

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 2025 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 $- \lozenge -$ indicates actions that address those recommendations.

The museum field as a whole is also guided by the American Alliance of Museums' (AAM) own <u>strategic plan</u>. 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.



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



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. 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.
- Information in green in the Financial Impact column indicates an action for which revenues may exceed or partially offset costs. green =
- Riverside Museum Associates RMA =

HHF

Harada House Foundation

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



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: ONGOING. BNBuilders began onsite work in July 2025 with historic preservation measures, salvage, underground work, and hazardous materials abatement occupying the majority of the initial phase. They have invoiced approximately 6.5% of the total contract as of 30 September. Staff tasks proceeding on parallel tracks include developing a comprehensive reopening plan; finalizing the furniture, fixtures, and equipment (FF&E) needs; and establishing operating protocols for a facility that will be very different from the one that closed.



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	Curator of	Natural history	O = staff time,	A, B, C	All audiences	Nature Lab on the Go, to	Workplan actions
Lab:	Natural	colleagues	\$6,000-\$8,000			be launched first, works	1.1.3, 1.1.4, 1.2.1,
Develop plan for Nature	History,		annually;			toward a goal of 2,500	1.2.2, 1.2.3, 1.5.4
Lab including ongoing	Museum		sponsorship			contacts annually.	
programming, plan for	Educator,		support is likely			Public satisfaction with the	
drop-in use, and mobile	Associate					new Nature Lab in the	
Nature Lab (Nature Lab	Educator,					renovated main museum	
on the Go).	Assoc.					exceeds 90%. Attendance in	
	Education					first three years of operation	
	Curator,					demonstrates steadily	
	Education					increasing use.	
CL L ONGOING N.	Curator	1		1. , ,			1.1:
						d. The design of the new Nature	
						ions since 2023-2024, Q3. Fund	
						The design development phase (
Main Museum -	Director,	Museum's	O = \$150,000 to	B, C	All audiences	Three exhibitions reopen	Workplan actions
Exhibitions:	*Mgr. of	program	\$250,000			the downtown site on time	1.1.3, 1.1.4, 1.2.1,
Schedule and implement	Curatorial	advisory team,	C = tentatively set			and on budget.	1.2.2, 1.2.3, 1.5.2,
three exhibitions to	Services	exhibition	at \$500,000 to			A broad cross-section of	1.5.4, 3.4.2
reopen the Mission Inn		design firm,	\$750,000 for			the community and clear	
Avenue site memorably.		guest curators	mobile walls and			majority of visitors respond	
Im/migration Faced breeditions			cases within			positively to reopening	
Food traditions			renovation			exhibitions.	
Riverside vignettes	0110011501115		project		1 11 11		

Status: ONGOING AND ON SCHEDULE. Exhibition design firm Riggs Ward Design continues to work with the program staff on four thematic areas of exhibition development. A separate RFP for fabrication and acquisition of casework and equipment will follow. Exhibition themes progressing including the two-story Wall (entitled Unpacking Our Story) and the new Nature Lab (DDs complete), an exhibition on fast food culture from the 1940s-1970s in the Riverside area (entitled Fast and Fresh, it is in the second round to be completed), and an exhibition on how immigration/migration shaped Riverside (the most complex of the four and last to be completed). A compensated Community Advisory Team for the IM/Migration exhibition has all of its pre-set meetings to date but will be looped in again as the exhibition



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•		ended vacancies an	nong program staff, pl	anning the reo	pening exhibitions h	has been more difficult and dema	nding on existing
staff's time than had beer	anticipated.						
Harada House:	Director,	General	O = staff time, C =	A, B, C	All audiences,	Harada House	Workplan actions
◊ • Complete the	Operations	Services	seven-figure		especially	rehabilitated to Secretary of	1.1.4, 1.2.1, 1.2.2,
rehabilitation of Harada	Mgr., Curator	Department,	budget TBD, the		Japanese	the Interior Standards and	1.2.3, 1.5.2, 1.5.4,
House.	of Historic	Board, Harada	funding for which		American, civil	industry's best practices by	2.4.1, 2.4.6
 Refurnish the house. 	Structures	House Project	has been secured		rights, public	30 June 2026.	
 Develop operational 	History	Team, Harada			historians.	• Site is opened to the public,	
plan and open the house		House				and public satisfaction with	
to the public.		Foundation				the site exceeds 90%.	
occurred in May 2025. To	he new architectu dule that has wor	ıral design team, K- k on site beginning	+R Design, has begun rin 2026. A new pre-c	work and made	e significant progres	n FY23-24, Q4. A recommended ss through the schematic phase (S ontractors has been initiated. Pre	SD). They have
Harada House:	Director,	Harada House	O = staff time; six-	A, B, C	All audiences,	Documentary is completed	Workplan actions
Oversee production of	Curator of	Project Team,	figure budget for		especially	within six months of public	1.2.1, 2.4.6
documentary of the	Historic	Harada House	documentarian		Japanese	opening of the house.	
rehabilitation process	Structures	Foundation	TBD; grant and		American, civil	• It is distributed widely and	
and the Harada story.	History		sponsorship		rights, public	earns critical praise.	
			potential		historians.		
Status: ONGOING. An a	greement for pro	fessional services v	vas executed with Hol	lden Films. Pre	eliminary work (inclu	uding archival research and inter	views) will begin in
FY2025-2026, Q2. Over	50% of the fundir	ng necessary for thi	is project has yet to be	e raised.			
Harada House	Director,	General	O = staff time; C =	A, B	All audiences,	Satisfactory completion of	Workplan actions
Interpretive Center:	Operations	Services	CDBG ² funding		especially	project following Secretary	1.1.4, 1.2.1, 1.2.2,
Reconstruct the site	Mgr., Curator	Department,	(\$340,028);		Japanese	of the Interior's standards by	1.2.3, 1.5.2, 1.5.4,
f.k.a. Robinson House.	of Historic	Board, Harada	additional costs		American, civil	30 June 2024.	2.4.1, 2.4.6, 4.1.3
Includes developing	Structures	House Project	anticipated to be		rights, public	 Public satisfaction is 	
	History	Team, Harada	covered by		historians.	expressed regarding the	

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



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initial Harada-related		House	Harada campaign			opportunity to view Harada				
exhibition.		Foundation	revenues			site under rehabilitation.				
Status: ONGOING. K+R Design is at work on this structure, and the plans are progressing well. They anticipate work on site to begin in 2025. Planning for the initial exhibition in the Interpretive Center remains on pause until a new Curator of History is on board or until the construction schedule requires staff to find an alternative. has begun work.										
Heritage House:	Director,	General	O = staff time	A, B, C	All audiences,	Paths are addressed	Workplan actions			
Continue addressing	Operations	Services	C = CDBG funding		site volunteers,	satisfactorily, including	1.1.4, 1.1.5, 1.2.1,			
short- and long-term	Mgr., Curator	Department	for paths		partner groups	signage, by 30 November	1.2.2, 1.2.3, 1.4.1,			
structural and site	of Historic		(\$321,092)		such as Dickens	2022.	1.5.2, 1.5.4			
enhancement needs, as	Structures		O/C = specific		Festival	 Prioritized plan to address 				
identified on CIP and	History,		project costs TBD		organizers	additional projects				
internal lists. Includes	Facilities		C = signage on			established by 31 December				
redoing paths, fencing,			parallel track with			2022 for completion by 30				
wayfinding, and security.			all-site wayfinding			June 2027.				
Status: ONGOING. No m	najor projects are	pending, although s	small upgrades and or	ngoing mainten	nance continue. Con	mpleted so far in the past year or	so are improved			
site fencing, repainting the	e gift shop, windo	w work, carriage h	ouse kitchen improve	ments, carriage	e house office impro	ovements, and installation of bike	e racks. Pending are			
carriage house lighting in	downstairs exhib	ition space, site wa	yfinding signage, and	additional sma	ıll tasks.					
Heritage House:	Curator of	RMA	O = consultant	В	Internal	Completed report is in hand	Workplan action			
Obtain historic	Historic		cost estimated at			by 30 June 2024.	1.2.2			
structures report.	Structures		\$25,000							
	History									
Status: PENDING. Antici	ipated costs are in	corporated into th	e biennial budgets for	FY2025-2026	6. Staff will complet	e the draft the scope of work for	the eventual RFP to			
identify a consultant. Pro	ceeding with this	costly project may	be deferred into FY2	026-2027 unti	il staff see how City	revenue shapes up. Recruitment	of a new Curator of			
History will also be import	tant to move this	project along.								
Heritage House:	Director,	RMA, City	O = staff time;	A, B	Audiences	Additional staffing (volunteer	Workplan actions			
Secure resources	Curator of	volunteer	may require new		seeking historic	or paid) is approved, recruit-	1.1.4, 1.2.1, 1.2.2,			
necessary to increase	Historic	program	part-time or		house	ed, trained, and in place to	1.2.3, 1.4.1, 1.5.2,			
open hours at Heritage	Structures		temporary staff;		experiences	increase hours by one day	1.5.4			
House.	History		modest increased			per week by seasonal				
			admissions /							



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			
			donations			reopening in September				
			revenue			2024.				
Status: NO PROGRESS. N	Status: NO PROGRESS. Not currently funded.									
Heritage House – Collections: Develop comprehensive plan for interpretation, care, and enhancement	Curator of Historic Structures History	Collections Committee, RMA	O = staff time, archival storage supplies, and possible software costs for digital	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 	Workplan actions 1.2.1, 1.5.2			
of furnishings: • Furnishings plan • Digital room books • ◊ Inventory • Storage plan			room books			collections completed by 30 June 2025. • Storage plan implemented by 30 June 2026.				
Status: DELAYED. Unant	L ticipated turnove	ı r in the Curator of	 History role has delay	l ed progress or	this action.					

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
	dule after 5 Januai	The state of the s				ited. This exhibition opened on ceived and beautifully designed	
Celebrating a Century - Programming: Finalize programming and partnerships to mark centenary (2024). To include events, miniexhibitions, educational programs, and marketing. 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. 	Workplan actions 1.1.4, 1.2.1, 1.2.2, 1.2.3, 1.5.2, 3.4.2



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		
						 Each element achieves at 			
						least a 90% audience			
						satisfaction rate.			
	· · · · · · · · · · · · · · · · · · ·	•				ograms for 100 Years" (an incre			
over our baseline programming level), and a 100 th anniversary gala. Staff successfully completed the 100 programs, balancing substitute programs for every cancellation due to weather or other setbacks. Many of these programs have exceeded attendance expectations. The 100 programs were completed thanks to collaboration with nearly three dozen area partners and a similar number of individual performers and other program presenters. Summary reports have been completed as required,									
revenue goals were exce									
Outreach, Identity, and	Director, *Mgr.	City Marketing	O = Staff time;	A, B	All audiences	 New brand is applied to 	Workplan action		
Engagement –	of Institutional	Department,	initial costs			digital communications,	1.2.4		
Branding:	Advancement	Museum's	estimated at			printed materials, internal			
♦ Complete		advisory	\$50,000			documents, and signage by			
implementation of new		rebranding	associated with			or before the main site			
Museum brand.		team, Board	formatting,			reopening.			
Includes overhaul of			fabrication,			 ADA-compliant website is 			
website with a plan for			printing;			completed by 31 December			
maintaining it.			additional TBD			2022, is easily updatable by			
			for wayfinding			staff, and achieves at least a			
			signage			90% positive response.			
						une 2025 of a new Web Develo			
						last City department to receive	e an overhaul of its		
webpages. The website i	is the last major act	tion needed to com		n of the Museu	m's brand, which was	adopted in 2021.			
Outreach, Identity, and	*Mgr. of	Museum's	O = \$2,000-	A, B, C	Prioritize under-	 At least one new or 	Workplan actions		
Engagement –	Curatorial	program	\$10,000 each,		served neighbor-	renewed mini-exhibition is	1.2.1, 1.2.2, 1.2.3,		
Exhibitions:	Services	advisory team	implementing		hood locations	installed annually up to a	1.5.2, 3.4.2		
Develop and install			one to two per			maximum of five maintained			
mini-exhibitions with			year; grant			at any given time.			
fresh design in key			potential			 A schedule of additional 			
community locations.						exhibitions is confirmed at			



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
						least one year in advance of work commencing.	

Status: ONGOING. Staff have not been able to resolve the video problem with the mini-museum in the Casa Blanca library and installed a QR code to the video as a temporary work-around. At the request of the Casa Blanca library, staff slightly relocated this mini-museum, and used the opportunity to clean it and assess its tech issues. Development of a second mini-museum on the topic of grizzlies in southern California will resume planning later in 2025. Its location is TBD but will probably be on the west side of town. An update of the citrus-themed cases in the Arlington branch of the library was installed in October 2023. A list of potential additional "mini-museums" exists but execution of additional mini-museums must wait until all program staff vacancies are filled and we are past the labor-intensive phases of the reopening exhibition plans.

Outreach, Identity, and Engagement – Evaluation:	*Mgr. of Institutional Advancement,	Marketing Department	O = staff time	A, B, C	Exhibition visitors, program users, event	Surveys provide statistically valid feedback that usefully informs	Workplan actions 1.2.1, 1.2.2, 1.4.1, 1.5.2, 1.5.4, 2.4.2
♦ Improve evaluative	*Mgr. of				attendees,	program (re)development.	
tools, including an	Curatorial				internal	 Programs achieve 90% 	
effective audience	Services					audience satisfaction, and	
survey mechanism and						staff experience reduction	
staff-level pre- and						in last-minute surprises and	
post-program						programs that do not meet	
assessments.						goals.	

Status: ONGOING. Curatorial Services Manager Jennifer Dickerson has developed several exhibition/program development and exhibition/program development and assessment tools. They include improvement of in-house mechanisms to ensure smooth planning and installation of exhibitions (exhibition development protocols, new accession processing checklists, and similar). Post-program assessments occur informally in curatorial team meetings.



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	Director	All team	O = staff time	A, B, C	Current and	 Advisory teams are 	Workplan actions
Engagement –		members			eventual post-	perceived as representative	1.2.1, 1.2.2, 1.2.3,
Community:					reopening	of the community.	1.5.2, 2.4.2, 2.4.6
Maintain advisory					audiences	 Input from these teams 	
teams:						informs program implemen-	
 renovation (until 						tation. Teams opt to	
reopening)						develop new goals so that	
programs						they maintain relevance and	
marketing						community service after	
 cultural consortium 						conclusion of specific	
• ad hoc, as required						exhibitions or programs.	

Status: ONGOING. Institutional Advancement Coordinator Chantal Downing has scheduled a kick-off meeting for the grand reopening steering committee for 29 October 2025. This team will morph after reopening into a standing team for marketing, communications, and branding. The renovation/design team held its last meeting in November 2023 before being dissolved by the Museum Director. Teams that meet regularly or as needed continue to operate well: program team, collections committee, Harada House Project Team, and the informal area directors' consortium.

committee, marada modo	er reject ream, ar	ia tire imiermararet	a an ectors consertin	ai i i i			
Outreach, Identity, and	Curator of	Parks Depart-	O = staff time	С	Audiences	 Mutual benefit among 	Workplan actions
Engagement –	Natural	ment, RivCo			enthusiastic	partners is perceived.	1.2.1, 1.2.2, 1.2.3,
Community:	History	Parks, UCR,			about botany and	 Economies of scale are 	1.5.2
Expand botanical		water district,			parks	realized in the execution of	
partnerships in City		Riverside-				programs.	
and County regional		Corona				 Popularity of Museum- 	
parks. Including "bio-		Resource				based reference resources	
days," naturalist walks,		Conservation				on native plants and urban	
and digital programs.		District				wildlife can be documented.	
		(RCRCD)					

Status: ONGOING. Programming integrated into the 100 programs plan for 2024 moved this objective forward, under the leadership of the Curator of Natural History lan Wright. Three naturalist walks were part of the 100 programs line-up, and quite a few more have occurred and are scheduled in 2025. Staff completed a program plan for 2025, which continues to include natural history programs at City and County parks. During the summer of 2025, the schedule of 2026 and 2027 programs was drafted.



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	Museum	Arts & Cultural	O = staff time;	A, B, C	Target audience	 Measurably improved 	Workplan actions
Engagement –	Educator,	Affairs,	direct project		varies according	project execution with	1.1.2, 1.2.1, 1.2.2,
Community:	Education	community	costs based on		to event theme	enriched educational	1.2.3
Identify staff liaisons	Curator , all	advisory teams	collaborative			content.	
for effective partici-	senior staff		projects pursued			 Smooth-running logistical 	
pation in collaborative			each FY			support.	
events such as Insect			(anticipating a			 Maximum public clarity 	
Fair, Tamale Festival,			maximum of two			regarding museum's role	
Día de los Muertos, and			per FY);			(lead or contributing).	
similar. Assess capacity			sponsorship			 Increased attendance and 	
for participation in			potential			media coverage.	
others' events.				** 1		** *** *** *** ***	

Status: ONGOING. Staff continue to accept invitations to be present at others' festivals and events as staff time permits, although time permitted less during the busy 100th anniversary year. Overall participation in others' events during FYs23-24 and 24-25 declined to enable MoR staff to execute its own ambitious 2024 program line-up. The 100 programs line-up included collaborations with nearly three dozen other cultural and educational organizations. MoR anticipates participating in Día de los Muertos in November 2025, and our booth appears at events in parks, schools, and other festival locations. In early 2025, collaborations included the final iteration of "In/VISIBLE: Un/HEARD: Riverside's Civil Rights Stories." Due to short-staffing, we declined several invitations to participate in summer events at parks and others' sites, and this will continue as the Museum remains short-staffed and much occupied with reopening plans.

Outreach, Identity, and	Director	All team	O = staff time;	С	Museum	 Preparation begins mid- 	General
Engagement – The		members	some costs may		professional	2026.	alignment with
Museum Community:			be incurred		community	 Self-study is successfully 	Arts, Culture and
Pursue reaccreditation			addressing minor			submitted by due date of 1	Recreation and
successfully.			operational			July 2027, at the end of this	High-Performing
			upgrades			Plan.	Government
						 Museum is subsequently 	priorities
						reaccredited.	



Action	Staff point person(s)	Outside advisory / partners	Financial impact O=operating C=capital	A=immediate B=mid-plan C=end of plan	Target audience	Measurable success criteria	Envision Riverside 2025 alignment					
Status: PENDING. 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). It is not unknown whether recent federal-level realities will alter this. The Museum's FY2023-2024, Q4 interim report was favorably												
received, and the Accreditation Commission is not requiring further interim reports. The Museum will be due for a full reaccreditation application in 2026. In conjunction with adoption of the Museum's own ethics policy, a Statement on Racism, Gender Inequity, and Other Forms of Discrimination was adopted (document												
						lues and visions statements will						
•			. •			will only just have reopened wi	hen the visiting					
committee is likely to cor		1				· · · · · · · · · · · · · · · · · · ·	\ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \					
Education and Digital	Museum	School district	O = staff time;	A, B, C	Educators,	Partnerships are	Workplan actions					
Resources – Outreach	Educator,	contacts,	modest costs for		schoolchildren,	maintained through active	1.2.1, 1.2.2, 1.2.3,					
Education:	Associate	museum's	printed and		parents	communications.	2.4.1, 2.4.2, 2.4.6					
Proactively expand	Educator,	program	digital materials;			Cost-sharing is						
educational outreach	Education	advisory team	cost-sharing			negotiated, as feasible.						
to school districts,	Curator, Assoc.		revenue to be			Progress is reported						
private schools, and	Education		pursued			quarterly on establishing						
home schoolers.	Curator					Museum's role in aiding						
Survey potential						educators with ethnic						
partners to ascertain						studies mandates.						
needs:						Partner feedback						
 curriculum-based, 						indicates that Museum						
especially ethnic						partnerships assist						
studies						educators in meeting their						
 after-school 						own curriculum mandates.						
 transportation 												

Timetable

Status: ONGOING. School tours occur at a modest pace. In 2025, staff were able to meet unusual requests for summer school tours of Heritage House. MoR is limited by the capacity of Heritage House and the available number of trained docents. Docents were trained to provide tours in the exhibition Dear Riverside, and they receive training to make the most of the small temporary exhibitions that are installed at Heritage House. Staff educators have been tasked to increase their efforts to develop education kits that can be used by docents, home schoolers, and others to amplify our reach.



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
Education and Digital Resources – Outreach	Museum Educator,	Partner groups, program	O = staff time; modest costs for	A, B, C	Project Bridge, Sherman Indian	Partnerships are maintained through active	Workplan actions 1.2.1, 1.2.2, 1.2.3
Education:	Associate	advisory team	printed, digital,		School, deaf	communications.	1.2.1, 1.2.2, 1.2.0
Develop at least one	Educator,	davisory team	and program		community,	Grant or sponsorship	
new outreach partner	Education		materials; grant		senior centers,	support is obtained for a	
per year, targeting	Curator, Assoc.		and sponsorship		juvenile detention	portion of these special	
special needs groups.	Education		potential		centers, and	outreach programs.	
	Curator				similar		
site continues to be unav	ailable, much of th	e Museum's progra	mming is "outreach"	" by default.		um wishes to work with again. /	
Education and Digital	Museum	Partner groups,	O = staff time	В	High school	A defensible proposal is	Workplan action
Resources – Youth	Educator,	program			students	created by or before 30	1.2.1, 1.2.2, 1.2.3,
Engagement:	Education	advisory team				June 2023 that	3.2.3
Research and prepare a	Curator					recommends proceeding or	
proposal for a junior						not proceeding with such a	
curators' program						program and why.	
and/or a youth advisory							
team.	.:!! (+						
Status: PENDING. This I	<i>Mili occur atter reo</i> Museum	RMA	O = staff time,	A, B, C	Docents and, by	By main museum	Workplan actions
Resources - Docents: Revitalize docent program: • Heritage House (immediately) • main museum (to sync with reopening)	Educator, Education Curator		consulting costs for guest presenters / trainers	7, 5, 6	extension, visitors	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.	1.2.1, 1.2.2, 1.2.3, 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				
Status: ONGOING. The docent training program for Heritage House touring docents continues to be refined, and a small number of potential new docents receive training once or twice annually. Because most people work, it is often difficult to retain the new trainees. Training occurs under the leadership of Museum Educator Teresa Woodard. Involvement of the eventual Curator of History is anticipated, and Curatorial Services Manager Jennifer Dickerson is also involved. Additional topics were identified to be standing items on training agendas: customer service, refreshers on collections care, sensitivity regarding cultural terminology, and emergency preparedness.											
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				
CBU, RCCD, and La Sierr	Status: ONGOING. Maximum capacity for hosting interns remains at three individuals per term. Staff communicate the availability of internship opportunities with UCR, CBU, RCCD, and La Sierra. We are often able to draw on past interns when we need to recruit Heritage House weekend staff, and some interns stay on as regular volunteers. Collection-sharing through the Inland Empire Memories project with UCR seems unlikely to resume.										
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	С	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: ONGOING. A diverse array of additional types of adult programming was part of the 100 th anniversary program line-up, and the success of some of these new programs helped to determine future choices (for example, scent-making workshops, history and culture talks, and after-dark programming at Heritage House). Programs are chosen to be both entertaining and educational, including passive and hands-on opportunities.											
Education and Digital Resources – Digital Programs:	Museum Educator, Education	Museum's program advisory team	O = staff time and small investments in	A, B, C	All audiences	A minimum of one new digital program is released every quarter.	Workplan actions 1.2.1, 1.2.2, 1.2.3				



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
Maintain steady production of new digital programs, disseminating through social media, YouTube, and website.	Curator, all content specialists		tech support and professional fees, estimated at \$2,500 annually			 Inaccuracies, when noted, are corrected immediately. YouTube / other likes and view rates show steady growth. 	

Status: ONGOING. Videos for inclusion in Dear Riverside were the priority. Videos are a central part of all "virtual program" kits that have been distributed approximately quarterly as part of the "100 Programs for 100 Years calendar." Virtual kits will continue to be developed at a pace staff can maintain until additional are possible when vacancies are filled. Release of our own videos on other planned topics will occur on an irregular schedule until further notice.

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:	Collections Registrar	Collections Committee, IT	O = staff time; digital portal	A, B, C	Internal, internet audiences,	 All custom configuration and definitions of authority 	General alignment with
Further develop staff competence with TMS	, registrar	Department	module cost TBD (anticipated		collaborative database	levels are completed by 31 December 2022.	Arts, Culture and Recreation
Collections; implement			>\$10,000)		partners	Thereafter, a minimum of	priority
digital visitor portal.						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.	

Status: ONGOING. Staff remain unable to set a time frame for launch of a digital visitor portal but are budgeting for it in FY27-28. The digital portal does require the Museum's updated website to be completed. A plan is in place to activate the portal when at least a thousand of the Museum's records are in publicly presentable form. Digitizing and uploading collection records, particularly from scratch, is labor-intensive, and most institutions' collections departments—like ours—are understaffed. Proposed assistance offered to us in moving forward with selected digitizing in connection with a project under way at the California Citrus Historic Park has not progressed. Ian Wright and Katie Grim attended an international conference regarding current collection- and resource-sharing strategies, and will present a public program in 2026.

programmezozo.							
Collections Management	Collections	Collections	O = staff time	A, B	Internal,	 A phased plan for storage 	General
- Storage:	Registrar,	Committee,			professional	of all collections is in place by	alignment with
For all disciplines:	content	tribal			community,	30 June 2023.	Arts, Culture and
 Complete collection 	specialists	representatives			regional tribal	 Inventory is at least 25% 	Recreation
relocation to R1 and R2.					entities	completed by 30 June 2024.	priority
 Develop phased plan 						Within one year of	
to resolve housing issues.						anchoring and loading new	
• ♦ Initiate a phased,						storage cabinetry, a proposal	
rolling inventory plan.						to maximize fully R1 and R2	
 ♦ Equip effective 						storage capacity is	
workspaces in R1 and R2.						completed.	



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: ONGOING. Seismic anchoring of new cabinetry was completed in FY23-24, Q3, permitting relocated collections to be stored appropriately and aisles to start opening up, which in turn has permitted further reconfigurations in storage. Restricted donations in two FYs from an RMA donor have permitted purchase of cabinets specifically to upgrade storage of portions of the anthropology collection. The continuing lack of workstations impedes staff's ability to do certain projects or to recruit additional collections-specific volunteers, although some progress occurred in FY25-26, Q1. Reorganization in the storage warehouses to make more efficient and appropriate use of space made significant progress during the last push to empty the downtown building, which concluded in May 2025. Staff offices moved in September 2024, which also impacted overall management of Museum storage.										
Collections Management - Storage: Upgrade R1 and R2 environmental conditions; 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			
	which is maintair	ned by the General S	Services department.			all systems are on the Museum' develop system standards and s				
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	С	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: PENDING. A fully up-to-date security system will be part of the new downtown site. As staff gain a better understanding of its proposed operation, operational procedures relating to security can be examined and upgraded. Upgrades continue to be made incrementally at Heritage House to improve all tech systems, but reliable connectivity remains an issue at that site. Video surveillance at Heritage House has been deemed impractical.										
Collections Management - Conservation:	Collections Registrar,	Collections Committee	O = staff time; individual conservation	A, B, C	Internal	A plan is adopted internally by 31 December 2023 that includes a	General alignment with Arts, Culture and			



regular contact with

existing Indigenous

Services,

Anthro. Cur.

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
♦ ♦ Develop long-range	content		project costs TBD;			prioritized list of objects or	Recreation
conservation plan.	specialists		grant potential for			collections for direct	priority
 Complete object treat- 			some elements			treatment or rehousing.	
ments per prioritized						 Individual treatments 	
plan.						identified for the years of	
						this plan are completed on	
						time. r way according to their degree	
reopening exhibitions well basket exhibiting mold.	re scheduled in se	equence to be delive	ered for conservation	treatment. On	e emergency treatm	ts that are anticipated to be incluent was required over the summ	er 2025 to treat a
Supporting Community:	*Mgr. of	Collections	O = staff time;	A, B, C	All internal and	Museum earns praise for	Alignment with
Align with City's	Curatorial	Committee;	possible modest		external	the diversity of its	Community
Diversity, Equity, and	Services,	advisory	costs in focus		audiences	programming and access to	Well-Being
Inclusion initiatives to	content	program team	groups,			collections.	priority
prioritize improved access and inclusion in	specialists		communications			 Board and staff diversity increases, including temp, 	
collecting and program						intern, and volunteer	
development.						demographics.	
•	⊥ Auseum's own et	hics and conduct po	licy draft includes an .	l anti-discrimina	l ation / anti-racism st.	atement as well as the Museum's	s land
						pition explicitly acknowledged th	
						side Museum Associates) receive	
						HEARD: Riverside's Civil Rights	
						elop content for two dozen mark	
downtown civil rights wal	•		~ ,,				
Supporting Community:	*Mgr. of	Collections	O = staff time	A, B, C	Indigenous	Team is convened for	Workplan
	11181.01	Concetions	O - Stair time	Д, Б, С	maigenous	• realitis convened for	VVOIKPIAII

academic and

professional

plans at least once annually.

• Indigenous advisory team

1.2.2, 1.2.3, 1.5.2,

2.4.1, 2.4.2, 2.4.6



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
advisory team regarding physical and interpretive use of Indigenous resources.					communities; general public	is consulted early in decision-making processes affecting Indigenous resources. • A respectful exchange is maintained.	

Status: ONGOING. Particular emphasis was placed on development of video / oral histories relating to the Indigenous boarding school experience. This partially grant-funded project concluded in FY22-23, Q3, with three successful screenings. In FY22-23, Q4, staff learned that this documentary had been submitted by Riverside TV for an award that it won. From FY23-24, Q3, are new limitations on the way the Museum can exhibit, publish, and interpret its Indigenous resources, due to revisions to the Native American Graves Protection and Repatriation Act (NAGPRA). Tribals claims and counter-claims for artifacts under "Cal-NAPGRA" have begun. Statements and other content from Indigenous community members were part of Dear Riverside.

Supporting Scholarship:	*Mgr. of	Collections	O = staff time;	A, B, C	Academic and	Selections from Museum's	Workplan
Identify opportunities	Curatorial	Committee	possible modest		professional	collections are usefully	actions 1.2.2,
for participation in	Services,		costs to		communities;	available through a minimum	1.2.3
collaborative databases	content		participate in		general public	of three collaborative	
and ascertain upload	specialists,		some databases			databases by 30 June 2024.	
protocols. Examples	Collections					These databases are linked	
include Vertnet, Global	Registrar					on the Museum's website.	
Biodiversity Information							
Facility (GBIF), Inland							
Empire Memories,							
Calisphere, and similar.							

Status: STALLED. Membership in UCR Libraries' Inland Empire Memories has been formalized, and while this project began in a promising way, staff turnover in the UCR libraries has delayed implementation of this project, and it now seems unlikely to develop. Records that will be prepared for the Museum's own online portal will also be in a condition to share with Calisphere and other major online resources.

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." 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
- ✓ 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:	Director,	Board	O = Staff time	Α	All	Statements result that at least 90%	Workplan		
Establish an inclusive	Operations					of participants agree are relevant	action 5.5.2,		
process to create	Mgr.					and appealing. Responses to be	5.5.8		
vision and core values						gathered informally at multiple			
statements.						stages of statement development.			
Status: COMPLETED. A community engagement process was developed, and outreach and discussion occurred in FY22-23, Q3, aiming for completion by 30 June 2023.									
Gathering of community input did conclude on schedule, and the draft core values statement went to the Museum Board in January 2024. A vision statement—									
understood as an aspirational statement of slogan length—was developed by staff and presented to the Museum Board at its June 2024 meeting.									
Growing the Museum	Director	Consultants,	O = goal of net	A, B, C	Internal	By main site reopening, staffing	Workplan		
Team:		City HR	gain of 2.75			structure aligns with industry	action 5.1.4		
♦ Align staffing		Department	FTEs compared			standards, and staff support exists			
structure with			to pre-closure			for full range of key functions			
museum industry			staffing at 16.25			(administrative, curatorial			
			FTEs			[exhibitions and collections],			

³ From *Our Common Future*, also known as the Bruntland 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	Envision Riverside 2025 alignment				
standards / best						education/outreach, and					
practices.						development/advancement)					
Status: ONGOING. Updated position descriptions and titles were finalized for the Museum Educator and Associate Educator. Associate Educator and Exhibition											
Designer hires complete	Designer hires completed in FY22-23, Q4, although the Exhibition Designer resigned in FY24-25, Q1, and recruitment has been paused after two unsuccessful rounds.										
						on after they had begun. Longtime Cura					
						A new position of Marketing and Outre					
						hantal Downing, will recruited in FY25					
	e future have posi		developed to align v		ndustry standards.	The process of formalizing these position	ns continues.				
Growing the Museum	Director,	FD, PD,	O = staff time;	A, B, C	Internal	By reopening, drills occur at least	Workplan				
Team – Training and	Operations	Advisory	costs to upgrade			3x/annually at all occupied sites.	action 2.6.1				
Professional	Mgr.,	Marketing	dedicated			Updates to emergency response					
Development:	Collections	Team, possible	response			manuals occur as needed.					
 Establish annual 	Registrar	consultant	supplies and			All staff can confidently respond					
emergency response			toolkits;			to unscheduled quizzes relating to					
training schedules and			customer			emergency preparedness.					
update toolkits.			service training			All staff receive object handling					
 Improve staff 			consultant;			training appropriate to their roles by					
training on object			"best practices"			31 December 2022, and new hires					
handling; create a			travel expenses			thereafter as part of new-hire					
library of digital						checklist.					
training sessions.						Each staff member participates in					
Pursue staff "best " " " " " " " " " " " " "						a minimum of one "best practices"					
practices" peer-to-						encounter annually.					
peer opportunities.						All staff receive training and					
Provide high-quality						exemplify model visitor-centered					
customer service						service at Heritage House, the					
training to all staff.						reopened main museum, and all off-					
						site programs.					



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: ONGOING. Best practices trips to benchmark institutions across the country and region occurred through FY23-24. Updating the emergency response manual										
was completed in FY23-24, Q3. With intern assistance, early drafts of object handling training videos were created, although these need more work. Additional progress										
slowed due to the demai	nds of executing	100 th anniversary _l	programming.							
Growing the Museum	Curator of	HR, RMA, HHF,	O = staff time;	A, B, C	Internal,	By 30 June 2023, staff confidence	Workplan			
Team - Volunteer	Historic	Museum's	potential costs		existing and	has increased that the Museum is	action 1.5.2			
Recruitment:	Structures	marketing	to place or		potential	reaching significantly more potential				
 Expand options for 	History,	advisory team	distribute		volunteers	volunteers (retired teachers, senior				
volunteer recruitment.	Museum		recruitment			centers, colleges).				
 Simplify volunteer 	Educator,		notices			By 30 June 2023, the technical				
position descriptions	Education					process volunteers use is markedly				
and orientation on	Curator ,					improved.				
GetConnected for new	Collections									
and existing	Registrar									
volunteers.										
		•	•	•		of process for volunteers. The HR Depar	rtment adopted			
			tly easier to use tha			nave received training on it.				
Diversifying Revenue	Director	CMO's office	O = creation of	B, C	Philanthropic	Staff incrementally come on board	Workplan			
- Fundraising:			1-3 FTEs,		community	as ramp-up to reopening approaches	actions 1.1.4,			
♦ Create new staff			unfilled and/or			and with sufficient time for	6.3.1			
team dedicated to			unfunded as of 1			orientation and integration.				
advancement and			July 2022;			By 30 June 2027, non-general				
fundraising (spon-			entire team to			fund revenues are on a trajectory to				
sorships, grants,			be revenue-			support, by three years after				
events, annual fund			positive after 3-			reopening, at least 15% of exhibition				
development).			5 years			and program cost increases				
						compared to pre-closure costs.				
Status: ONGOING. Coordinator of Institutional Advancement Chantal Downing began in October 2023. The processes and tools for the fundraising and										

communications functions are being refined or, where previously non-existent, developed. An initial test was to meet or exceed the fundraising goal of \$50,000 for the 100th anniversary initiatives, including the gala. The goal was exceeded by 80%. Additional steps to complete include refining revenue processing procedures, obtaining

donor management software, selecting a point-of-service system for the Museum, and developing small and large campaign collateral.



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	Director,	RMA	O = staff time	B, C	Philanthropic	A donor circle program with a	Workplan			
- Fundraising:	*Mgr. of		(expense);		community	minimum of 1,000 members is	actions 1.1.4,			
♦ Develop a "donor	Institutional		donor revenue			achieved within two years of	6.3.1			
circle" support	Advancement		anticipated			reopening.				
program that comple-			when fund-							
ments the RMA's			raising team is							
membership program.			in place							
	will be incorpora	ted into the ramp-	up plans prior to re	opening of the	main museum. It is	dependent upon adoption of an effecti	ve software			
system to receive and process donations and manage donor profiles. The platform GiveButter was adopted to meet 100th gala fundraising needs, but it not a donor										
management system.										
Diversifying Revenue	Director,	HHF and RMA	O = staff time;	A, B, C	All program	 HHF and RMA have appropriate 	Workplan			
- RMA and HHF:	*Mgr. of		HHF to build		audiences and	and timely support from the	actions 1.1.4,			
Support the Museum's	Institutional		endowment;		donors	Museum to pursue mutually agreed-	6.3.1			
501(c)(3) organiza-	Advancement		project revenue			upon goals.				
tions. Integrate			from RMA to			 Fundraising success for both 				
Museum staff into			increase from			organizations increases annually				
fundraising and			current level of			and/or RMA and HHF meet the				
communications			\$20,000-25,000			specific goals they establish for				
efforts.			annually			themselves.				
Status: ONGOING. Ste	Status: ONGOING. Steady work is under way. Director assists RMA's strategic planning committee and offered minor assistance during a recent rebranding process.									
Director worked to final	lize an MOU betv	veen the RMA and	the City/Museum i	n FY2023-202	4, Q4. An MOU alre	eady exists between the HHF and the M	luseum/City.			
Director attends HHF's	and RMA's meeti	ings when invited.	During FY22-23, Q	1, HHF adopte	ed mission and visio	n statements that reinforce the primacy	of their			
fundraising role. During	Director attends HHF's and RMA's meetings when invited. During FY22-23, Q1, HHF adopted mission and vision statements that reinforce the primacy of their fundraising role. During FY22-23, Q3, the RMA established an endowment for the eventual support of the operating costs of Harada House. As of July 2024, the RMA									
made a number of opera	made a number of operational changes. The RMA held a retreat in August 2025, facilitated by the Museum Director. The HHF is completing its deliverables for its sub-									
award from UCR's Mello	on Foundation gra	ant. HHF has othe	rwise experienced o	challenges in th	ne absence of board	I members willing to serve as officers, be	ut three new			
	The state of the s		•			HHF will hold a board retreat in FY25				
Diversifying Revenue	Director,	CMO, Finance	O = staff time	B, C	All	By reopening, competitive fees	Workplan			
- Earned Revenue:	*Mgr. of	Department,	(expense); fee			are assessed for services, with a	actions 1.1.4,			
♦ Implement a	Institutional	Council	revenue when			mechanism to track and credit	5.4.3, 5.4.4			
comprehensive fee	Advancement		full proposal is			revenue to the Museum.				



schedule to maximize earned revenue.	partners	C=capital	B=mid-plan C=end of plan	Target audience	Measurable success criteria	Riverside 2025 alignment
		implemented, and necessary staffing in place			• At-market private services, f. ex., facility rentals, are managed to the satisfaction of Museum staff and without risk to collections or facilities.	

Status: PENDING. To revisit in FY2025-2026 in the context of the larger preparations for reopening.