Museum of Riverside
Five-Year Strategic Plan 2022-2027

Approved for adoption by the Museum of Riverside Board on April 27, 2022. Approved by City Council on July 5, 2022.
Status reports as of 30 September 2022 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

Envision Riverside 2025 – the City's Strategic 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.

In October 2020, Riverside City Council approved a new strategic plan for the City. Its strategic priorities are both idealistic and practical:

- ✓ Arts, Culture, and Recreation
- ✓ Community Well-Being
- ✓ Economic Opportunity
- ✓ Environmental Stewardship
- ✓ High-Performing Government
- ✓ Infrastructure, Mobility, and Connectivity

Each priority is to be informed by the following cross-cutting threads:

- ✓ Community Trust

- ✓ Equity
- ✓ Fiscal Responsibility
- ✓ Innovation
- ✓ Sustainability and Resiliency

The Museum's activities inherently support the City priority titled Arts, Culture, and Recreation. Further, the Museum can play a large role in enhancing Community Well-Being. While the Museum is not the driver of the City's other priorities, it can contribute to all. Further, insofar as the Museum's activities contribute to more general goals supporting education, tourism, and creative placemaking, the Museum can be a key player.

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 that 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. The principles and goals it foregrounds will continue to inform the Museum's goals. The AAM's priorities include Social & Community Impact, DEAI & Anti-racism, the Museum Community, and the Way We Work.

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Introduction

Renewal of Museum's Five-Year Plan

The Museum of Riverside approaches the renewal and extension of its five-year Strategic Plan (Plan) with the goal of adjusting it to the delays to some of the Museum's most important goals caused by the pandemic that began in March 2020. Some of the actions in the 2019-2024 plan have been completed, and the Museum remains broadly committed to the ideals and longer-term goals stated in that version of the Plan.

Institutional evolution and change in the coming five-year period pivot on four key functions:

- ✓ **Renovation, Expansion, and Access**
  - Main Museum
  - Harada House and Interpretive Center
  - Heritage House
- ✓ **Inspiring and Connecting**
  - Celebrating a Century
  - Outreach, Identity, and Engagement
  - Education and Digital Resources
- ✓ **Stewardship**
  - Collections Management
  - Supporting Community
  - Supporting Scholarship
- ✓ **Maximizing Resources**
  - Growing the Museum Team
  - Diversifying Revenue

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New Plan for 2022 through 2027

The Strategic Plan for fiscal years 2022-2023 through 2026-2027 emphasizes goals that advance the Museum beyond its baseline activities and responsibilities.[1] The Plan is the result of multiple discussions between August 2021 and March 2022 among staff, the Museum of Riverside Board, the Riverside Museum Associates, the Harada House Foundation, other City staff, and stakeholders who are eager for the return of a fully operational and accessible Museum of Riverside. The Museum recommits to its mission and its many communities. Many of the goals and initiatives in this Plan are unique to the unusual circumstances prevailing when it was written and are aimed to continue the multi-year process of institutional overhaul and reinvention that began in 2017. This process aims to equip the Museum to serve 21st-century audiences and enter its second century of operation. 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 resource.

Some assumptions underlie this Plan. First, genuine program growth and achieving best practices in all areas where they were previously lacking will require additional resources, staff in particular. Second, actions in this Plan that entail exploratory research may not necessarily result in the decision to implement a new exhibition, program, or project. Third, programs and activities that are not supported by existing resources—including human resources—may not be pursued even if they align closely with the Museum's mission.

Staff are indicated by name for positions that are filled at this time this Plan is approved. Positions not filled are indicated by title. Responsibility for actions tied to vacant positions filter up to the filled position above. When new staff are recruited, revisions will be made during 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 will play advisory and other roles who may not all be named in this Plan.

*	=	Indicates a staff position not created and / or filled at the time of Plan approval. Until the position is 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.
◊	=	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

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

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HHF = Harada House Foundation

Quick Reference to Strategic Priorities

Renovation, Expansion, Access	Inspiring and Connecting	Stewardship	Maximizing Resources
Main Museum renovation and expansion	Centenary exhibition in 2024	Further implementation of TMS Collections	Inclusively create new vision and core values statements
New Nature Lab	Additional centenary programs and promotion in 2024	Complete collection relocation and plans for rehousing	Align staffing structure with museum-field best practices
Proactive exhibition planning	Complete implementation of new Museum brand	Address environmental conditions in collections storage	Establish training in emergency preparedness, object handling, and customer service
Harada House rehabilitation	Community mini-exhibitions	All-sites security audit	Expand volunteer recruitment
Harada House documentary	Effective program evaluation	Develop long-range conservation plan and do most urgent treatments	Create new staff team dedicated to advancement and fundraising
Harada House Interpretive Center	Maintain community advisory teams	Prioritization of access in collecting and program development	Develop a “donor circle” program
Heritage House site enhancements	Expand botanical partnerships	Develop Indigenous advisory team	Support the Museum’s 501(c)(3) organizations.
Heritage House historic structures report	Community event participation	Participate in collaborative online collection databases.	Implement a comprehensive fee schedule
Heritage House expanded public access	Prepare in 2026 for reaccreditation review		
Heritage House furnishings goals	Expand educational outreach		
	New educational partners		
	Youth programs		
	Revitalized docent program		
	Expand university internships		
	Adult program development		

	Digital program development		

Strategic Goal: RENOVATION, EXPANSION, AND ACCESS

As of the initial 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 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. A re-envisioning of the main museum began in 2019 and has passed through a key approval stage, the Budget Engagement Commission. In July 2021, the fundraising goal for Harada House was achieved, which permits the rehabilitation to proceed, including its Interpretive Center.

Key actions center on:

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

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**	**Envision Riverside 2025 alignment**
Main Museum: Implement renovation and expansion of Mission Inn Avenue site, including grounds and all planned and necessary support functions. Includes plan and protocols for operation.	Director, Operations Mgr.	General Services Department, Board, Museum's advisory design team	C = Construction estimated at $22 million. Project costs estimated at $32 million. Current allocation from Measure Z is $13.7 million; potential one-time revenue through sale of naming rights.	A, B, C	All audiences	• Renovated and expanded site is opened by 31 December 2026: on time, on budget, and to acclaim. • No more than 10% of staff time is expended resolving unanticipated operational and procedural issues arising in the first year after reopening.	Workplan action 1.1.3, 4.1.3
Status: Resumption of project scheduled to go before City Council on 4 October 2022.							

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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	Envision Riverside 2025 alignment
Main Museum – Nature Lab: Develop plan for Nature Lab including ongoing programming, plan for drop-in use, and mobile Nature Lab (Nature Lab on the Go).	Curator of Natural History, Assoc. Education Curator, Education Curator	Natural history colleagues	O = staff time, $6,000-$8,000 annually; sponsorship support is likely	A, B, C	All audiences	• Nature Lab on the Go, to be launched first, works toward a goal of 2,500 contacts annually. • Public satisfaction with the new Nature Lab in the renovated main museum exceeds 90%. Attendance in first three years of operation demonstrates steadily increasing use.	Workplan actions 1.1.3, 1.1.4, 1.2.1, 1.2.2, 1.2.3, 1.5.4
Status: Nature Lab On-the-Go tested at two public events; sub-branding and additional kit to be finalized by 31 March 2023. Regarding Nature Lab in the new building, see description of plan to issue RFP immediately below.							
Main Museum – Exhibitions: Schedule and implement three exhibitions to reopen the Mission Inn Avenue site memorably. • Im/migration • Food traditions • Riverside vignettes	Director, *Mgr. of Curatorial Services	Museum'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 audiences	• Three exhibitions reopen the downtown site on time and on budget. • A broad cross-section of the community and clear majority of visitors respond positively to reopening exhibitions.	Workplan actions 1.1.3, 1.1.4, 1.2.1, 1.2.2, 1.2.3, 1.5.2, 1.5.4, 3.4.2
Status: Assuming City Council approve to resume architectural design work, an RFP for the services of an exhibition design firm (inclusive of interpretive planning and fabrication) will be issued before 31 December 2022. Staff will seek a firm whose all-inclusive services will support completion of the three temporary reopening exhibitions and Nature Lab.							
Harada House: ◊ • Complete the rehabilitation of Harada House.	Director, Operations Mgr., Curator of Historic Structures	General Services Department, Board, Harada House Project Team, Harada	O = staff time, C = seven-figure budget TBD, the funding for which has been secured	A, B, C	All audiences, especially Japanese American, civil rights, public historians.	• Harada House rehabilitated to Secretary of the Interior Standards and industry's best practices by 30 June 2026.	Workplan actions 1.1.4, 1.2.1, 1.2.2, 1.2.3, 1.5.2, 1.5.4, 2.4.1, 2.4.6

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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	Envision Riverside 2025 alignment
• Refurnish the house. • Develop operational plan and open the house to the public.		House Foundation				• Site is opened to the public, and public satisfaction with the site exceeds 90%.	
Status: Architects IS Architecture began work after approval of their agreement for services on 5 July 2022. Onsite work has included engaging a team to complete 3D laser scans of Harada House and the future Interpretive Center (existing structure).							
Harada House: Oversee production of documentary of the rehabilitation process and the Harada story.	Director, Curator of Historic Structures	Harada House Project Team, Harada House Foundation	O = staff time; six-figure budget for documentarian TBD; grant and sponsorship potential	A, B, C	All audiences, especially Japanese American, civil rights, public historians.	• Documentary is completed within six months of public opening of the house. • It is distributed widely and earns critical praise.	Workplan actions 1.2.1, 2.4.6
Status: Staff have identified a videographer from UCR who will act as the staff's representative to ensure that the Museum issues a competent RFP for these services. An RFP is currently in draft.							
Harada House Interpretive Center: Reconstruct the site f.k.a. Robinson House. Includes developing initial Harada-related exhibition.	Director, Operations Mgr., Curator of Historic Structures	General Services Department, Board, Harada House Project Team, Harada House Foundation	O = staff time; C = CDBG[2] funding ($340,028); additional costs anticipated to be covered by Harada campaign revenues	A, B	All audiences, especially Japanese American, civil rights, public historians.	• Satisfactory completion of project following Secretary of the Interior's standards by 30 June 2024. • Public satisfaction is expressed regarding the opportunity to view Harada site under rehabilitation.	Workplan actions 1.1.4, 1.2.1, 1.2.2, 1.2.3, 1.5.2, 1.5.4, 2.4.1, 2.4.6, 4.1.3
Status: Architects IS Architecture began work after approval of their agreement for services on 5 July 2022. Onsite work has included engaging a team to complete 3D laser scans. Planning for the initial exhibition in the Interpretive Center will resume upon hire of the Curator of History.							
Heritage House: Continue addressing short- and long-term	Director, Operations Mgr., Curator	General Services Department	O = staff time	A, B, C	All audiences, site volunteers, partner groups	• Paths are addressed satisfactorily, including signage, by 30 November 2022.	Workplan actions 1.1.4, 1.1.5, 1.2.1,

[2] CDBG = Community Development Block Grants, a federal grant program

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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	Envision Riverside 2025 alignment
structural and site enhancement needs, as identified on CIP and internal lists. Includes redoing paths, fencing, wayfinding, and security.	of Historic Structures, Facilities		C = CDBG funding for paths ($321,092) O/C = specific project costs TBD C = signage on parallel track with all-site wayfinding		such as Dickens Festival organizers	• Prioritized plan to address additional projects established by 31 December 2022 for completion by 30 June 2027.	1.2.2, 1.2.3, 1.4.1, 1.5.2, 1.5.4
Status: The major project of repainting the entire house, including completing small wood repairs, is projected to be completed in mid-October. The remaining major project is redoing the paths, which is slated for summer 2023. A draft of wayfinding needs is in preparation; settling on a signage design approach incorporating the new brand is TBD.							
Heritage House: Obtain historic structures report.	Curator of Historic Structures	RMA	O = consultant cost estimated at $25,000	B	Internal	Completed report is in hand by 30 June 2024.	Workplan action 1.2.2
Status:							
Heritage House: Secure resources necessary to increase open hours at Heritage House.	Director, Curator of Historic Structures	RMA, City volunteer program	O = staff time; may require new part-time or temporary staff; modest increased admissions / donations revenue	A, B	Audiences seeking historic house experiences	Additional staffing (volunteer or paid) is approved, recruit-ed, trained, and in place to increase hours by one day per week by seasonal reopening in September 2024.	Workplan actions 1.1.4, 1.2.1, 1.2.2, 1.2.3, 1.4.1, 1.5.2, 1.5.4
Status: Not currently funded.							
Heritage House – Collections: Develop comprehensive plan for interpretation, care, and enhancement of furnishings: • Furnishings plan • Digital room books	Curator of Historic Structures	Collections Committee, RMA	O = staff time, archival storage supplies, and possible software costs for digital room books	A, B, C	Internal; tour audiences for room books	• Furnishings plan done by 31 December 2023. • Digital room books by 30 June 2024. • Full inventory of props and collections completed by 30 June 2025.	Workplan actions 1.2.1, 1.5.2

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	Envision Riverside 2025 alignment
• ◊ Inventory • Storage plan						• Storage plan implemented by 30 June 2026.	
Status: *Awaits hire of the Curator of History.*							

Strategic Goal: INSPIRING and CONNECTING

The Museum's 100th anniversary is a one-time opportunity that can no longer be anticipated to be celebrated in a new downtown museum building. A high priority is developing multiple ways to celebrate this milestone throughout the anniversary year 2024. Prolonged closure of the Museum's main site also demands additional emphasis on reaching our communities beyond our walls, including re-envisioning what an "exhibition" is, reconsidering communications, adapting educational programming for use both on- and off-site, and meaningful evaluation. These may include experiential learning opportunities such as drop-in programs outdoors, curriculum-based school tours, camps conducted at Parks or Library facilities, special events, lectures, performances, and other informal enrichment programs.

Key actions center on:

- ✓ Celebrating a Century
- ✓ Outreach, Identity, and Engagement
- ✓ Education and Digital Resources

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	Envision Riverside 2025 alignment
Celebrating a Century - Exhibitions: Secure a site partner to permit curation of an exhibition highlighting the collections to mark the centenary (2024).	Director, all senior staff/team leaders	Museum's program advisory team, site partner TBD	O = staff time; early estimate $125,000 for exhibition; sponsorship potential	A, B	All audiences	• Exhibition plan finalized, with checklists and scripts, by 30 June 2023. • Fundraising success by 31 December 2023. • All City departments and partners playing a part have integrated the Museum's 100th into their own annual plans for 2024. • An innovative centenary exhibition opens to acclaim in the second half of 2024.	Workplan actions 1.2.1, 1.2.2, 1.2.3, 1.5.2, 3.4.2
Status: MOU draft under review by our proposed presenting partner, the Center for Social Justice and Civil Liberties. Significant curatorial work is under way preparing thematic approach, selecting objects, and drafting script.							
Celebrating a Century - Programming: Finalize programming and partnerships to mark centenary (2024). To include events, mini-exhibitions, educational programs, and market-ing. May include presence in libraries aimed at children.	Director, all senior staff/team leaders	Museum's program advisory team, cultural directors' consortium, collaborative partners TBD	O = staff time; $100,000 for other programming and collateral; sponsorship potential	A, B	All audiences, school districts	• Plan is developed by 30 June 2023, including calendaring all 2024 programming. • Fundraising success is achieved by 31 December 2023. • All staff are clear about their roles to execute all programs on schedule during 2024. • Each element achieves at least a 90% audience satisfaction rate.	Workplan actions 1.1.4, 1.2.1, 1.2.2, 1.2.3, 1.5.2, 3.4.2

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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	Envision Riverside 2025 alignment
Status: Staff have settled on the programs and promotions that are feasible to complete with our small team. They include the exhibition at the Center for Social Justice and Civil Liberties (to include a small publication), a citywide banner program featuring objects from the collection, and a calendar of "100 Programs," which will include in-person and digital programs at a level representing about a 50% increase over our baseline programming level.							
Outreach, Identity, and Engagement – Branding: ◊ Complete implementation of new Museum brand. Includes overhaul of website with a plan for maintaining it.	Director, *Mgr. of Institutional Advancement	City Marketing Department, Museum's advisory rebranding team, Board	O = Staff time; initial costs estimated at $50,000 associated with formatting, fabrication, printing; additional TBD for wayfinding signage	A, B	All audiences	• New brand is applied to digital communications, printed materials, internal documents, and signage by or before the main site reopening. • ADA-compliant website is completed by 31 December 2022, is easily updatable by staff, and achieves at least a 90% positive response.	Workplan action 1.2.4
Status: Ongoing. Progress on the website is anticipated in Q2.							
Outreach, Identity, and Engagement – Exhibitions: Develop and install mini-exhibitions with fresh design in key community locations.	*Mgr. of Curatorial Services	Museum's program advisory team	O = $2,000-$10,000 each, implementing one to two per year; grant potential	A, B, C	Prioritize under-served neighbor-hood locations	• At least one new or renewed mini-exhibition is installed annually up to a maximum of five maintained at any given time. • A schedule of additional exhibitions is confirmed at least one year in advance of work commencing.	Workplan actions 1.2.1, 1.2.2, 1.2.3, 1.5.2, 3.4.2
Status: The overdue installation of the Casa Blanca mini-museum is anticipated in November 2022. A second mini-museum on the topic of grizzlies in southern California is in development for a location TBD, but probably on the west side of town. A disintegrating citrus-themed mini-exhibition at Bobby Bonds has been removed from the site; this exhibition was developed for short-term use (two weeks) at the Convention Center in 2018 and ended up being very well used during a four-year run.							
Outreach, Identity, and Engagement – Evaluation:	*Mgr. of Institutional Advancement,	Marketing Department	O = staff time	A, B, C	Exhibition visitors, program users,	• Surveys provide statistically valid feedback that usefully	Workplan actions 1.2.1, 1.2.2, 1.4.1, 1.5.2, 1.5.4, 2.4.2

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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	Envision Riverside 2025 alignment
◊ Improve evaluative tools, including an effective audience survey mechanism and staff-level pre- and post-program assessments.	*Mgr. of Curatorial Services				event attendees, internal	informs program (re)development. • Programs achieve 90% audience satisfaction, and staff experience reduction in last-minute surprises and programs that do not meet goals.	
Status: Under discussion. Staff have evaluative tools that must be used more frequently and refined. Post-program assessments occur informally in curatorial team meetings. A process for ensuring that lessons learned are integrated into subsequent event and program plans is needed.							
Outreach, Identity, and Engagement – Community: Maintain advisory teams: • renovation (until reopening) • programs • marketing • cultural consortium • ad hoc, as required	Director	All team members	O = staff time	A, B, C	Current and eventual post-reopening audiences	• Advisory teams are perceived as representative of the community. • Input from these teams informs program implemen-tation. Teams opt to develop new goals so that they maintain relevance and community service after conclusion of specific exhibitions or programs.	Workplan actions 1.2.1, 1.2.2, 1.2.3, 1.5.2, 2.4.2, 2.4.6
Status: Resumption of main museum design work and new versions of the website to critique will trigger reactivation of the design and marketing team. Both are anticipated in Q2. The program team and the cultural consortium meet approximately every other month.							

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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	Envision Riverside 2025 alignment
Outreach, Identity, and Engagement – Community: Expand botanical partnerships in City and County regional parks. Including "bio-days," naturalist walks, and digital programs.	Curator of Natural History	Parks Depart-ment, RivCo Parks, UCR, water district, Riverside-Corona Resource Conservation District (RCRCD)	O = staff time	C	Audiences enthusiastic about botany and parks	• Mutual benefit among partners is perceived. • Economies of scale are realized in the execution of programs. • Popularity of Museum-based reference resources on native plants and urban wildlife can be documented.	Workplan actions 1.2.1, 1.2.2, 1.2.3, 1.5.2
Status:							
Outreach, Identity, and Engagement – Community: Identify staff liaisons for effective partici-pation in collaborative events such as Insect Fair, Tamale Festival, Día de los Muertos, and similar. Assess capacity for participation in others' events.	Education Curator, 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); sponsorship potential	A, B, C	Target audience varies according to event theme	• Measurably improved project execution with enriched educational content. • Smooth-running logistical support. • Maximum public clarity regarding museum's role (lead or contributing). • Increased attendance and media coverage.	Workplan actions 1.1.2, 1.2.1, 1.2.2, 1.2.3
Status: During Q1, few opportunities to participate in events organized by others occurred. During the summer heat, fewer events are offered. Due to a conflict with the Museum's own Moon Festival on 10 September 2022, staff were unable to participate in the Tamale Festival this year.							

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Outreach, Identity, and Engagement – The Museum Community: Pursue reaccreditation successfully.	Director	All team members	O = staff time; some costs may be incurred addressing minor operational upgrades	C	Museum professional community	• Preparation begins mid-2026. • Self-study is successfully submitted by due date of 1 July 2027, at the end of this Plan. • Museum is subsequently reaccredited.	General alignment with Arts, Culture and Recreation and High-Performing Government priorities
Status: The American Alliance of Museums is preparing updates to the accreditation process that will more directly address standards for diversity, equity, accessibility, and inclusion (DEAI). These changes will affect the Museum's bid for reaccreditation in 2026.							
Education and Digital Resources – Outreach Education: Proactively expand educational outreach to school districts, private schools, and home schoolers. Survey potential partners to ascertain needs: • curriculum-based, especially ethnic studies • after-school • transportation	Education Curator, Assoc. Education Curator	School district contacts, museum's program advisory team	O = staff time; modest costs for printed and digital materials; cost-sharing revenue to be pursued	A, B, C	Educators, schoolchildren, parents	• Partnerships are maintained through active communications. • Cost-sharing is negotiated, as feasible. • Progress is reported quarterly on establishing Museum's role in aiding educators with ethnic studies mandates. • Partner feedback indicates that Museum partnerships assist educators in meeting their own curriculum mandates.	Workplan actions 1.2.1, 1.2.2, 1.2.3, 2.4.1, 2.4.2, 2.4.6
Status: Awaits hire of Associate Educator.							

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Education and Digital Resources – Outreach Education: Develop at least one new outreach partner per year, targeting special needs groups.	Education Curator, Assoc. Education Curator	Partner groups, program advisory team	O = staff time; modest costs for printed, digital, and program materials; grant and sponsorship potential	A, B, C	Project Bridge, Sherman Indian School, deaf community, senior centers, juvenile detention centers, and similar	• Partnerships are maintained through active communications. • Grant or sponsorship support is obtained for a portion of these special outreach programs.	Workplan actions 1.2.1, 1.2.2, 1.2.3
Status: Awaits hire of Associate Educator.							
Education and Digital Resources – Youth Engagement: Research and prepare a proposal for a junior curators' program and/or a youth advisory team.	Education Curator	Partner groups, program advisory team	O = staff time	B	High school students	A defensible proposal is created by or before 30 June 2023 that recommends proceeding or not proceeding with such a program and why.	Workplan action 1.2.1, 1.2.2, 1.2.3, 3.2.3
Status:							
Education and Digital Resources – Docents: Revitalize docent program: • Heritage House (immediately) • main museum (to sync with reopening)	Education Curator	RMA	O = staff time, consulting costs for guest presenters / trainers	A, B, C	Docents and, by extension, visitors	• By main museum reopening, size of docent corps increases by 25% over 2017 levels. • Docent training program is year-round. • Docents' positive response rate is at least 75%. Attrition due to causes other than health, age, or relocation declines.	Workplan actions 1.2.1, 1.2.2, 1.2.3, 1.5.2
Status: Docent training program for Heritage House touring docents is undergoing steady refinement under the leadership of the Museum Educator. Involvement of the eventual Curator of History is anticipated.							

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Education and Digital Resources – Internships: Broaden university internship program; proactively define scope of opportunities.	*Mgr. of Curatorial Services	UCR, CBU, La Sierra, RCCD, University of La Verne	O = staff time	A, B, C	University students in anthropology, natural history, history, ethnic studies	Museum is able to secure and support a minimum of two interns each academic term.	Workplan actions 1.2.1, 1.2.2, 1.2.3, 3.2.3
Status: Maximum capacity for hosting interns remains at three individuals per term. Staff communicate the availability of internship opportunities with UCR, CBU, RCC, and La Sierra. Staff hosted one intern from UCR (public history department) during the summer of 2022. There were no applicants for fall 2022.							
Education and Digital Resources – Adult Programs: Further develop adult programming.	*Mgr. of Curatorial Services	Museum's program advisory team	O = staff time; fees and travel expenses up to $1,000 per program; modest participation fee revenue; limited sponsorship potential	C	Adult lifelong learners, ages 18 through senior	• Prior to reopening, at least six programs annually are successfully offered. • After reopening, at least twelve programs annually draw an average audience of at least 25 and a positive response rate of at least 90%.	Workplan actions 1.2.1, 1.2.2, 1.2.3
Status:							
Education and Digital Resources – Digital Programs: Maintain steady production of new digital programs, disseminating through social media, YouTube, and website.	Education Curator, all content specialists	Museum's program advisory team	O = staff time and small investments in tech support and professional fees, estimated at $2,500 annually	A, B, C	All audiences	• A minimum of one new digital program is released every quarter. • Inaccuracies, when noted, are corrected immediately. • YouTube / other likes and view rates show steady growth.	Workplan actions 1.2.1, 1.2.2, 1.2.3
Status: With the substantial assistance of Riverside TV, a new series of short videos featuring collections objects and specimens in storage, "In the Vault," launched in August 2022. Staff intend to prepare and release one video (1-3 minutes each) every month.							

MUSEUM of RIVERSIDE

Strategic Goal: STEWARDSHIP

Work remains to bring documentation and preservation of the Museum's collections up to standard. 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 behind-the-scenes function. Improved documentation and appropriate storage for all collections—Permanent, Community Collection, Education / Teaching Collection, Live Collection, and Library—is a prerequisite to effective public access to Riverside's stories.

Key actions center on:

- ✓ Collections Management
- ✓ Supporting Community
- ✓ Supporting Scholarship

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	Envision Riverside 2025 alignment
Collections Management - Documentation: Further develop staff competence with TMS Collections; implement digital visitor portal.	Collections Registrar	Collections Committee, IT Department	O = staff time; digital portal module cost TBD (anticipated >$10,000)	A, B, C	Internal, internet audiences, collaborative database partners	• All custom configuration and definitions of authority levels are completed by 31 December 2022. • Thereafter, a minimum of 5,000 records are added or cleaned up annually. • Within six months of implementing digital portal, a minimum of 200 of the objects / specimens historically in greatest demand are available.	General alignment with Arts, Culture and Recreation priority
Status: Ongoing. Unable to set time frame for digital visitor portal. The digital portal will require the Museum's updated website to be completed.							

MUSEUM of RIVERSIDE

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	Envision Riverside 2025 alignment
Collections Management – Storage: For all disciplines: • Complete collection relocation to R1 and R2. • Develop phased plan to resolve housing issues. • ◊ Initiate a phased, rolling inventory plan. • ◊ Equip effective workspaces in R1 and R2.	Collections Registrar, content specialists	Collections Committee, tribal representatives	O = staff time	A, B	Internal, professional community, regional tribal entities	• A phased plan for storage of all collections is in place by 30 June 2023. • Inventory is at least 25% completed by 30 June 2024. • Within one year of anchoring and loading new storage cabinetry, a proposal to maximize fully R1 and R2 storage capacity is completed.	General alignment with Arts, Culture and Recreation priority
Status: Ongoing.							
Collections Management - Storage: Upgrade R1 and R2 environmental condi-tions; gather estimates and propose a phased implementation.	Collections Registrar, Director, Operations Mgr.	Consultant	O = staff time; C = limited grant potential	A, B, C	Internal	• Cost estimates gathered and proposal prepared by 30 June 2023. • Implement upgrades by 30 June 2027.	General alignment with Arts, Culture and Recreation priority
Status: Repairs to R1 AC are under way with replacement of compressors anticipated in Q2. No progress on proposal for more substantial environmental upgrades.							
Collections Management – Security: In context of downtown site renovation, conduct an all-sites security audit and upgrade / integrate all systems and procedures.	Collections Registrar, Operations Mgr., Sr. Office Specialist	IT, General Services departments	O = staff time; hardware and software costs TBD; downtown site costs to be part of Measure Z renovation budget	C	Internal	Effective, up-to-date security surveillance systems are in place at all sites by the reopening of the downtown site.	Workplan action 1.4.1
Status:							

MUSEUM of RIVERSIDE

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	Envision Riverside 2025 alignment
Collections Management – Conservation: • ◊ Develop long-range conservation plan. • Complete object treatments per prioritized plan.	Collections Registrar, content specialists	Collections Committee	O = staff time; individual conservation project costs TBD; grant potential for some elements	A, B, C	Internal	• A plan is adopted internally by 31 December 2023 that includes a prioritized list of objects or collections for direct treatment or rehousing. • Individual treatments identified for the years of this plan are completed on time.	General alignment with Arts, Culture and Recreation priority
Status: No progress on long-range conservation plan. Pressing individual treatments are under way according to their degree of urgency. Jekel architectural drawings are currently being treated by a paper conservator in anticipation of exhibiting one or more in a 2023 exhibition at the Mission Inn Museum.							
Supporting Community: Align with City's Diversity, Equity, and Inclusion initiatives to prioritize improved access and inclusion in collecting and program development.	*Mgr. of Curatorial Services, content specialists	Collections Committee; advisory program team	O = staff time; possible modest costs in focus groups, communications	A, B, C	All internal and external audiences	• Museum earns praise for the diversity of its programming and access to collections. • Board and staff diversity increases, including temp, intern, and volunteer demographics.	Alignment with Community Well-Being priority
Status: Ongoing.							
Supporting Community: Maintain and grow regular contact with existing Indigenous advisory team regarding physical and interpretive use of Indigenous resources.	*Mgr. of Curatorial Services, Anthro. Cur.	Collections Committee	O = staff time	A, B, C	Indigenous advisory team; academic and professional communities; general public	• Team is convened for critical review of program plans at least once annually. • Indigenous advisory team is consulted early in decision-making processes affecting Indigenous resources. • A respectful exchange is maintained.	Workplan actions 1.2.1, 1.2.2, 1.2.3, 1.5.2, 2.4.1, 2.4.2, 2.4.6
Status: Ongoing, with particular emphasis on development of video / oral histories relating to the Indigenous boarding school experience. This is a grant-funded project expected to conclude in Q3.							

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	Envision Riverside 2025 alignment
Supporting Scholarship: Identify opportunities for participation in collaborative databases and ascertain upload protocols. Examples include Vertnet, Global Biodiversity Information Facility (GBIF), Inland Empire Memories, Calisphere, and similar.	*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 2024. These databases are linked on the Museum's website.	Workplan actions 1.2.2, 1.2.3
Status: Membership in UCR Libraries' Inland Empire Memories has been formalized, and staff await protocols for uploading shared records.							

Strategic Goal: MAXIMIZING RESOURCES

The Museum's resources include its community—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 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."[3] 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:

- ✓ Growing the Museum Team

[3] From *Our Common Future,* also known as the Bruntland Report, 1987.

MUSEUM of RIVERSIDE

- ✓ Diversifying Revenue
- ✓ Fiscal Responsibility

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	Envision Riverside 2025 alignment
Mission and vision: Establish an inclusive process to create vision and core values statements.	Director, Operations Mgr.	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.	Workplan action 5.5.2, 5.5.8
Status: A community engagement process has been determined, and the bulk of the outreach and discussion will occur in Q2.							
Growing the Museum Team: ◊ Align staffing structure with museum industry standards / best practices.	Director	Consultants, City HR Department	O = goal of net gain of 2.75 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 (administrative, curatorial [exhibitions and collections], education/outreach, and development/advancement)	Workplan action 5.1.4
Status: Updated position descriptions and titles have been finalized for the Museum Educator and Associate Educator. Recruitments for three fulltime funded positions are anticipated in Q2: Curator of History, Exhibition Designer, and Associate Educator.							
Growing the Museum Team – Training and Professional Development: • Establish annual emergency response training schedules and update toolkits. • Improve staff training on object handling;	Director, Operations Mgr., Collections Registrar	FD, PD, Advisory Marketing Team, possible consultant	O = staff time; costs to upgrade dedicated response supplies and toolkits; customer service training consultant; "best practices" travel expenses	A, B, C	Internal	• By reopening, drills occur at least 3x/annually at all occupied sites. Updates to emergency response manuals occur as needed. • All staff can confidently respond to unscheduled quizzes relating to emergency preparedness. • All staff receive object handling training appropriate to their roles by 31 December 2022, and new hires	Workplan action 2.6.1

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	Envision Riverside 2025 alignment
create a library of digital training sessions. • Pursue staff "best practices" peer-to-peer opportunities. • Provide high-quality customer service training to all staff.						thereafter as part of new-hire checklist. • Each staff member participates in a minimum of one "best practices" encounter annually. • All staff receive training and exemplify model visitor-centered service at Heritage House, the reopened main museum, and all off-site programs.	
Status: Ongoing.							
Growing the Museum Team – Volunteer Recruitment: • Expand options for volunteer recruitment. • Simplify volunteer position descriptions and orientation on GetConnected for new and existing volunteers.	Curator of Historic Structures, Education Curator, 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	• By 30 June 2023, staff confidence has increased that the Museum is reaching significantly more potential volunteers (retired teachers, senior centers, colleges). • By 30 June 2023, the technical process volunteers use is markedly improved.	Workplan action 1.5.2
Status: Working with City's HR department to improve volunteer position descriptions and clarity of process for volunteers.							
Diversifying Revenue – Fundraising: ◊ Create new staff team dedicated to advancement and fundraising (sponsorships, grants, events,	Director	CMO's office	O = creation of 1-3 FTEs, unfilled and/or unfunded as of 1 July 2022; entire team to be revenue-positive after 3-5 years	B, C	Philanthropic community	• Staff incrementally come on board as ramp-up to reopening approaches and with sufficient time for orientation and integration. • By 30 June 2027, non-general fund revenues are on a trajectory to support, by three years after	Workplan actions 1.1.4, 6.3.1

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	Envision Riverside 2025 alignment
annual fund development).						reopening, at least 15% of exhibition and program cost increases compared to pre-closure costs.	
Status:							
Diversifying Revenue – Fundraising: ◊ Develop a "donor circle" support program that comple-ments the RMA's membership program.	Director, *Mgr. of Institutional Advancement	RMA	O = staff time (expense); donor revenue anticipated when fund-raising team is in place	B, C	Philanthropic community	A donor circle program with a minimum of 1,000 members is achieved within two years of reopening.	Workplan actions 1.1.4, 6.3.1
Status:							
Diversifying Revenue – RMA and HHF: Support the Museum's 501(c)(3) organiza-tions. Integrate Museum staff into fundraising and communications efforts.	Director, *Mgr. of Institutional Advancement	HHF and RMA	O = staff time; HHF to build endowment; project revenue from RMA to increase from current level of $20,000-25,000 annually	A, B, C	All program audiences and donors	• HHF and RMA have appropriate and timely support from the Museum to pursue mutually agreed-upon goals. • Fundraising success for both organizations increases annually and/or RMA and HHF meet the specific goals they establish for themselves.	Workplan actions 1.1.4, 6.3.1
Status: Steady work is under way to improve communications. Director is assisting RMA's strategic planning committee and working toward establishing an MOU between the RMA and the City/Museum. An MOU already exists between the HHR and the Museum/City. Director attends HHF's meetings, including recent retreat discussions and follow-ups. During Q1, HHF adopted mission and vision statements that reinforce the primacy of their fundraising role.							

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	Envision Riverside 2025 alignment
Diversifying Revenue – Earned Revenue: ◊ Implement a comprehensive fee schedule to maximize earned revenue.	Director, *Mgr. of Institutional Advancement	CMO, Finance Department, Council	O = staff time (expense); fee revenue when full proposal is implemented, and necessary staffing in place	B, C	All	• By reopening, competitive fees are assessed for services, with a mechanism to track and credit revenue to the Museum. • At-market private services, f. ex., facility rentals, are managed to the satisfaction of Museum staff and without risk to collections or facilities.	Workplan actions 1.1.4, 5.4.3, 5.4.4
Status:							