



City of Arts & Innovation

City Council Memorandum

TO: HONORABLE MAYOR AND CITY COUNCIL DATE: NOVEMBER 5, 2019
FROM: MUSEUM DEPARTMENT WARDS: ALL
SUBJECT: APPROVE A FIVE-YEAR STRATEGIC PLAN FOR MUSEUM OPERATIONS FOR FISCAL YEARS 2019-2020 THROUGH 2023-2024

ISSUE:

Approve a five-year strategic plan for Museum operations for fiscal years 2019-2020 through 2023-2024.

RECOMMENDATION:

That the City Council approve a five-year strategic plan for Museum operations for fiscal years 2019-2020 through 2023-2024.

BOARD RECOMMENDATION:

On June 12, 2019, the Metropolitan Museum Board, with eight (8) members present, voted unanimously to approve the five-year strategic plan for Museum operations as presented.

BACKGROUND:

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

The Museum's 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. Further, 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 Museum through the coming years.

DISCUSSION:

The prior plan identified four (4) strategic priorities: Governance, Sustainability, Education, and

Stewardship. Without abandoning key concerns in these areas, the new plan 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 than quarterly in order 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.

The American Alliance of Museums (AAM) considers a current strategic plan to be one of an institution's five (5) "core documents," and one (1) of the four (4) of these five (5) that must be approved by any accredited museum's governing body. The Museum of Riverside (MoR), whose governing body is City Council, is an AAM-accredited institution; it is thus obliged to comply and, furthermore, desires to comply with the field's standards even as they become more rigorous.

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

Attachments:

1. Museum of Riverside Strategic Plan 2019-2024
2. Metropolitan Museum Board Minutes 6-12-2019