

San Bernardino County Museum

Strategic Plan 2004 – 2008



Completed by
San Bernardino County Museum Strategic Plan Steering Committee
With
Museum Management Consultants, Inc.
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SAN BERNARDINO COUNTY MUSEUM

STRATEGIC PLAN 2004-
2008

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DIRECTOR'S FOREWORD

The San Bernardino County Museum Strategic Plan is a touchstone for defining organizational focus and managing organizational change. The development of this document reflects and reinforces the museum's role in the community as a sentinel for public trust in our role as a steward for the cultural and natural heritage of San Bernardino County and the region.

The San Bernardino County Museum is a special place that holds treasures, wonders, and stories, old and new. This strategic plan recognizes the museum's obligation to bring to light objects and ideas that induce, challenge, encourage, and motivate people to be more reflective, critical, and compassionate. In this way, the County Museum is central to the community's way of life.

The strategic planning process is in itself vital to the long-term health of our organization as it provides constant and consistent vision to all the community. Within this plan, you will see how the planning process produced goals for improving the museum facility, museum exhibits, museum collection management, museum

educational activities, visitor experience, and museum operations within the next five years.

No vital organization can assemble a community to serve itself. Rather, an organization such as the County Museum can bring a community together by recognizing, crafting, and strengthening shared bonds that allow integrated action to support the common good. This requires the commitment of diverse groups of people, organizations, and institutions working together to understand the needs of the community. A regional museum is a partner in this challenge and an integral part of the solution.

The County Museum's collections and programs will place us in an increasingly larger role regionally, nationally, and internationally. Indeed, the County Museum will become a symbol for the County of San Bernardino that will attract the public, scholars, and community leaders to the treasures of the museum. This Strategic Plan codifies our commitment to an informed, interested, and thoughtful community.

Robert McKernan, Director
San Bernardino County Museum

INTRODUCTION

The San Bernardino County Museum (SBCM) invited Museum Management Consultants, Inc. (MMC) to work with staff, members of the Museum Association, and representatives from San Bernardino County to address programmatic issues for the future and to link program priorities with a business plan framework. The first phase of the planning process consisted of a series of confidential interviews with staff, Museum Association members, County administrators, and other community leaders to determine the core issues facing the museum. See Appendix A for a list of individual participants interviewed. As a result of the interviews, several core issues were identified and these are reflected in the context of each of the goals in this plan.

Through a series of workshops with the SBCM Planning Committee, an updated mission and vision were developed that better reflects the position of the museum as one that serves its county residents as well as visitors to San Bernardino County. See Appendix B for a list of Planning Committee participants. This five-year Strategic

Plan places an emphasis on enhancing the visitor experience through updated exhibits and dynamic educational programs; integrating research, conservation, and preservation of the collections; stabilizing funding; and, developing a greater awareness about the museum activities in the region.

Institutional goals and objectives have been established for the museum to achieve within the next five years; assigned accountabilities, timelines, and resources will ensure the realization of these goals. The director is ultimately responsible to implement this plan. Those staff listed as accountable for specific objectives will report to the director. The director, in turn, will report the progress of this plan to the Associate Administrative Office of County Economic Development/Public Services Group and will keep the Museum Advisory Commission and the Museum Association informed.

This Strategic Plan is a living document and is intended to guide the work and decisions of the staff on an ongoing

basis. It will be important to track progress and update goals and objectives as necessary to reflect the changing internal and external environment at SBCM.

The resulting Strategic Plan builds on past achievements of the museum and identifies those areas for further work that will strengthen the ability of SBCM to serve the County in the most effective and resourceful ways. Staff

are committed to quality in all aspects of the operation and activities of the museum, and this plan embraces that commitment and strategically positions SBCM to thrive in the coming years.

Adrienne Horn, President
Museum Management Consultants, Inc.

MISSION

The San Bernardino County Museum maintains and develops unique cultural and natural science collections related to our region and the greater Southwest. Through responsible collection, preservation, exhibition, and education, we inspire the public to a deeper understanding of our cultural and natural history.

CORE VALUES

The core values and beliefs of the San Bernardino County Museum are:

- We value honesty, integrity, ethics, and the highest professional standards in everything we do.
- We are committed as stewards of the collections to responsibly develop, maintain and preserve the historic buildings, objects, data, and archival materials held in public trust.
- We strive for quality and excellence in scholarship and accuracy of interpretation by presenting balanced views while making our collections accessible.
- We support creativity and innovation in presenting challenging scientific and historic information and ideas.
- We are friendly and welcoming, and have a customer-service orientation.
- We are dedicated and responsive to the diverse residents of our region through accessible and inclusive programs and exhibitions that foster community pride.
- We approach our work with mutual respect, equity, teamwork and leadership to advance the museum mission.
- We work collaboratively with educational institutions, community and cultural organizations, and recreational programs that share our vision.
- We are an integral part of the County of San Bernardino vision and strategic plan while being guided by our own mission.
- We are fiscally responsible.

VISION 2008

The San Bernardino County Museum developed the following statement to articulate a vision for itself in the year 2008

The San Bernardino County Museum is a center of scholarship and experiential learning about the natural resources and cultures of our region.

- The San Bernardino County Museum is the foremost cultural and natural history museum in the region offering a rich visitor experience.
- The San Bernardino County Museum is well known for high standards of collections care, site preservation, unique exhibits and exciting education programs that serve the region.
- There is established name recognition for the San Bernardino County Museum.
- Collections care and storage have been brought to state-of-the-art museum standards, and collections policies have been developed to guide the scope of the collections—through acquisitions and de-accessioning—based on the museum mission.
- The Southwest Center is a reality and the museum is recognized nationally and globally as a multi-disciplinary research center for the biology, history, paleontology, anthropology and geology of the Southwest.
- Strong partnerships have been developed with school districts, universities, County parks, and other cultural organizations to develop mutually beneficial programming.
- A comprehensive facilities Master Plan is being implemented in phases throughout all museum locations including expansion, utilization of facilities, and a visitor experience plan that encompasses exhibits and expanded education programs.

- Educational programs, outreach efforts, a dynamic and interactive website, and other activities are attracting large and diverse audiences throughout the region.
- Museum administration and staff operate a fully integrated institution that includes buildings, branch locations, and programs.
- The San Bernardino County Museum has stabilized its funding base through a combination of on-going financial support from the County, contributions through the Association, and a substantial endowment.
- Through collaboration with the Museum Association, a business plan has been developed to support the Museum.
- The San Bernardino County Museum staff, augmented by student interns, research associates, and other volunteers, has grown in size and scope to support the expanded operations of the museum.

GOALS

GOAL 1

Develop a Facilities Master Plan that will meet the operational and programmatic needs of the San Bernardino County Museum and its branch locations

CONTEXT

SBCM occupies a number of buildings on the Orange Tree Lane campus in Redlands and is also responsible for other historical and archeological sites throughout the County. The museum was built in 1974 primarily to exhibit the collections, and while the “curb appeal” of the buildings remains high, much has changed since that time both at SBCM and in the museum field. The staff and collections are now much larger than called for in the original museum plan, and while a number of capital improvement projects have been undertaken or are planned for the near future, the current facilities remain substantially out-of-date and suffer from deferred maintenance. Additionally, best practices call for not only static display of the collections, but for more dynamic, interdisciplinary, educational, and entertaining exhibits.

Plans to expand the museum date back to the late 1980s, but expansion has yet to be funded. SBCM is currently conducting an assessment to determine what currently exists at the branch locations and the sites being offered to the museum by the Museum Association to determine how each can best be used for research, educational activities, interpretation, or outreach to further the mission of the museum and to determine what environmental conditions, accessibility, and legal liability issues exist at each.

SBCM has procured \$469,000 in Federal grants for planning and design of a building for additional exhibition space coordinated with the existing public spaces. This will ensure expansion compatibility and position SBCM to effectively serve the residents of San Bernardino County and the region.

Modern museum practices require that staff and collections be separated from the public spaces. This would enable SBCM to create state-of-the-art collections storage facilities, modern offices and laboratories for the staff, and a separate paid experience for the general

public. The public area would include a redesigned indoor and outdoor visitor experience as well as upgraded amenities like food service and an expanded museum store. A 5600 square foot office building has been designed.

GOAL 1: DEVELOP A FACILITIES MASTER PLAN THAT WILL MEET THE OPERATIONAL AND PROGRAMMATIC NEEDS OF THE SAN BERNARDINO COUNTY MUSEUM AND ITS BRANCH LOCATIONS

ACCOUNTABILITY	TIMEFRAME	\$\$/STAFF RESOURCES	OBJECTIVES
Robert McKernan 	12/31/03		1.1 Establish a facilities task force to work with the County of San Bernardino Architecture & Engineering Department to assess SBCM space needs, current facilities, and potential future facilities
	9/30/04	\$5,000	1.2 Write a comprehensive Facilities Master Plan for the main museum Redlands campus and Branch locations <ul style="list-style-type: none"> • Collaborate with A&E Department • Define space needs • Evaluate use/reuse of existing facilities (interior and exterior) • Identify need for new facilities • Estimate cost to implement master plan <ul style="list-style-type: none"> - Total cost - Consider phasing • Integrate Visitor Experience Plan
	3/31/04		1.3 Complete inventory and assessment of new sites being offered by the Museum Association in relationship with their desirability, program use, environmental conditions and accessibility
	6/30/04		1.4 Implement findings of the Museum Association sites assessment
	3/31/04 and On-going		1.5 Define current facility maintenance, environmental infrastructure, security, and janitorial needs (buildings and grounds) and work with appropriate County departments to upgrade current levels of service to museum standards

GOAL 2

Enhance visitor experience

CONTEXT

Visitors can experience SBCM at either the main facility in Redlands, or at the branch locations throughout San Bernardino County. While the collections of the museums are outstanding and world renowned, the presentation of the collection has not kept up with changes in museum exhibit and interpretive practices. Visitor expectations of museums today are that they be interactive and experiential to engage the visitor. Temporary exhibitions and special events have tended to drive SBCM museum activities and repeat visitation by compensating for outdated permanent exhibits. The exhibition department lacks sufficient resources to internally develop more exhibitions. However, the temporary exhibitions are planned only one year in advance, making it more difficult to attract popular traveling shows.

The education programs have focused on serving primarily teachers and school groups at the main facility through curriculum-based investigative activities tied to the exhibitions and the collections. However, programming for general audiences is limited.

The visitor experience varies widely, ranging from self-directed for general visitors to guided programs for school groups.

The museum needs to develop a master plan that includes exhibits, education programs and the visitor experience, using new interpretive strategies that effectively present information to museum audiences for providing an educational as well as an enjoyable experience for visitors of all ages. Most importantly, the exhibits and educational programs must connect visitors to the collections and research of the museum using up-to-date and proven interpretive methods and technologies.

Audience research and evaluation will be required to guide content development and to further the exhibit and program development. In addition, an accessible visitor experience requires museum facilities and services that include directional signage, comfortable seating,

convenient amenities including food service, and access to friendly volunteers and staff.

GOAL 2: ENHANCE VISITOR EXPERIENCE

ACCOUNTABILITY	TIMEFRAME	\$\$/STAFF RESOURCES	OBJECTIVES
Kathleen Springer 	12/31/04 	\$25,000	<u>ASSESSMENT</u> 2.1 Assess elements of visitor experience including permanent exhibitions, current public programs, access to collections and research, and amenities at the main museum and branch locations utilizing internal expertise and external community input
			2.1.1 Exhibitions: Assess permanent and temporary exhibitions at the main museum and branch locations
			2.1.2 Public/Education Programs: Assess current public/educational programs at the main museum and branch locations
			2.1.3 Collections and Research: Assess access to collections and research services as it relates to the general visitor experience of the main museum and branch locations [see Goal 3]
			2.1.4 Visitor Services: Assess visitor services and amenities at the main museum and branch locations

GOAL 2: ENHANCE VISITOR EXPERIENCE			
ACCOUNTABILITY	TIMEFRAME	\$\$/STAFF RESOURCES	OBJECTIVES
Kathleen Springer	3/31/05		2.1.5 Assessment Report: Write report analyzing findings to use in Visitor Experience Plan
Jolene Redvale ↓	6/30/05 ↓	\$3,000	<u>VISITOR EXPERIENCE PLAN</u> 2.2 Write Visitor Experience Plan to unify and strengthen the visitor experience at the main museum and branch locations that delineate exhibits, education programs, and visitor amenities
			2.2.1 Build a consensus of the goals for the visitor experience with staff and stakeholders, including: <ul style="list-style-type: none"> • To provide experiences to learn • To support life-long learning • To promote conservation and preservation • To create an integrated experience of research, collections and education • To move from object-based to experienced-based • To provide an enjoyable experience • To be engaging and transformative for all ages
		See 4.1	2.2.2 Identify Existing Museum Audiences <ul style="list-style-type: none"> • Existing Audience Type <ul style="list-style-type: none"> -Elementary Students -Members -First-time visitor -Repeat visitor • Conduct Audience Research

GOAL 2: ENHANCE VISITOR EXPERIENCE

ACCOUNTABILITY	TIMEFRAME	\$\$/STAFF RESOURCES	OBJECTIVES
<p align="center">Jolene Redvale</p> 	<p align="center">9/30/04</p> 		<p>2.2.3 Prioritize New/Target Museum Audiences</p> <ul style="list-style-type: none"> • Audience Type <ul style="list-style-type: none"> -Adults <ul style="list-style-type: none"> - Professionals - Repeat visitors -Families -Teens -Teachers -Tourists
		<p align="center">See 4.1</p>	<p>2.2.4 Identify interests and needs of museum audiences based on audience research</p> <ul style="list-style-type: none"> • Foreign language needs • Needs for visitors with disabilities • Level of natural history/history knowledge from novice to expert • Diverse learning styles • Visitor expectations • Demographic projections for growth in San Bernardino County

GOAL 2: ENHANCE VISITOR EXPERIENCE

ACCOUNTABILITY	TIMEFRAME	\$\$/STAFF RESOURCES	OBJECTIVES
Kathleen Springer	6/30/06 	Exhibit Designer \$75,000	2.2.5 Develop Content and Strategies for Exhibits <ul style="list-style-type: none"> • Connection to region • Connection to collections and research about the Southwest • Develop storyline and themes • Develop Interpretive Strategies (i.e. new technology, labels, gallery guides, etc. • Interpretive staff/docents • Connections between indoor and outdoor spaces and experiences • Perceived relevance and value to audiences
Jolene Redvale			2.2.6 Develop Content and Strategies for Education Programs <ul style="list-style-type: none"> • How to bring research on collections to bear on education programs • Interpret permanent collections as well as temporary exhibitions and research about the Southwest • Team approach to program development (“internal partnerships”): Curatorial/Education/Admin. • External partnerships • County of San Bernardino: Grants and shared budget expenses (e.g. Economic Development, Office of Aging, Library, Special Districts, Parks, Senior Centers)

GOAL 2: ENHANCE VISITOR EXPERIENCE			
ACCOUNTABILITY	TIMEFRAME	\$\$/STAFF RESOURCES	OBJECTIVES
Jolene Redvale	6/30/06		<ul style="list-style-type: none"> • Cities: Determine needs of city governments • Youth Serving Agencies: East Valley and others • Public Works: Department of Children and Family Services (e.g. DCFS has funding for passes to places like parks and museums) • State and local block grants • Community Advisory Committee
Laurie Rozko	6/30/04		<p>2.2.7 Develop Strategies for Visitor Services</p> <ul style="list-style-type: none"> • Customer-service orientation • Issues of accessibility <ul style="list-style-type: none"> Language skills • Staff interaction with visitors • Safety Issues and Preparedness <ul style="list-style-type: none"> CPR Training for staff • Security • Re-examine museum hours • Food Service • Store • Other amenities?

GOAL 2: ENHANCE VISITOR EXPERIENCE

ACCOUNTABILITY	TIMEFRAME	\$\$/STAFF RESOURCES	OBJECTIVES
<p>Betsy Slemmer</p> 	<p>6/30/04</p>  <p>12/31/05</p>	<p>Info Services Dept \$75,000 (Grant Funded)</p>	<p>2.2.8 Internet and New Media</p> <p>2.2.8.1 Link to museum research</p> <ul style="list-style-type: none"> • View as window (factual/actual) of what museum is • Introduce the museum experience • Extend and broaden the museum experience <ul style="list-style-type: none"> - Virtual tours - Accessible collections <p>2.2.8.2 Identify potential users</p> <ul style="list-style-type: none"> • Children (Enrichment Zone) • Researchers • Teachers • Tie to different museum divisions <p>2.2.8.3 Implementation</p> <ul style="list-style-type: none"> • Regularly updated/maintained • Refresh existing site
<p>Robert McKernan</p>	<p>12/31/04</p>		<p>2.3 Integrate results of Visitor Experience Plan into Facilities Master Plan [see Goal 1]</p>
<p>Jolene Redvale</p>	<p>6/30/05</p>		<p><u>EVALUATION</u></p> <p>2.4 Develop Evaluation Plan</p>
<p>Robert McKernan</p>	<p>12/31/06 and On-going</p>	<p>\$7,500 Annually</p>	<p>2.5 Implement Evaluation Plan</p>

GOAL 3

Standardize policies and procedures for curation and research of collections as they impact the museum and branch locations

CONTEXT

Museum research staff has identified the need to create a multi-disciplinary research effort that will bring together the four research divisions of the SBCM—Anthropology, Biological Sciences, Geological Sciences, and History—to conduct collections-based research, to preserve specimens, artifacts and information, and to document the cultural and natural history of the Southwest. The name that has been used to discuss this multi-disciplinary research effort at the museum is the Southwest Center for Integrative Studies (SCIS). This effort supports the SBCM mission by developing the scientific and historic foundation for its programs and operations.

The impetus for the SCIS is to integrate efforts in the research, conservation and preservation of specimens and artifacts, as well as to unify disparate collecting practices of each division by discipline, rather than

through a Collecting Plan that examines the Southwest as a region. Additionally, identifying research under a more understandable term—the Southwest—will promote research in relevant terms to museum audiences, and facilitate fundraising efforts.

SBCM collections are currently divided among the four research divisions and the Education Division. Research collections include a combined holding of more than one million specimens, artifacts, records and historic structures. Education collections include live animals, loan kit materials, and outreach materials. The Fine Art collection, not designated to any one division, is overseen by the Registrar.

The existing Collections Management Policy was last revised in August 2001, and is reviewed annually. The policy requires additions to existing sections to address standardized implementation of curatorial and

conservation practices by all divisions under the aegis of SCIS.

Additional areas of collections management care, policy and procedures need to be improved, such as: inventory, identification and cataloging; access by

researchers, contractors, and the public; care, conservation, preservation and storage; risk management; use in temporary, traveling and permanent exhibitions; branch locations and historic structures; and current and future storage facilities.

GOAL 3: STANDARDIZE POLICIES AND PRACTICES FOR CURATION AND RESEARCH OF COLLECTIONS AS THEY IMPACT THE MUSEUM AND BRANCH LOCATIONS			
ACCOUNTABILITY	TIMEFRAME	\$\$/STAFF RESOURCES	OBJECTIVES
Robert McKernan	12/31/04 ↓		<u>RESEARCH</u> 3.1 Conduct institution-wide discussion about the vision for establishing the Southwest Center for Integrative Studies (SCIS) to focus the collections and research activities of the organization on the cultural and natural history of the Southwest
Eric Scott			3.2 Formalize statement of philosophy, vision and goals for the SCIS, including: <ul style="list-style-type: none"> • Purpose • Priorities • Commitment Statement • Rough plan for inception • Public Benefit • Partnerships • Governance • Advisory Board • Bylaws

GOAL 3: STANDARDIZE POLICIES AND PRACTICES FOR CURATION AND RESEARCH OF COLLECTIONS AS THEY IMPACT THE MUSEUM AND BRANCH LOCATIONS			
ACCOUNTABILITY	TIMEFRAME	\$\$/STAFF RESOURCES	OBJECTIVES
Eric Scott	06/30/06 	\$20,000	3.3 Assess the status of each museum division with regard to the development of the SCIS <ul style="list-style-type: none"> • Research Priorities • Partnerships • Funding • Overall Structure Needs <ul style="list-style-type: none"> - Facilities (see Goal 1) - Inter-divisional cooperation - Phasing • Products and Public Programs <ul style="list-style-type: none"> - Adult lectures, seminars, conferences - School Programs (source materials, curricula, other media) - Scholarship - Publications - Contributions to exhibitions - Contributions to education programs • Exhibits
Kathleen Springer			3.4 Develop written research priorities for each division <ul style="list-style-type: none"> • Based on educational exhibit and programming needs of SBCM • Based on pure and applied research projects specific to the relevant disciplines

GOAL 3: STANDARDIZE POLICIES AND PRACTICES FOR CURATION AND RESEARCH OF COLLECTIONS AS THEY IMPACT THE MUSEUM AND BRANCH LOCATIONS			
ACCOUNTABILITY	TIMEFRAME	\$\$/STAFF RESOURCES	OBJECTIVES
Robert McKernan	12/31/06	\$50,000/yr	3.5 SCIS Implementation <ul style="list-style-type: none"> • Establish funding for contract staffing such as <ul style="list-style-type: none"> - Grant writer - Publication editor - Events coordinator
Kathleen Springer 	6/30/04 		<u>COLLECTIONS STORAGE AND RESEARCH FACILITIES</u> 3.6 Assess collections processing, preparation and research facilities needs based on existing facilities, as well as future collections planning and visitor experience planning, and incorporate into museum master planning process
			3.7 Assess collections storage facilities needs based on existing facilities and future plans for SCIS, and incorporate into museum master planning process

GOAL 3: STANDARDIZE POLICIES AND PRACTICES FOR CURATION AND RESEARCH OF COLLECTIONS AS THEY IMPACT THE MUSEUM AND BRANCH LOCATIONS			
ACCOUNTABILITY	TIMEFRAME	\$\$/STAFF RESOURCES	OBJECTIVES
Ann Deegan	6/30/05	\$50,000	3.8 Rehab Existing History/Anthropology Storage
Kathleen Springer	6/30/07	\$200,000	3.9 Build and equip new Paleontology Laboratory
Chris Sagebiel	↓	\$400,000	3.10 Move off-site collections to new on-site storage facility (30K sq. ft.)
Betsy Slemmer	3/31/04		<u>COLLECTIONS MANAGEMENT POLICY</u> 3.11 Risk Management – Address, develop and incorporate Security Policy into Collections Management Policy
↓	↓		3.12 Review, revise, and adopt overall Collections Management Policy biennially including internal adoption and County adoption <ul style="list-style-type: none"> • Add written standards for institution-wide procedures relating to care, use and management of all specimens and artifacts • Add division-specific procedures relating to care, use, and management of all specimens and artifacts • Add written standards for exhibit use of SBCM specimens and artifacts in permanent temporary, and traveling exhibitions

GOAL 3: STANDARDIZE POLICIES AND PRACTICES FOR CURATION AND RESEARCH OF COLLECTIONS AS THEY IMPACT THE MUSEUM AND BRANCH LOCATIONS			
ACCOUNTABILITY	TIMEFRAME	\$\$/STAFF RESOURCES	OBJECTIVES
Robert McKernan	6/30/06	\$10,000/yr	3.13 Establish a level of commitment to support professional development of staff in order to keep abreast of current and emerging standards in museum practice
Betsy Slemmer	9/30/04		3.14 Collecting Plan – Develop a written, institution-wide strategic Collecting Plan <ul style="list-style-type: none"> • Identify SBCM audience and relationship to collections • Identify research priorities of each division • Assess strengths and weaknesses of current divisional collection plans (non-written) • Determine ideal collection • Identify complementary collections for partnerships • Determine existing and needed resources to achieve plan • Develop a process for reviewing and revising the plan annually

GOAL 3: STANDARDIZE POLICIES AND PRACTICES FOR CURATION AND RESEARCH OF COLLECTIONS AS THEY IMPACT THE MUSEUM AND BRANCH LOCATIONS			
ACCOUNTABILITY	TIMEFRAME	\$\$/STAFF RESOURCES	OBJECTIVES
Betsy Slemmer 	9/30/04		3.15 Establish criteria and conditions for access to and use of the collections; incorporate into Collections Management Policy <ul style="list-style-type: none"> • Researchers – include use for destructive sampling, explore certification program • Education Division • Cultural Resources Managers • Commercial Entities • Rentals
	3/31/05 		3.16 Rules and Regulations for Public Entities –assess SBCM compliance regarding lands and structures for: <ul style="list-style-type: none"> • Municipalities • San Bernardino County • State of California • Federal Government
			3.17 Collecting Permit Process – Develop policy to incorporate into Collections Management policy: <ul style="list-style-type: none"> • Responsibility for obtaining permits • Oversight and accountability • Develop clear procedures for staff • Volunteers and research associates following all local, county, state, federal regulations and international conventions relative to natural and physical resources

GOAL 3: STANDARDIZE POLICIES AND PRACTICES FOR CURATION AND RESEARCH OF COLLECTIONS AS THEY IMPACT THE MUSEUM AND BRANCH LOCATIONS			
ACCOUNTABILITY	TIMEFRAME	\$\$/STAFF RESOURCES	OBJECTIVES
Betsy Slemmer	6/30/05		3.18 Develop a Disaster Recovery Plan for the collections and sites
Ann Deegan	9/30/05		3.19 Historic Sites: In keeping with the SBCM Collecting Plan and subject to Facilities Master Plan, form an internal committee to assess each branch location, including structures, contents, property, facilities, etc. and make adaptations and changes as necessary examining the following elements: <ul style="list-style-type: none"> • Integrity and authenticity • Governance issues • Preservation (including seismic retrofits) • Relationship and relevance to SBCM mission • Funding priorities • Commercial use
Kathleen Springer	12/31/04	\$40,000 Grant Funded	<u>CURATION OF COLLECTIONS</u> 3.20 Collections Care and Conservation – Seek funding from IMLS and other sources as identified, for conservation survey that must be contracted due to specific expertise

GOAL 3: STANDARDIZE POLICIES AND PRACTICES FOR CURATION AND RESEARCH OF COLLECTIONS AS THEY IMPACT THE MUSEUM AND BRANCH LOCATIONS			
ACCOUNTABILITY	TIMEFRAME	\$\$/STAFF RESOURCES	OBJECTIVES
Kathleen Springer	12/31/04 		3.21 Collection Identification and Cataloging – Develop written policies for each division <ul style="list-style-type: none"> • Assess staffing, including preparators and expertise • Determine priorities for current projects • Determine priorities for backlog of material
Ann Deegan			3.22 Develop statement to address conservation and preservation of Historic Sites [See 1.2 and Coordinate] <ul style="list-style-type: none"> • Building code • Grounds maintenance • Qualified contractors • Environmental parameters • Responsibility for staff training and orientation
Chris Sagebiel	9/30/05	\$60,000	3.23 Technology – Assess current state of technology including Information Technology (IT) infrastructure, and electronic access to collections [See 2.2.8.1] <ul style="list-style-type: none"> • Assess IT infrastructure relative to collections • Assess percentage of collections that are electronically accessible • Determine priorities for infrastructure, input, access, funding • Develop plan for IT infrastructure and access • Seek funding • Implement plan including modifications/expansion to IT infrastructure, and input of data based on priorities

GOAL 4

Build awareness and visibility about the museum and its programs in San Bernardino County, within County government, and throughout the region

CONTEXT

There is a limited awareness about the museum in the San Bernardino County community. Annual attendance at the museum is approximately 100,000 visitors: 30% are school children and 70% represent general visitation of which 80% are families. Other constituencies include adults with special interests, seniors, and organized tours. The general marketing budget—3% exclusive of salaries—of the museum operating budget has publicized programs and exhibitions through public relations including press releases and public service announcements sent to newspapers, radio and television, public events, participation in community events, and paid advertising including movie theaters, bill boards, direct mail, flyers, and print and electronic media.

This lack of awareness is due to the unclear message about the museum experience and the lack of brand identity. There are several reasons for this:

- There has been limited market research or outside perspective, such as a community advisory committee, to understand the level of public interest in or perceptions of the museum and its activities.
- The identity of the museum tends to be tied to publicizing temporary exhibitions and not focused on the museum as a cultural resource for the community.
- The permanent exhibits have been unchanged and static for years with temporary exhibitions and educational programs being the primary motivation for repeat visitation.

In addition to the lack of public awareness, the County Board of Supervisors, which makes the ultimate decisions about the museum and its budget, may not be fully informed about the mission and programs of the museum.

The Museum Association and museum staff acknowledge the paramount need to communicate the vision of SBCM

to the community and to garner support, which is critical to the future success of the museum. Strong marketing efforts will help to expand public participation and to fulfill the SBCM role as a vital educational and cultural organization.

GOAL 4: BUILD AWARENESS AND VISIBILITY ABOUT THE MUSEUM AND ITS PROGRAMS IN SAN BERNARDINO COUNTY, WITHIN COUNTY GOVERNMENT, AND THROUGHOUT THE REGION

ACCOUNTABILITY	TIMEFRAME	\$\$/STAFF RESOURCES	OBJECTIVES
<p>Laurie Rozko</p> 	<p>6/30/04</p> 		<p>4.1 Write Preliminary Marketing Plan using preliminary data from 2002 market research to include some of the following goals:</p> <ul style="list-style-type: none"> • To introduce and inform residents and visitors about the mission of the SBCM: its exhibitions, programs, and activities • To increase new visitation among selected target audiences by 10% or more each year • To increase repeat visitation • To support revenue generating activities (admissions, store, research, and other fee-based programs, etc.) • To establish a unified brand identity for the museum and all of its activities
	<p>9/30/05</p>	<p>\$30,000 Grant Funded</p>	<p>4.2 Conduct additional market research in conjunction with the Education Division to test the following: [See 2.2.2, 2.2.3, 2.2.4]</p> <ul style="list-style-type: none"> • Awareness and perceptions of public about SBCM • Proposed core exhibit ideas and educational programs developed in Master Plan • Proposed changing exhibit content • Media that the public uses for learning about cultural institutions • Analyze competitive marketplace • Collect data to establish baseline for repeat visitation as percentage of total visitation

GOAL 4: BUILD AWARENESS AND VISIBILITY ABOUT THE MUSEUM AND ITS PROGRAMS IN SAN BERNARDINO COUNTY, WITHIN COUNTY GOVERNMENT, AND THROUGHOUT THE REGION

ACCOUNTABILITY	TIMEFRAME	\$\$/STAFF RESOURCES	OBJECTIVES
Laurie Rozko 	9/30/06		4.3 Based on data collected from audience research, in collaboration with the education division, develop strategies for primarily attracting diverse residents within the region such as: <ul style="list-style-type: none"> • Youth • Teachers • Adults • Families
	9/30/04		4.4 Partner with Area Convention and Visitors Bureau throughout region to develop strategies for attracting tourists
Robert McKernan	12/31/03		4.5 Develop cultivation strategies for building relationships with public officials <ul style="list-style-type: none"> • Schedule quarterly opportunities to inform County officials: <ul style="list-style-type: none"> - video - oral presentations - ask County official “friends” to communicate to other County officials - offer museum as a site for County officials use - provide quarterly statistics on attendance, profile of demographics including visitors districts - take officials “behind the scenes” on digs, biology outings

GOAL 4: BUILD AWARENESS AND VISIBILITY ABOUT THE MUSEUM AND ITS PROGRAMS IN SAN BERNARDINO COUNTY, WITHIN COUNTY GOVERNMENT, AND THROUGHOUT THE REGION

ACCOUNTABILITY	TIMEFRAME	\$\$/STAFF RESOURCES	OBJECTIVES
<p>Laurie Rozko</p> 	<p>6/30/05</p> 		<p>4.6 Address accessibility issues as they relate to visitor experience, such as:</p> <p><u>Operations</u></p> <ul style="list-style-type: none"> • Operating hours open to the public • Admission fees • Free days • Name of museum and implications of “county” as it impacts financial support • Public transportation • Encourage bus stop at museum • Improved signage on Interstate 10 • Food service • Align store marketing with museum marketing <p><u>Intellectual</u></p> <ul style="list-style-type: none"> • Communicating content to a diverse audience to make product more meaningful <p><u>Website</u> [Coordinate with 2.8.1 & 3.2.3]</p> <ul style="list-style-type: none"> • Review website for: <ul style="list-style-type: none"> - accessibility, ADA - design - user friendly qualities - look of site and coordination with museum image/identity

GOAL 4: BUILD AWARENESS AND VISIBILITY ABOUT THE MUSEUM AND ITS PROGRAMS IN SAN BERNARDINO COUNTY, WITHIN COUNTY GOVERNMENT, AND THROUGHOUT THE REGION

ACCOUNTABILITY	TIMEFRAME	\$\$/STAFF RESOURCES	OBJECTIVES	
Robert McKernan 	12/31/04	\$5,000	4.7 Develop a coordinated image for all printed materials that are circulated to the public	
				4.7.1 Build consensus among staff about image and identity of museum
				4.7.2 Change all printed materials such as business cards, stationery, posters, etc. to reflect new image
				4.7.3 Promote the museum as a resource to the community on an ongoing basis to build awareness about the museum
				4.7.4 Promote special events, programs and exhibitions using the same graphic identity
	6/30/04		4.8 Implement Preliminary Marketing Plan	
			4.8.1 Prioritize strategies	
			4.8.2 Work with Museum Association to examine corporate underwriting of museum programs <ul style="list-style-type: none"> • Align Museum Association marketing/development goals to museum goals 	
	6/30/06		4.9 Implement Revised Marketing Plan	

GOAL 5

Clarify Governance Structure

CONTEXT

SBCM is a department of the County of San Bernardino, and governed by the five-member Board of Supervisors. The director of the museum reports to an Associate Administrative Officer of the County's Economic Development/Public Services Group.

The San Bernardino County Museum Advisory Commission (Commission) is the official liaison between the Board of Supervisors and the museum and by County statute is charged "to provide advice and assistance to the Board with regard to museum matters." The Commission, which meets monthly, is comprised of two Commissioners from each supervisory district, as well as a "Founder's Seat," appointed by the Board of Supervisors, and meet monthly.

The San Bernardino County Museum Association is an independent 501(c)(3) Non-profit corporation, dating

back to 1952, to raise money for the museum and to increase awareness of the museum by promoting the educational programs and research. The Association has been very supportive of the museum from its conception and founding. Over the years, the Association has donated money, real estate, and collections to the museum. There is a small Association staff, and funds are raised primarily through the sale of memberships, which presently number approximately 4,000 individual and family members. The museum, as a part of County government, is not authorized by law to solicit private financial support without Board approval, so the Association is the vehicle through which grants and charitable contributions are funneled to the museum.

The roles and responsibilities of the Board of Supervisors, County administrators, the Commission, and the Association need to be clarified and documented so that there is a clear understanding about how the museum

fits into the County structure and how it relates to the Commission and the Association. In addition, in the next 3-5 years the County may want to consider the

recommendation by the AAM Reaccreditation Team to establish a Board of Directors for oversight of the museum.

GOAL 5: CLARIFY GOVERNANCE STRUCTURE

ACCOUNTABILITY	TIMEFRAME	\$\$/STAFF RESOURCES	OBJECTIVES
Robert McKernan 	On-going 		<u>COUNTY ADMINISTRATION</u> 5.1 Continue to build rapport with county administrative staff and pertinent department heads on various issues related to the museum
			5.1.1 Establish meetings as necessary
			5.1.2 Set up periodic meetings with individual County Supervisors
	6/30/08		5.2 Maintain existing county governance structure through June 30, 2008, while improving communications and effectiveness within this structure
	9/30/07		5.3 Evaluate effectiveness of the current governance model, and modify the structure as necessary to permit the museum to maximize its contribution to the County of San Bernardino
	3/30/04		<u>SBCM COMMISSION</u> 5.4 Senior museum staff should work with the Commission to develop better relationships that support the museum's mission

GOAL 5: CLARIFY GOVERNANCE STRUCTURE			
ACCOUNTABILITY	TIMEFRAME	\$\$/STAFF RESOURCES	OBJECTIVES
Robert McKernan 	6/30/04		5.5 Provide orientation about museum policies and practices to new Commissioners
	On-going		5.6 Work with the Commission regarding: <ul style="list-style-type: none"> • Participation on committees • Other responsibilities
	3/31/04 and On-going		5.7 The Commission and Museum Director can provide assistance if requested by the Board of Supervisors <ul style="list-style-type: none"> • Background information on museum issues • Commission recommendations • Other
	On-going		5.8 Support the Commission in their role as liaisons with the Supervisors on matters of importance to the museum

GOAL 5: CLARIFY GOVERNANCE STRUCTURE			
ACCOUNTABILITY	TIMEFRAME	\$\$/STAFF RESOURCES	OBJECTIVES
Robert McKernan ↓	12/31/03		<u>SBCM ASSOCIATION</u> 5.9 Museum director, CAO office staff, and Museum Association Board of Directors should review and modify as appropriate the MOU with the Association to clarify the role of the Association in supporting the Museum <ul style="list-style-type: none"> • Fundraising • Event sponsorship • Etc.
	On-going		5.10 Museum director should work with the Museum Association in building its Board of Directors (diversity ethnicity, age, geographic distribution, and add needed skill sets and financial capacity)

GOAL 6

Align human resources and practices with the San Bernardino County Museum mission and vision, consistent with the rules, regulations and memoranda of understanding of San Bernardino County

CONTEXT

SBCM is a department of the County that employs approximately 100 classified, unclassified, temporary and contract employees as well as having approximately 85 volunteers, interns and other occasional workers assisting the regular staff. Civil service rules, including memoranda of understandings between the County and various employee labor organizations, dictate much of what SBCM must do in terms of staff compensation and working conditions. These mandates often do not reflect the unique personnel needs of the professional museum staff

The museum is still recovering from personnel cuts and job reclassifications necessitated by troubled State and

County finances in the early 1990s, and a majority of the museum operating budget has to be raised through fee-for-service research projects as well as other earnings income. These financial issues are cyclical and will present challenges in the future.

Scarce funding has forced highly qualified personnel to pursue revenues instead of serving the collections, research and educational mission of the museum and has created human resource issues including a perceived lack of parity in salaries.

In addition, there is a need for an organizational assessment to comprehensively address human resources issues.

GOAL 6: ALIGN HUMAN RESOURCES AND PRACTICES WITH THE SAN BERNARDINO COUNTY MUSEUM MISSION AND VISION, CONSISTENT WITH THE RULES, REGULATIONS AND MEMORANDA OF UNDERSTANDING OF SAN BERNARDINO COUNTY

ACCOUNTABILITY	TIMEFRAME	\$\$/STAFF RESOURCES	OBJECTIVES
Laurie Rozko	9/30/05		<p>6.1 In conjunction with the County Human Resources Department, conduct an organizational assessment of SBCM to answer questions such as:</p> <ul style="list-style-type: none"> • How is the museum staff aligned to meet the mission? • How many people, what type of people, and what compensation levels are appropriate to support the SBCM mission? • What are the appropriate staffing ratios: management/staff, paid staff/volunteers/interns, etc. • Is the staffing structure consistent with other like institutions? • What constraints/opportunities exist as a result of Board of Supervisor actions, the Civil Service Commission, and the position of bargaining units that represent County employees? • What are the appropriate links between the SBCM and the Museum Association regarding staff of each organization?

GOAL 6: ALIGN HUMAN RESOURCES AND PRACTICES WITH THE SAN BERNARDINO COUNTY MUSEUM MISSION AND VISION, CONSISTENT WITH THE RULES, REGULATIONS AND MEMORANDA OF UNDERSTANDING OF SAN BERNARDINO COUNTY

ACCOUNTABILITY	TIMEFRAME	\$\$/STAFF RESOURCES	OBJECTIVES
Robert McKernan	<p align="center">6/30/06</p> 		<p>6.2 Establish a task force including County Human Resources Department staff, museum personnel, and perhaps an outside expert, to implement recommendations from the organizational assessment and explore such issues as:</p> <ul style="list-style-type: none"> • Securing Board of Supervisor approval, where necessary • Flexible focus/targeted recruiting • Negotiating with bargaining units to address unique museum needs in the general collective bargain agreements that serve the museum and its employees • Reclassification of certain positions to reverse the compression of salary ranges and provide better career pathing.
Jolene Redvale	<p align="center">12/31/04</p>		<p>6.3 Maximize the use of volunteers to supplement staff:</p> <ul style="list-style-type: none"> • Enlarge the number of volunteers working on museum visitor experience activities • Create a Volunteer Council to assist with the recruitment, administration and recognition of volunteers

GOAL 6: ALIGN HUMAN RESOURCES AND PRACTICES WITH THE SAN BERNARDINO COUNTY MUSEUM MISSION AND VISION, CONSISTENT WITH THE RULES, REGULATIONS AND MEMORANDA OF UNDERSTANDING OF SAN BERNARDINO COUNTY

ACCOUNTABILITY	TIMEFRAME	\$\$/STAFF RESOURCES	OBJECTIVES
Laurie Rozko	3/31/05		6.3.1 Explore alternative methods of using volunteers to staff museum store positions (They are currently prohibited by County regulations from handling money)
Jolene Redvale	12/31/04	\$2,000	6.3.2 Explore and implement methods of recognizing and rewarding volunteers
Kathleen Springer	3/31/05	\$2,500	6.4 Expand the use of interns, research assistants and work-study students
Laurie Rozko	12/31/06		6.5 Establish a standardized set of museum-wide policies and procedures including a desk manual for each position so every employee/volunteer understands his/her rights and responsibilities

GOAL 6: ALIGN HUMAN RESOURCES AND PRACTICES WITH THE SAN BERNARDINO COUNTY MUSEUM MISSION AND VISION, CONSISTENT WITH THE RULES, REGULATIONS AND MEMORANDA OF UNDERSTANDING OF SAN BERNARDINO COUNTY

ACCOUNTABILITY	TIMEFRAME	\$\$/STAFF RESOURCES	OBJECTIVES
Robert McKernan 	On-going		6.6 Enhance skills training and professional development for staff and volunteers to help in retaining them at SBCM [Also refer to 3.13]: <ul style="list-style-type: none"> • Customer Service • Communications • Management/Supervisory Skills • Conferences/Publications • Computer Training • Animal Care • Etc.
	3/31/04 and On-going 		6.7 Enhance internal communications within and among the divisions, between management and staff, between paid staff and volunteers
			6.7.1 Review and modify (as necessary) regular meeting schedules and particularly institute a “cross-over” meeting that involves management, functional and division heads, and senior professional staff

GOAL 7

Stabilize funding and build an endowment

CONTEXT

The fluctuation in funding and the level of County support causes uncertainty in SBCM planning. There is a need to stabilize the funding to support the museum mission and operations in accordance with the Strategic Plan. Currently revenue sources are subject to variation in the State budget and the economic climate. (State finances affect County finances which in turn affect SBCM finances.) Additionally, the economy affects the ability of SBCM to earn certain kinds of revenues.

Growth in operating costs driven by inflation and expanded services to the community heightened the need to stabilize and diversify revenue sources. As SBCM plans for expanded facilities, consideration will also need to be given to the resulting additional operating expenses.

The total SBCM current revenue is in the range of \$4.6 million. Of this the County appropriates as “local cost”

to the museum \$1.4 million. Plus, the County pays directly for facility costs and for other support services that do not appear in the \$4.6 million budget. The County budgeting process is based on incremental adjustments from the prior year. The balance of \$3.2 million comes from earned revenues:

- Research
- Store
- Admissions
- Fee Based Programs
- Facility Rentals

The Museum Association has provided direct and indirect annual museum support over the past few years.

Museums have traditionally received funding from three sources: earned, contributed and endowment revenue. There is a need for SBCM to develop and stabilize all three.

GOAL 7: STABILIZE FUNDING AND BUILD AN ENDOWMENT

ACCOUNTABILITY	TIMEFRAME	\$\$/STAFF RESOURCES	OBJECTIVES
Robert McKernan 	On-going 		<u>COUNTY</u> 7.1 Work with CAO office to ensure that at least the current \$1.4 million level of support is maintained
			7.2 Communicate to the Board of Supervisors the importance of maintaining a baseline support: <ul style="list-style-type: none"> • Through the Commission • Directly
	6/30/08		7.3 Explore alternatives to incremental County funding such as a specific tax to support the museum
	On-going		<u>MUSEUM ASSOCIATION</u> 7.4 Work with the Museum Association to: <ul style="list-style-type: none"> • Grow the endowment • Establish a “Planned Giving” program [i.e. bequests] • Develop the annual giving campaign • Build membership • Create fund raising events • Raise capital

GOAL 7: STABILIZE FUNDING AND BUILD AN ENDOWMENT

ACCOUNTABILITY	TIMEFRAME	\$\$/STAFF RESOURCES	OBJECTIVES
Robert McKernan 	6/30/04 		7.5 Work with the Association to raise annual contributions
			7.5.1 Work with the Association to review member benefits and fees to maximize financial contributions to the museum
			7.5.2 Museum director work with the Association development staff to set targets to raise annual museum contributions
	6/30/04		<u>EARNED INCOME</u> 7.6 Maximize revenues while serving educational mission of museum <ul style="list-style-type: none"> • Admission fees • Program fees • Facility Rentals • Research fees

GOAL 7: STABILIZE FUNDING AND BUILD AN ENDOWMENT

ACCOUNTABILITY	TIMEFRAME	\$\$/STAFF RESOURCES	OBJECTIVES
Robert McKernan	3/31/04 and annually		7.7 Explore new fee based opportunities
↓	↓		7.8 Explore partnerships with cities to gain financial support
Laurie Rozko	6/30/05		7.9 Build store contribution from the current \$25,000 net revenue by 10% annually
Robert McKernan	6/30/04		<u>OTHER INCOME</u> 7.10 Pursue new grant revenue sources to support the goals of this strategic plan

APPENDICES

Appendix A: List of Interviewees

San Bernardino County Museum Staff

Gerald Braden, Research Biologist
Ann Deegan, Curator of History
Robert McKernan, Director
Tony Metcalf, Research Associate
Jolene Redvale, Curator of Education
Jennifer Reynolds, Marketing Manager
Laurie Rozko, Deputy Director
Adella Schroth, Curator of Anthropology
Eric Scott, Curator of Paleontology
Holly Segni, Exhibits Specialist
Betsy Slemmer, Registrar
Kathleen Springer, Senior Curator

SBCM Volunteers, Docents, Members

Walt Wells, Volunteer

Community Members and Other Orgs.

Larry Burgess, Director, Smiley Library and Lincoln Memorial
Ellen Estilai, Director, Arts Council for SB County
Carl Mason, Executive Director, Victor Valley Museum

County of San Bernardino

Fred Aguiar, Chairman, Board of Supervisors
Herb Fisher, Superintendent of Schools, SB County
John Goss, Assistant County Administrator
Dennis Hansberger, Supervisor, 3rd District
John Michaelson, County Administrative Officer
Brad Mitzelfelt, Chief of Staff, 1st District
Tom Potter, Chief of Regional Parks
Maggi Stamm, Field Rep., 2nd District
Martin Valdez, Chief of Staff, 5th District

SBCM Association Board Members

Robert Covington, Association Board Member
Johnnie Ralph, Association Board Member
John Thornes, Association President

SBCM Commissioners

Joan Dotson, Commissioner, Association Board Member
Walt Schuiling, Commissioner, Founder, Volunteer

Appendix B: Strategic Plan Participants

San Bernardino County Museum Staff

Blue Anderson, Store Manager
Todd Bothel, Associate Curator
Gerald Braden, Research Biologist
Claudia Crees, Staff Analyst
Mark Crosby, Security Supervisor
Ann Deegan, Curator of History
Robin Laska, Associate Curator
Chad Lynde, Education Program Coordinator
Robert McKernan, Director
Michele Nielsen, Curatorial Assistant
Jolene Redvale, Curator of Education
Jennifer Reynolds, Marketing Specialist
Tom Richards, Maintenance Supervisor
Laurie Rozko, Deputy Director
Chris Sagebiel, Curator of Geology
Adella Schroth, Curator of Anthropology
Eric Scott, Curator of Paleontology
Holly Segni, Exhibits Specialist
Betsy Slemmer, Registrar
Kathleen Springer, Senior Curator
Felicia Zermeno, Payroll Clerk

Community Members and Volunteers

Leslie Bischoff, Marketing Director, KFRG
Fred Budinger, Friends of Calico Volunteer
Paisley Cato, Curator of Collections, San Diego Natural History Museum
Karen Coates, Curriculum Coordinator, Superintendent of Schools
Bill Fawcett, Western Textile Center Assn. Affiliate President
Donn Grenda, Archaeological Survey Assn. Volunteer
Gail Guge, Vice President, The Wilkin Group
Janice Lyle, Director, Palm Springs Desert Museum
Paul Spitzerer, Collections Manager, Homestead Museum

SBCM Association Board Members

John Thornes, Association President
Susan Summers, Association Board Member

SBCM Association Staff

LaWanda Avery-Brown, Director of Business Operations
Janis Rotner, Director of Development

SBCM Commission Members

Shirley Harry, Commission Chairman

Patricia Martin, Commissioner

Debra Dorst-Porada, Commissioner

Walt Schuiling, Commissioner, Volunteer

County of San Bernardino

Fred Aguiar, Chairman, Board of Supervisors

Dave Gibson, Director, Facilities Management

John Goss, Assistant County Administrator, Economic
Development/Public Services Group

Dennis Hansberger, Third District Supervisor, Board of
Supervisors

Norm Kanold, Associate Administrative Officer, Economic
Development/Public Services Group

Alan Marks, County Counsel

Tom Potter, Chief of Regional Parks

Ken Taylor, Chief Building Construction Engineer, Architecture and
Engineering

Marcel Turner, Director, Human Resources

Appendix C: Strategic Plan Steering Committee

John Goss, Assistant County Administrator, Economic Development/Public Services Group, County of San Bernardino

Shirley Harry, Chairman, The San Bernardino County Museum Advisory Commission

Norman Kanold, Associate Administrative Officer, County of San Bernardino

Robert McKernan, Museum Director, San Bernardino County Museum

Jolene Redvale, Curator of Education, San Bernardino County Museum

Laurie Rozko, Deputy Director, San Bernardino County Museum

Eric Scott, Curator of Paleontology, San Bernardino County Museum

Kathleen Springer, Senior Curator, San Bernardino County Museum

John Thomes, President, San Bernardino County Museum Association

Staff from Museum Management Consultants, Inc.

Adrienne Horn, President

Stephen Horn II, Senior Vice President

Appendix D: County of San Bernardino Mission, Vision, and Values Statements

MISSION

The mission of the government of the County of San Bernardino is to provide public services that promote the health, safety, well-being and quality of life of its citizens pursuant to the County Charter, general laws and the will of the people it serves.

VISION

Our vision is to create a safe, clean, and healthy environment that appeals to individual and families, and attracts the best in business and industry. We will establish, support, and enhance attractive communities that emphasize beauty, culture, art, recreation, fine schools, and a sense of history.

VALUES STATEMENT

To achieve our Vision we dedicate ourselves to these values:

- Quality service that is responsive to the needs and expectations of our citizens and delivered with dignity and respect.
- Valuing Our Workforce by providing recognition, training and education, opportunities for career development, a safe and healthy work environment and fair compensation.
- Appreciation and promotion of the diverse cultures that comprise our workforce and the communities of this county.
- Excellence in the development of efficient and cost-effective strategies to improve services in an atmosphere that allows and encourages new ideas.
- Leadership by coordinating regional planning through the sharing of expertise and the promotion of mutual efforts with local communities and businesses.
- Integrity that embraces a culture of honor and trust worthy of our citizens and of ourselves.