



City of Arts & Innovation

Museum Board Memorandum

TO: METROPOLITAN MUSEUM BOARD **DATE: JUNE 12, 2019**

FROM: MUSEUM DEPARTMENT

SUBJECT: FIVE-YEAR STRATEGIC PLAN FOR MUSEUM OPERATIONS FOR FISCAL YEARS 2019/20 THROUGH 2023/24

ISSUE:

Approve a five-year strategic plan for Museum operations for fiscal years 2019/20 through 2023/24.

RECOMMENDATION:

That the Metropolitan Museum Board (MMB) approve a five-year strategic plan for Museum operations for fiscal years 2019/20 through 2023/24.

BACKGROUND:

A series of multi-year strategic plans have governed intermittently during the Museum of Riverside's (Museum) recent decades. The most recent five-year plan was adopted by the MMB on December 15, 2015, when the current situation centered on downtown site renovation and institutional renewal was not anticipated.

Additionally, the Museum's current strategic direction is influenced by the Council-approved citywide strategic plan (current iteration: Riverside 2.1), which itself is expected to begin a renewal process in 2019. Furthermore, in 2015, when the last plan was adopted, the Museum included the Arts and Culture division, which in 2017 reverted to the Community and Economic Development Department. These and other shifts in direction necessitated the development of a new plan to guide the coming years.

DISCUSSION:

The existing plan identified four (4) strategic priorities: Governance, Sustainability, Education, and Stewardship. Without abandoning key concerns in any of these areas, the new plan also proposes five (5) strategic priorities: Renovating, Exhibiting and Engaging, Embracing Community, Strengthening Fundamentals, and Maximizing Resources and Stewarding Assets.

The new priorities take into consideration field-wide concerns regarding inclusiveness, diversity,

technology, excellence, and collaboration. The proposed plan is visitor- and service-oriented, and ensures that best practices are internalized throughout the operation. The plan also recognizes the practical realities, opportunities, and limitations associated with the downtown renovation, the need to diversify revenue, and the impending 100th anniversary of the Museum in 2024.

The plan was developed over a series of meetings involving staff and stakeholders. Feedback was sought on elements of the plan from parties inside and outside the City. Actions from the prior plan that were not completed but that were still considered key have been carried forward when deemed feasible.

The plan is designed to serve as a single document with multiple functions. It codifies strategic priorities as well as serving as an action plan reflecting accountabilities, costs, and timelines. It manages workload at the same time that it facilitates the staff's ability to be nimble in adapting to unforeseen programmatic and collaborative opportunities.

Functionally, the plan will be reviewed no less often than quarterly to log status reports and assess progress. At the three-year mark, the plan renewal process will begin again. The plan is not intended to restate position descriptions or standard operating procedures, but rather to focus on new initiatives and special projects that fundamentally advance the institution and are deemed achievable within the five-year period.

FISCAL IMPACT:

There is no fiscal impact associated with this report.

Actions with financial impacts that are identified in the plan will be pursued only within the contexts of approved operating budgets, Measure Z budgets, grant-funded projects, or by means of donated and formally accepted funding.

Prepared by:	Robyn G. Peterson, Ph.D., Museum Director
Certified as to availability of funds:	Edward Enriquez, Chief Financial Officer/Treasurer
Approved by:	Lea Deesing, Assistant City Manager
Approved as to form:	Gary G. Geuss, City Attorney

Attachment:	Museum of Riverside Strategic Plan 2019-2024
-------------	--