions. Partner feedback indicates that MoR partnerships are essential to educators meeting their own curriculum mandates.
<i>Status: Delayed and substantively impacted by changes to school operations due to the pandemic. RUSD's MOU for use of Museum images has been renewed for five years. New curriculum-based kits for teachers are nearing completion (Harada, geology, others pending). Passage of a statewide ethnic studies requirement creates an opportunity for the Museum to build curriculum in this area to support local educators. Discussions with RUSD suggest that school tours may resume at a level approaching normal in 2022-2023.</i>						



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Education: Revitalize docent program for Mission Inn Avenue site, to sync with reopening.	Belding	RMA	O = staff time, consulting costs for guest presenters / trainers	B	Docents and, by extension, MoR visitors	Size of docent corps increases by 50% from 2018 levels. Docent training program is year-round. Docents' positive response rate is at least 75%. Attrition due to causes other than health or age declines.
<i>Status: Redesign of docent training by Education Curator and Curator of Historic Structures is proceeding.</i>						
Publications: Incorporate a publication with "shelf life" with every original exhibition.	*Mgr. of Curatorial Services	Director's program advisory team,	O = Publication costs \$5,000 and up, per each; anticipating one to two annually; modest catalog sales revenues	C	Publication-dependent, ranging from general to specialist audiences	A bibliography of Museum publications takes shape that are a credit to the Museum in academic, general, philanthropic, and similar networks.
<i>Status: The exhibition that reopened Heritage House in September, 2021, Catharine's Closet, is accompanied by an explanatory booklet. Next exhibition, Common Threads, opened with a generous gate-fold brochure. Additional information is available via a docent handout.</i>						
Special outreach: φ Grow outreach audiences; develop at least one new outreach partnership per fiscal year; mitigate attrition and survey potential groups to determine needs.	Belding, Leland	Partner groups	O = staff time, modest costs for printed and digital materials	C	Groups such as home schoolers, individuals in juvenile detention, Sherman Indian school, deaf community, senior centers, and others.	Maintain a steady calendar of outreach programming to non-traditional and at-risk audiences. Participant feedback is a minimum of 80% positive.
<i>Status:</i>						
Education: φ Implement regular, recurring history program for children.	Belding	Schools	O = staff time, modest materials expenses for refreshing program; possible fee-based program	C	Elementary and intermediate school	By 30 June 2022, a program has been (re)developed that 1) receives positive ratings exceeding 85% and 2) is acknowledged by educators to assist them in meeting curriculum mandates.
<i>Status:</i>						
Education: Partner with RUSD for rewrite of MoR's 3rd grade history and Native American studies curriculum.	Belding	RUSD, Native American colleagues	O = staff time, \$1,000 incidental expenses	B, C	3rd grade RUSD students	RUSD curriculum mandates are more effectively met through partnership with MoR. Overwhelmingly positive teacher feedback. A



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						solid methodology for gauging learning impacts is developed.
<p><i>Status: Recently legislated new ethnic studies high school requirement will inform this process. Oral history videos to be produced summer-fall 2022 and supported by a recently received grant from the Association of Tribal Archives, Libraries, and Museums will be a resource available to support our partnerships on Indigenous programming.</i></p>						
Education: Develop a plan for Nature Lab to include content for exhibition, ongoing programming, interpretive guide, branding identity. Design for drop-in use of Nature Lab.	Leland, Long	Natural history colleagues	O = staff time, grant funding is possible	C	All audiences.	Maintain general attendance and school/group records.
<p><i>Status: Some progress, but this action is impacted by the delay in the renovation project. In light of main museum delays, a new plan is in place to create a small-scale Nature Lab that will be used for outreach; working title "Nature Lab On-the-Go." Scheduling of initial presentations is pending development of sub-branding and preparing presentation materials.</i></p>						
Education: φ Broaden internship program with local colleges and universities; define scope of opportunities.	*Mgr. of Curatorial Services, Long	UCR, Cal Baptist, La Sierra, University of La Verne	O = staff time	A, B, C	University students in anthropology, biology, history	MoR is able to secure and support a minimum of two interns during any given academic year.
<p><i>Status: Solid growth in internship program with CBU and UCR; less so with RCCD. Three CBU interns in spring 2020 had their time cut short by COVID-19 shutdowns. No internships programs operated for the fall 2020 term. Three interns from the UCR History Department involved for winter, spring, and summer of 2021. Two CBU interns on board for the fall 2021 term. No interns scheduled for spring 2022. One intern from UCR scheduled for summer 2022.</i></p>						
Programs: φ Implement adult program series.	*Mgr. of Curatorial Services	Director's program advisory team	O = staff time and between \$0 and \$1,000 per program in honoraria and travel expenses; modest participation fee revenue	C	Adult lifelong learners, ages 18 through senior	After downtown reopening, a minimum of six programs annually draw an average audience of at least 25 and average a positive response rate of at least 75%.
<p><i>Status: Adult programs in development for the August 2020 centenary of the ratification of the 19th Amendment impacted by COVID-19; one was rescheduled for February 2022, when another historic anniversary relating to the 19th Amendment occurred. Content acknowledging this centenary was released via social media. Working collaboratively with regional cultural institutions for a series of adult programs exploring marginalized or historically oppressed peoples (BIPOC, LGBTQ, women, disabled) claiming their rights and celebrating victories; these programs scheduled throughout 2022 with most of Museum's contributions to the series in April. An adult program on Victorian garments took place for the reopening weekend at Heritage House, September 2021. New program series, Nights with the</i></p>						



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<i>Museum, began in January 2022 at coffee shop behind the main museum, Back to the Grind. Adults also targeted in resumed participation in ArtsWalk. Given short-staffing, scheduling of adult programs may diminish to allow staff to concentrate on preparation for the 100th anniversary.</i>						
Education: ◊ Engage with teachers and students to develop pre-visit and follow-up activities that reinforce program messages.	Belding, Leland	RUSD, Alvord	O = staff time	B, C	Educators, students	Digital survey results in a minimum of 75% positive response rate from teachers and students participating in Museum programs.
<i>Status: Improved pre- and post-tour materials under development.</i>						
Programs: ◊ Revisit Harada documentary project; develop feasible implementation plan.	Curator of Historic Structures	Harada House Project Team	O = staff time; potential grant funding	B	All audiences, including web-based	Viable and detailed implementation plan is produced, including potential costs
<i>Status: This concept will be revisited in the context of developing virtual tours of Harada House. A documentary of the rehabilitation process itself is planned and will begin with the selection of a Phase I architect. The recent allocation from the state that will cover capital costs ensures that this documentary can be produced professionally using other funds raised for the Harada House Campaign. Information on potential documentarians is being gathered, and an RFQ/RFP may be issued as early as summer 2022.</i>						

Strategic Goal: EMBRACING COMMUNITY

Action	Staff point person(s)	Outside advisory / partners	Financial impact O=operating C=capital	Timetable A=immediate B=mid-plan C=end of plan	Target audience	Measurable success criteria
Downtown renovation: ◊ Evaluate the matrix in which the Museum will operate (Cheech, library, RAM, etc.); initiate regular schedule of evaluating collaborative opportunities in	Peterson, all senior staff	Cultural directors' consortium	O = staff time	A, B, C	All audiences	Staff are confident that they are aware of the full range of collaborative opportunities and are at the table (if not leading the discussion) for the planning of all major downtown cultural initiatives.



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partnership with the City and the local business community.						
Community: ◊ Maintain advisory networks founded in 2018 for ad hoc purposes: • renovation (until reopening) • rebranding (until reopening)	Peterson	Director's design and rebranding advisory teams	O = staff time	A, B, C	Eventual post-reopening audiences	Advisory teams have been representative of the community. Input from these teams has been implemented. Teams opt to develop new goals so that they do not expire upon reopening.
<i>Status: COMPLETED. This action will technically be ongoing but a mechanism for moving forward has been created in the form of the informal cultural directors' consortium. Meetings resumed in June 2021 to work on adult program schedule noted above on peoples claiming their human rights. Main Library opened in June 2021. Center for Social Justice & Civil Liberties hosted a grand re-opening in April 2022. Cheech grand opening scheduled for June 2022. Civil Rights Institute to open early October 2022.</i>						
Community: ◊ Maintain advisory networks founded in 2018 for long-term, inclusive project planning: • programs • cultural consortium	Peterson	Director's program advisory team, cultural directors' consortium	O = staff time	A, B, C	All general public audiences, cultural colleagues	Exhibitions and programs upon reopening are perceived as more inclusive and representative of the City. Shared program and marketing opportunities are pursued regularly.
<i>Status: Advisory teams suspended meeting in March 2020 due to COVID-19. A meeting of the core members of the Marketing and Rebranding Team reviewed the new brand materials in February 2021. Design team will resume meeting when design work resumes, and rebranding/marketing team may meet in summer 2022 to discuss lead-in to the Museum's 100th anniversary.</i>						
Collaboration: Expand botanical partnerships in City and County regional parks.	Long	Parks Department, RivCo Parks, UCR, Water district	O = staff time	C	Audiences enthusiastic about botany and parks	Mutual benefit is perceived and economies of scale are realized in the execution of programs. Popularity of museum-based website resources or pamphlets on native plants in parks, urban wildlife, can be documented.
<i>Status: Advisory teams continued to meet until suspended in March 2020 due to COVID-19. Cultural consortium resumed meeting in June 2021 and is meeting approximately every other month. Program advisory team is also meeting every other month and provided good input on 100th anniversary planning at its March 2022 meeting.</i>						
Marketing:	Mgr. of Institutional Advancement	Marketing Department,	O = staff time; minor printing costs in second half of 5-year plan;	A, B	All, including some targeted audiences (age-, program-, or site-related)	A full range of flexible templates meets with user (staff and public) satisfaction at a rate of at least 90%.



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φ Develop and use marketing and communication templates for recurring programs and events.		Director's rebranding advisory team	revenue potential when attendance is enhanced through effective marketing at any fee-based programs			
<i>Status: Pending full implementation of rebrand. Development of basic templates included in scope of work for designer developing new brand. Marketing checklist drafted. Templates for PowerPoints created and begun to be used. Staff are working to define programs that will use brand-heavy templates and those that will need independent graphics with a brand "signature."</i>						
Events: Analyze participation in collaborative events such as Insect Fair; assess larger or altered role, as appropriate. Gather information on other regional events and assess for involvement.	Belding, all senior staff	Arts & Cultural Affairs, community advisory teams	O = staff time; direct project costs based on collaborative projects pursued each FY (anticipating a maximum of two per FY); potential sponsorship revenue	B, C	Target audience varied according to event theme.	Measurably improved project execution with enriched educational content. Smooth-running logistical support. Maximum public clarity regarding museum's role (whether lead or contributing); increased attendance and media coverage.
<i>Status: Insect Fair 2020 cancelled due to COVID-19; new features had been planned. Event was virtual in 2021 with Museum participating with videos and giveaway activity bags for different age groups. Participation levels significantly lower than in-person event. Participated in Tamale Festival, and resumed participation in First Sundays and Artswalk. Insect Fair 2022 at new location (new main Library) is an in-person event, and Museum presence is planned to be slightly larger/enhanced in comparison to 2019 participation.</i>						

Strategic Goal: STRENGTHENING FUNDAMENTALS

The MoR's reaccreditation process in 2016-2018 drew attention to heightened professional expectations with regard to curatorial and education policies, community engagement, and business operations. A reexamination of all existing policies is warranted, as well as taking stock of the array of policies and statements that are expected of 21st-century museums to determine which may be relevant to develop for the MoR. While the City of Riverside is replete with policies, there remain practices specific to departments and professions that demand codification in order to aid in legal and professional compliance.



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
Operations: Develop a suite of museum-specific administrative policies. Include an environmental policy.	Peterson, Lovell	Other City departments	O = staff time	A, B	Internal	A workable go-to document is produced that saves staff time in confirming day-to-day operational requirements. Repeat actions cease to be reinvented on each occasion.
<i>Status: Table of contents in development. Document revised to be a flexible compendium of procedures rather than a policy document.</i>						
Operations: Gather, examine, revise, and develop forms and templates for recurring actions. Archive or discard obsolete documents.	Peterson, all senior staff	N/A	O = staff time	A, B	Internal	Clear and usable internal documents, old documents archived or discarded; a process well-understood by all staff for creating new forms and processes when needed.
<i>Status: Ongoing, particularly within collections where 72% of our forms have been overhauled. Further reformatting of internal forms has occurred in the context of implementing the new brand.</i>						
Accreditation: ◊ Submit interim report required by the American Alliance of Museums (AAM) by August 13, 2021.	Peterson, all senior staff	N/A	O = staff time; planned investments in collections storage improvements and other projects to be budgeted independently	B	Professional community	Report is submitted on time and deemed satisfactory by the AAM.
<i>Status: COMPLETED. Submitted on schedule. Received word that we will hear from the Commission if it has concerns, but that this is unlikely. Preparation for next round of reaccreditation not needed until 2026.</i>						

Strategic Goal: MAXIMIZING RESOURCES and STEWARDING ASSETS

The MoR's obvious assets include its collections and sites but also comprise its staff, the City of Riverside parent organization, other funders, its history, a longstanding reputation with the public and colleagues, diverse professional networks, and its intellectual capital.

SITES



As of 2019, the Museum of Riverside owns or occupies seven sites, four of which are historic (the Main Museum, Harada House, Heritage House, and Robinson House), but only one of which is open to the public. The goal is to ensure that MoR's sites, collections, and records are maintained at or above standards recognized as museum best practices, and that public accessibility to them is increased strategically.

Action	Staff point person(s)	Outside advisory / partners	Financial impact O=operating C=capital	Timetable A=immediate B=mid-plan C=end of plan	Target audience	Measurable success criteria
Heritage House: Resolve perimeter issues: <ul style="list-style-type: none">falling block wallcondition of fencing and gatestrespassing signage	Peterson, Lovell, Curator of Historic Structures, Mendez		O = staff time C = fencing, gate costs TBD C = signage on parallel track with all-site wayfinding	A, B	Visitors, site volunteers	Permanent solution for falling block wall is completed by 31 December 2019. Repair or replacement of fencing and gates is priced and planned by 31 December 2020. Installation of trespassing signage is synced with museum-wide rebrand and completed at the same time as reopening of downtown site.
<i>Status: Block wall repair completed; investigating cost-effective way to screen it when it was discovered to have begun to crack again and become unsightly. New plantings selected to grow to cover the wall. Fence/gate repairs incorporated in phased site maintenance plan. All signage is pending full implementation of the new brand. Additional tasks completed but not specifically listed in this plan include resurfacing the parking lot, redoing the irrigation around the parking lot, completing replacement of two sets of back steps, repairing windows, and initiating work to replace two carriage house doors. The house will be repainted and small wood repairs done in summer 2022.</i>						
Heritage House: φ Assess all building systems; initiate improved cyclical maintenance schedule and tracking system.	Curator of Historic Structures, Mendez	General Services Department	O = staff time; regularly budgeted maintenance line items	B	Internal	Development and implementation of feasible maintenance schedule and maintenance tracking system, aligned with budgeting cycles, is completed by 30 June 2021.
<i>Status: COMPLETED. All-sites maintenance tracked log is in use. Prioritized list of major maintenance tasks prepared for Heritage House. Main museum, Harada House, and Robinson House concerns are all to be addressed in the context of rehabilitation/reconstruction/renovation.</i>						
Heritage House: Develop proposal to include resources and conditions necessary to increase open hours at Heritage House.	Curator of Historic Structures	RMA, City volunteer program	O = staff time; modest increased admissions / donations revenue	A	The visiting public seeking historic house experiences	Delivery by 31 December 2019 of written proposal outlining conditions under which opening hours at Heritage House could be expanded.
<i>Status: Barrier to moving forward with this is staff and/or volunteer coverage since the Museum has a precedent of relying almost solely on a dwindling corps of volunteers for program delivery. Curator of Historic Structures drafted proposal outlining needs. No funding to hire staff, a situation that will continue in the FY22-24 biennium. This issue continues to be a growing problem as attrition among the docents and volunteers outpaces new recruits.</i>						



Action	Staff point person(s)	Outside advisory / partners	Financial impact O=operating C=capital	Timetable A=immediate B=mid-plan C=end of plan	Target audience	Measurable success criteria
Harada House: ◊ Oversee rehabilitation of Harada House, pending fundraising success by HFF and other entities.	Curator of Historic Structures, Peterson	Harada House Project Team	O = staff time, C = seven-figure budget TBD, to be raised independently of City budgets	B, C	All. Targeting Japanese-American, civil rights, local history specialized audiences in particular.	Completion of Harada House rehabilitation U.S. Secretary of the Interior Standards and industry's best practices. Site is opened to the public according to established plan. Public satisfaction with experience of the site attains at least 75%.
<i>Status: Award of \$500,000 grant from NPS's Save America's Treasures program permits start on rehabilitation, Phase I; additional meetings held with state electeds. Allocation in spring 2020 draft state budget rescinded due to COVID-19 but was formalized in 2021 state budget at \$7 million. Project is now anticipated to be fully funded, including the interpretive center. RFP for Phase I architectural services released mid-July 2021; selection made in December 2021; agreement for architectural services pending announcement as it has not yet gone to Council.</i>						
Robinson House: Track CDBG-funded restoration of house.	Curator of Historic Structures, Peterson, Lovell	Housing Authority, developer, Harada House Project Team	O = staff time; additional historic preservation details est. \$25,000	A	Harada story audiences	Satisfactory completion of project by 1 July 2020. Smooth transition to tenant occupancy and site caretaking training in 2020.
<i>Status: Delayed by new requirement to obtain structural assessment from an engineer, which is now in hand. Soils assessment followed. House red-tagged; demolition and salvage plan prepared, to proceed after house is laser-scanned to record digital as-builts. This project has been revised to be a reconstruction. RFP for architectural services released mid-July 2021; selection made in December 2021; agreement for architectural services pending announcement as it has not yet gone to Council.</i>						
Robinson House: ◊ Develop Harada House interpretive plan with exhibits and supporting technology to be sited at Robinson House.	Curator of Historic Structures	Harada House Project Team	O = staff time; interpretive features TBD and potentially grant fundable	B, C	All audiences, including web-based	Delivery of a feasible interpretive plan and exhibit plan for the interpretive center at Robinson House by 1 July 2020. Grant funding is sought before 1 July 2021 for full or partial implementation.
<i>Status: Physical components of exhibition defined in conjunction with submitting two applications for grant support to implement the interpretive exhibition in Robinson House. Only one of these grants was successful and additional grants to be solicited to support interpretive elements not covered by state funding.</i>						
Main museum: In advance of renovation, identify core features of significance.	Curator of Historic Structures, Peterson	Historic resource specialist (consultant TBD)	O = staff time; consultant fees TBD	A	Internal	Delivery of document detailing character-defining spaces and features—as they may not have been accessible for the Drisko assessment—by 30 September 2019.
<i>Status: COMPLETED.</i>						



Action	Staff point person(s)	Outside advisory / partners	Financial impact O=operating C=capital	Timetable A=immediate B=mid-plan C=end of plan	Target audience	Measurable success criteria
Storage facilities: Prioritize tasks that will upgrade R1 and R2 environmental control standards; gather estimates and propose a phased implementation.	Peterson, Lovell, *Grim	Consultant	O = staff time; C = TBD, to seek grant funding	A, B	Internal	Plan to maximize fully the R1 and R2 storage capacity completed by 30 June 2021. Cost estimates gathered for full plan implementation by 30 June 2022.
<i>Status: This has been incorporated in the "Unlocking Collections" ten-year collections plan for which we re-applied for IMLS grant support. The IMLS grant was not awarded, but staff are continuing to track the components of the "Unlocking Collections" long-range collections plan. Due to budgetary pressures, no estimates have been sought to address improved environmental controls in R1 and R2. Use of R2 by GTV for van parking is resolved. Solutions currently being investigated to stabilize relative humidity in R2. R1 lighting has been fully converted to LED.</i>						
Storage facilities: For long-range planning and informational purposes, collect data and build a reference file pursuant to a future purpose-built storage facility with public access.	Peterson, *Mgr. of Curatorial Services, *Grim	Professional colleagues with similar facilities	O = staff time	C	Internal	A database of content sufficient to draft a proposal for such a facility is assembled by 30 June 2024.
<i>Status: DEFERRED INDEFINITELY. Due to the low likelihood of funding in the foreseeable future, this project will not be pursued until other more urgent Museum needs are met. An unfunded placeholder for it is on the Museum's Capital Improvement Projects (CIP) list. The CIP list is overseen and updated for each budget cycle for all departments by the General Services Department.</i>						
All sites: In context of downtown site renovation, conduct an all-sites security audit and upgrade/integrate all systems and procedures.	Lovell, Kinsman, Mendez	IT, General Services departments	O = staff time; hardware and software costs TBD; downtown site costs to be part of Measure Z budget	B, C	Internal	Effective, up-to-date security surveillance systems are in place at all sites by the reopening of the downtown site.
<i>Status: Newly constituted Emergency team on staff have the City's building safety audit checklist in hand. Security system audit will be separate.</i>						

COLLECTIONS

The Museum's accessioned permanent collections are recorded in the following divisions: Anthropology, History, Natural History, and Archives. Per its new Collections and Exhibitions Management Policies, the Museum also maintains other levels of collection, including Community Collection, Education / Teaching Collection, Live Collection, and Library and Reference Collection.



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
Collections: ◊ Collections assessment: <ul style="list-style-type: none">• Define relevance of each sub-collection to MoR mission.• Prepare and implement revised Collection Development Plan to align more closely with mission.	Peterson, *Mgr. of Curatorial Services, Focht, Curator of Historic Structures , Long	Collections Committee	O = staff time	A	Internal, collection donors	A serviceable document exists in initial draft by 30 June 2020 and is approved by the MMB by 31 December 2020. Curatorial staff are able to articulate concisely the scope and goals of the collections for which each is responsible.
<i>Status: COMPLETED with Board-approved document in December 2020.</i>						
Collections: ◊ Conservation projects: <ul style="list-style-type: none">• Develop long-range conservation plan.• Initiate regular staff training sessions on object handling.	*Grim	Collections Committee	O = staff time; individual conservation project costs TBD; some may be grant fundable	A	Internal	A plan is adopted internally by 31 December 2019 that includes a prioritized list of objects or collections for direct treatment or rehousing. All staff receive object handling training by 31 December 2019, and new hires thereafter as part of new-hire checklist.
<i>Status: Long range conservation plan to be based on conservator's assessment from spring 2019; fully developed plan not completed, pending continuing storage projects that partially address some of the consultant's recommendations. Content of object handling sessions under discussion, but none is prepared or scheduled yet. Considering preparing object handling video training sessions. Individual conservation treatments are being ranked and undertaken.</i>						
Collections: Determine standards for nomenclature, metadata, participation in shared databases.	*Grim, all content specialists	Collections Committee	O = staff time	A, B	Internal	Clear and comprehensive data entry protocols are developed by 30 June 2022.
<i>Status: Collections Registrar continues this task. Ongoing in the context of fully adapting to the new Gallery Systems' TMS Collections software.</i>						
Collections: ◊ Implement improved work and support spaces for preventative care and collection documentation in R1, R2, and downtown site.	*Grim	Collections Committee	O = staff time; costs to equip three mobile stations up to \$12,000 each, depending on photo-documentation capacity	A, B	Internal	Mobile work spaces appropriate to each site are equipped and meet staff needs. Risks to objects are dramatically reduced and the rate of efficient documentation of objects is doubled.
<i>Status: Incorporated into re-application for IMLS collections support. Grant not awarded but selected equipment qualified under the Museum Department's share of the City's 2020 CARES Act grant. Mobile work spaces cannot be equipped until new cabinetry is anchored and loaded, freeing up space, although four work tables have been acquired.</i>						



Action	Staff point person(s)	Outside advisory / partners	Financial impact O=operating C=capital	Timetable A=immediate B=mid-plan C=end of plan	Target audience	Measurable success criteria
Collections: φ Transition to more versatile software for collections database and donor support, to include digital visitor portal.	*Grim, Peterson	Collections Committee, IT Department	O = staff time; data migration costs TBD; new software annual costs TBD	A, B	Internal, internet audiences	Data migration is completed and new software is in use by 31 March 2020. By 30 September 2020, a minimum of 200 of the objects / specimens historically in greatest demand are available through the visitor portal.
<i>Status: Largely completed with transition to TMS Collections, although field customization and establishment of each user's authority levels is not yet completed. The project has been more complex than anticipated, even for those of us with prior data migration project experience. Transition to digital portal likely postponed at least until 2022-2023.</i>						
Collections: Life sciences projects: • Develop phased plan for zoology inventory. • Develop phased plan to resolve zoology collection storage issues.	Long, Leland	Collections Committee	O = staff time	A	Internal	Feasible plans are developed by 31 March 2020.
<i>Status: Under way with Collections Registrar and Curator of Natural History. Significant progress on rehousing and determining home locations. Further progress delayed until all new storage cabinets are anchored.</i>						
Collections: Earth sciences projects: • Complete geology collection relocation. • Develop phased plan for geology collection inventory.	Long	Collections Committee	O = staff time	A	Internal	Feasible plans are developed by 30 June 2020.
<i>Status: Under way with Collections Registrar and Curator of Natural History. Significant progress in packing geology and paleontology collections for the move to storage. Will be done in stages to conserve and reuse costly archival packing materials. Completion currently held up until all new cabinetry in R1/R2 is anchored.</i>						
Collections: History and anthropology projects: • Develop phased plan to resolve storage issues. • Develop phased inventory plan. • Initiate contact with Native American communities to advise on use of	Focht, *Grim	Collections Committee, tribal representatives	O = staff time	B, C	Internal, professional community, regional tribal entities	<ul style="list-style-type: none">A tribal advisory team is formed by 30 June 2021 that works effectively; actions the MoR takes with regard to Native American collections meet with this team's agreement.A phased plan for all collections is in place by 30 June 2023.Inventory is at least 25% completed by 30



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Action	Staff point person(s)	Outside advisory / partners	Financial impact O=operating C=capital	Timetable A=immediate B=mid-plan C=end of plan	Target audience	Measurable success criteria
collections.						June 2024.
<p><i>Status: Under way with Collections Registrar and Curator of Anthropology, who has recruited an informal Indigenous advisory team. This group has advised on a land acknowledgement statement for the Museum. Significant percentage of Indigenous basket collection more efficiently and safely rehoused, including all southern and central California baskets.</i></p>						
Collections: φ Identify opportunities for participation in collaborative databases and ascertain upload protocols.	*Mgr. of Curatorial Services, content specialists, *Grim	Collections Committee	O = staff time; possible modest costs to participate in some databases	A, B, C	Academic and professional communities; general public	Selections from MoR's collections are usefully available through a minimum of two collaborative databases by 30 June 2024.
<p><i>Status: Most active on this front in context of UCR's pending Inland Empire Memories (IEM) collaborative; IEM resumed meeting late summer 2020 after a COVID-19 hiatus but has again ceased meeting. Curator of Natural History active on iNaturalist and other science-based collaborative databases. Clark Herbarium is already available through the Consortium of California Herbaria. Agreement for participation in IEM signed in January 2022.</i></p>						
Collections: Develop comprehensive Heritage House site plan: <ul style="list-style-type: none">◊ Inventory.Storage plan.Clarify philosophies regarding collections and site props.Develop phased interpretive plan incorporating site events.Refine existing furnishings plan.	Curator of Historic Structures	Collections Committee, RMA	O = staff time	A, B, C	Internal	<ul style="list-style-type: none">Collections and props philosophy and policies are formalized by 30 June 2020; to include prop ID and tracking system.Phased interpretive plan for recurring site events is completed by 31 December 2020.Revised furnishings plan is completed by 31 December 2021.Full inventory of on-site collections and props is completed by 30 June 2024.Full inventory of off-site collections and props completed by 30 June 2024.
<p><i>Status: Philosophies and collecting scope defined/completed within the context of the Collection Development Plan. Development of site interpretation and furnishings plan awaits new Curator of Historic Structures.</i></p>						

STAFF



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
Staff: ◊ Align staffing structure with museum industry standards / best practices.	Peterson	Consultants, City HR Department	O = aspirational goal of net gain of 2.75 FTEs compared to pre-closure staffing at 16.25 FTEs	A, B, C	Internal	By reopening, staffing structure aligns with industry standards, and staff support is present for the full range of key functions (administrative, curatorial [exhibitions and collections], education/outreach, and development/advancement)
<i>Status: Reclassification of existing vacant position completed, with three important positions created, although held vacant during the current budgetary challenges: Exhibitions Designer, Manager of Institutional Advancement, and Manager of Curatorial Services. No further progress on additional positions that will be needed post-reopening, include creating new positions and bringing back those that ended at the closure in September 2017. Reclassification of Assoc Curator of Collections to Office Specialist final as of 26 June 2020. Revision of job descriptions for both education positions under review.</i>						
Staff: Develop citywide skills map in order to locate auxiliary support to MoR staff.	Peterson, all senior staff	City Departments	O = staff time	A	Internal	By 30 June 2021, staff has a user-friendly single resource to locate skills and support not present among the staff.
<i>Status: Director maintains a resource list of specialist professionals, and manufacturers of museum-specific equipment and supplies. Further lists maintained by staff according to the needs of their areas.</i>						
Staff: Schedule staff development opportunities strategically, prioritizing new professionals' needs and training in support of renovation priorities.	Peterson	N/A	O = staff time; \$11,000 budgeted annually for all staff (incl. expenses); <i>grants for new professionals to be sought</i>	A, B, C	Internal	Staff prioritize training needs and reach consensus that greatest needs are being met. As a matter of routine, staff taking advantage of training opportunities formally report back to other staff.
<i>Status: All-staff peer visits continued up to the COVID-19 closures. Exec. coaching for Mgr. of Operations completed. Peer visit by Cur. of Historic Structures to NYC scheduled for April 2020 but postponed due to COVID-19. Collections Registrar and other staff periodically attend webinars relating to the new software system. Staff have also attended webinars relating to digital program development, diversity and inclusion, and cartography. Resumed best practices tours of other museums with a behind-the-scenes tour at the California Museum of Photography and a tour of the Sam J. Racadio Library in Highland, which has live and static natural history exhibits. Museum will send representatives to AAM conference (May 2022) and ESRI conference (July 2022).</i>						
Staff: Reactivate emergency response training schedules and update toolkits.	*Grim	FD and PD	O = staff time; minor costs for upgrading dedicated response supplies and toolkits	A, B	Internal	By reopening, drills occur at least 3x/annually at all occupied sites. Updates to emergency response manuals occur annually.
<i>Status: Individual emergency kits distributed; museum-specific emergency plan slated for full review shortly. This responsibility shifted to new emergency committee under Collection Registrar's leadership. Emergency kits restocked with N95s removed to respond to initial COVID needs.</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
Staff: ◊ Implement best practices in collections care, handling, documentation, storage, staff training, and staff access.	*Mgr. of Curatorial Services, *Grim	Collections Committee	O = staff time	A	Internal	Collections access protocols are tightened by 30 September 2019. A curatorial procedures manual is in initial draft by 31 March 2020. Digital documentation protocols are developed by 30 June 2020.
Status: <i>Ongoing.</i>						
Staff: ◊ Provide high-quality customer service training to all staff.	Peterson	Director's advisory rebranding team, possible consultant	O = staff time; possible consultant TBD	B	All, especially on-site audiences	All staff receive training and exemplify model visitor-centered service by reopening of downtown site.
Status: <i>Any full-scale training to be delayed to sync with reopening schedules.</i>						

SUSTAINABLE OPERATIONS

Sustainability means more than ensuring that MoR's financial needs are aligned with its resources and the Museum's mission. Sustainability includes environmental and cultural concerns as well. To adopt a well-known and widely adopted definition of the concept, the MoR embraces an interpretation that "meets the needs of the present without compromising the ability of future generations to meet their own needs."¹ The MoR has a long history of respect for cultural diversity, which will be further developed along with a more forthright embrace of environmentally sustainable operational choices. In the spirit of integrating sustainable choices with all operations, note that development of sustainability-related policy statements is noted in other sections.

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
Financial management: ◊ Implement detailed budgeting by project, with functional team leaders accountable for working to budgets.	Peterson, Lovell	Finance Department	O = staff time	A	Internal	By 30 June 2020, all staff demonstrate an understanding of the entire museum budget, and understand accountability for assigned portions of it, as linked to program deliverables.

¹ From *Our Common Future*, also known as the Brundtland Report, 1987.



Action	Staff point person(s)	Outside advisory / partners	Financial impact O=operating C=capital	Timetable A=immediate B=mid-plan C=end of plan	Target audience	Measurable success criteria
<p>Status: <i>Detailed budget for 2020-2021 prepared internally; will serve as basis for still more precise planning. Museum is incorporating the City's new "priority-based budgeting" software as an additional layer of financial tracking, as of FY2020-2021. FY21-22 budget reflected essentially flat funding for the Museum. Two-year budgets resume for FY2022-2024; budgets are prepared and working through approval stages. Work continues internally to refine tracking, improve staff's budget management, and align budgets assigned to the Museum with actual operational goals.</i></p>						
Staff: φ ♦ Create new team dedicated to fundraising (sponsorships, grants, events, annual fund development).	Peterson	CMO's office	O = creation of 1-3 FTEs, some of which are unfunded as of 1 July 2019; entire team designed to be net revenue-positive	A, B	Philanthropic community	Staff incrementally come on board as ramp-up to reopening approaches. Manager of Institutional Advancement by 30 June 2020. Additional hires in FY2021-2022, timed in advance of reopening date.
<p>Status: <i>Pending authorization to recruit for the lead position, Manager of Institutional Advancement. New grants management office appointed by City, and revised grants management policy expected to be put forward for approval in the first quarter of 2022.</i></p>						
Board: ♦ Develop the advocacy capacity of the Museum of Riverside Board (Board). Institute new board member orientation.	Peterson	Board Development Committee	O = staff time	A, B	MMB	MMB evolves into an indispensable source of community contacts and becomes an active conduit for upbeat communication about the Museum in the community.
<p>Status: <i>COMPLETED. Board Development Committee has completed a comprehensive orientation / reference binder for board members. Advocacy now codified as part of the Board's standing rules. New Board member orientation process begun in spring 2021. Board members are regularly solicited to take part in advisory teams, ad hoc committees, and advocacy opportunities.</i></p>						
Fundraising: φ ♦ Develop comprehensive fee schedule to maximize earned revenue.	Peterson, *Mgr. of Institutional Advancement	CMO, Finance Department, Council	O = staff time (expense); fee revenues may be notable if full proposal is approved / implemented	A, B	All	By reopening, fair and reasonable fees are assessed for services, with a mechanism to track and credit this revenue to the Museum Department. Market-value private services, such as facility rentals, are managed to the satisfaction of Museum staff and without risk to collections or facilities.
<p>Status: <i>New fee schedule exists in draft. No discussions yet held with event planners for facility rental. This will continue to be delayed until site improvements can be made at Heritage House. City has hired a consultant to examine all City fees, and the Museum's draft fee structure was initially examined in this context but will not be included in the study due to the long period of time that will elapse before the Museum can implement its fee schedule (i.e., post-reopening).</i></p>						
Fundraising:	Peterson, *Mgr. of Institutional Advancement	RMA	O = staff time (expense); donor revenue when fundraising team staffed	B, C	Philanthropic community	Revenues are generated in support of exhibitions and programs that offset at least



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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
◊ Develop a “donor circle” support program that does not compete with the RMA’s membership program.						25% of anticipated exhibition cost increases compared to pre-closure costs.
<i>Status: To be incorporated within the overall structure of fees and earned revenues the Museum anticipates implementing upon reopening.</i>						
HHF, fundraising: Support Harada House Foundation, in accordance with MOU. Assist in developing and managing fundraising campaign.	Peterson, *Mgr. of Institutional Advancement	HHF	O = staff time; revenue raised by HHF is restricted to Harada House	A, B, C	Harada story audiences	HHF has the tools it needs without delay from the Museum to pursue its goals. Fundraising campaign advances steadily toward incremental goals.
<i>Status: HHF approved a \$6.5 million campaign goal in November 2019. MoR director is maintaining their campaign log and prospect database. Due to the state allocation, the \$6.5 million goal is 123% achieved, including funding to all entities working to achieve the campaign goal (restricted funds held by City [2 funds], RMA, and HHF).</i>						
RMA, fundraising: Streamline practices re: annual financial support and the management of program expenses.	Peterson, Lovell	RMA	O = staff time; RMA revenue annually of \$15,000-25,000 to restart after reopening	A	Internal, RMA	Annual budgets are developed in sync to ensure that the Museum’s necessary expenses are in the Museum’s budgets, and that program expenses are delineated clearly between the Museum and the RMA.
<i>Status: Collated sponsorship request prepared for 2019-2020, but piecemeal approach of prior years overwhelmed the process in its execution. No requests made in 2020-2021 except to complete the long-pledged parlor furniture upholstery project. No funding requests to the RMA made in FY2021-2022.</i>						
RMA and Board, advocacy: ◊ Formally encourage closer communications and alignment between RMA and Museum of Riverside Board (Board).	Peterson	RMA	O = staff time	A, B, C	RMA, MMB	Mutual awareness of the RMA’s and MMB’s activities is notably increased.
<i>Status: Ongoing. In 2020, Board president established quarterly nonprofit support group reporting at Board meetings.</i>						
RMA, volunteers: ◊ Reexamine, update, enrich volunteer corps training, scheduling, and communications. Develop ongoing menu of volunteer opportunities.	Peterson, Curator of Historic Structures, Belding, Kinsman	RMA	O = staff time	A, B	Current and prospective volunteers	Implementation of updated volunteer training program and volunteer guidelines.



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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
<p><i>Status: Ongoing; incremental introduction of change will be necessary with the volunteers. Volunteers are being invited back to the pre-pandemic roles. Reopening date for Heritage House was 10 September 2021.</i></p>						