

INTRODUCTION

- Introduction to MMC
- Purpose of Organizational Assessment
 - Departure of RMM Director, upcoming search
 - One-year tabling of reaccreditation by American Alliance of Museums (AAM) due to 3 key concerns:
 - The physical condition of Harada House
 - The storage conditions of collections in RMM basement
 - Insufficient exhibition and programming for RMM basketry collection

MMC

MUSEUM MANAGEMENT CONSULTANTS, INC.

2

3

METHODOLOGY

- Document review, background research
- **Benchmark Report** to compare RMM to peer museums
- Site visit and confidential interviews

MMC

MUSEUM MANAGEMENT CONSULTANTS, INC.

RMM STRENGTHS

- Main Museum building is historic, beautiful
- Heritage House is a "gem," well maintained and volunteer run
- Riverside Museum Associates (RMA) has loyal volunteers and significant membership base
- RMM outreach programs are strong
- Nature Center offers innovative, relevant, popular programming
- Status as Smithsonian Affiliate is a community asset
- RMM staff is dedicated
- City leadership is supportive and provides consistent, generous funding 4

MMC

CORE ISSUE: RMM VISION

- RMM includes 5 museum facilities, 2 storage facilities
- Expansion has not been led by a strong organizational vision or strategic planning
- There are insufficient funds to fully restore Harada House, address challenges of the Main Museum

5



MUSEUM MANAGEMENT CONSULTANTS, INC.

RECOMMENDATIONS: RMM VISION

- In recruiting RMM's next Director, seek out candidates with experience:
 - Leading museums
 - Providing visionary leadership
 - Implementing change
 - Establishing a vision relevant to target audiences
 - Growing contributed and earned revenue
- Engage in an inclusive strategic planning process that results in a new vision for RMM

6



CORE ISSUE: VISITOR EXPERIENCE

- Main Museum experience needs updating
 - Facility space is small, layout is confusing
 - Exhibits are static, change infrequently, lack relevancy to the public
 - Most exhibits do not reflect contemporary visitor engagement (interactivity, personal engagement)
- **Education programs** for children and families are popular, but limited by funding
- **Community awareness** of RMM is low
- Who does RMM serve? How can experiences be tailored to those audiences?

7



MUSEUM MANAGEMENT CONSULTANTS, INC.

RECOMMENDATIONS: VISITOR EXPERIENCE

- Develop a Visitor Experience Plan to rethink the Main Museum; consider expansion
- Establish exhibitions calendar that changes exhibits on a regular basis (e.g. quarterly, 3 times per year)
- Through Museum Board, create an advisory group of community members
- Pool resources with local museums for marketing, social media, fundraisers, etc.
- Rebrand RMM based on new vision for the future

8



CORE ISSUE: COLLECTIONS

- Collections have grown beyond a sustainable level
- Yet there are gaps in the collections to be filled
- Collections storage in Main Museum basement is not up to industry standards
- Full inventory of all collections has not been completed

9



MUSEUM MANAGEMENT CONSULTANTS, INC.

RECOMMENDATIONS: COLLECTIONS

- Ensure timely completion of collections inventories
- With inventories complete, evaluate collections for deaccessioning

10



CORE ISSUE: HISTORIC STRUCTURES

- Heritage House is beautifully restored
 - Historic houses face challenges attracting younger audiences, volunteers
- Harada House tells a compelling story, but its physical condition makes it inaccessible to visitors
 - Accepted by City in 2003 without environmental assessments, fundraising plan, or restoration plan
 - Little has been done to make Harada House accessible to the public
 - Cost to restore House will be in the millions
- Robinson House was purchased in 2014 to be Harada House interpretive center; awaits Harada House plans

11



MUSEUM MANAGEMENT CONSULTANTS, INC.

RECOMMENDATIONS: HISTORIC STRUCTURES

- Restore Harada House in a way that preserves the story and makes it accessible to the general public; options include:
 - Full preservation, keeping National Historic Landmark status
 - Replica restoration, likely losing Landmark status
 - Move inscription wall to RMM as exhibit, tear down House
- Consider the future of Robinson House based on Harada House plan
- Develop Business Plans for all satellite facilities to address financial sustainability

12



CORE ISSUE: ORGANIZATIONAL STRUCTURE

- RMM had significant staff cuts during the recession; Museum is rebuilding slowly
- In FY13, RMM and Cultural Affairs were joined together
 - Director of RMM is also Director of Cultural Affairs
- RMM organizational chart reflects an outdated approach
 - Heavily weighted to curatorial

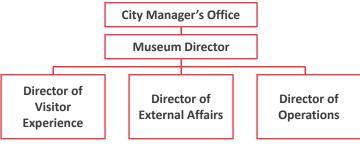
13



MUSEUM MANAGEMENT CONSULTANTS, INC.

RECOMMENDATIONS: ORGANIZATIONAL STRUCTURE

- Divide Museum & Cultural Affairs Department; hire full-time
 Museum Director
- Rethink RMM organizational chart to reflect contemporary, visitorcentered operations



14

MMC

CORE ISSUE: BUSINESS MODEL

- RMM has a lean budget (\$1.7M FY16)
- Lack of diversity in revenues
 - Over-reliance on City
 - Limited contributed income (through Riverside Museum Associates)
 - No earned or investment income

	RMM	Benchmark Museums (Median)
City	97%	47%
Contributed	3%	28%
Earned	0%	16%
Investment	0%	2%

15



MUSEUM MANAGEMENT CONSULTANTS, INC.

RECOMMENDATIONS: BUSINESS MODEL

- Establish a Foundation to provide significant financial support for RMM
 - Utilize and rename Riverside Museum Associate's 501(c)(3)
 - Maintain RMA as a Foundation committee focused on Heritage House
- Build earned revenue for RMM
 (i.e. admissions, program fees, facility rentals)

16



CORE ISSUE: GOVERNANCE

- With competing priorities facing City Council, many governing responsibilities are delegated to Museum Board
 - City Council and Museum Board do not interact often
 - Board feels their role is not clear
- Effectiveness of governing structure relies on relationships between City, Board, and RMM Director

17



MUSEUM MANAGEMENT CONSULTANTS, INC.

RECOMMENDATIONS: GOVERNANCE

- Revisit and further define Board member/ officer job responsibilities
- Board and Director work together to plan advocacy work in the community

18



IN CLOSING

- RMM is at a turning point
- Opportunity to rethink the Museum and become more relevant to its community
- Become a key player in Riverside's growing arts district
- Unique opportunity for **new leadership** to reshape the Museum

19

