



# STRATEGIC PLAN

2019-2022



Approved by Richland Public Facilities District | June 19, 2019



# WELCOME TO THE REACH MUSEUM

The REACH Museum celebrated its fifth anniversary, in July of 2019, as an important addition to the Tri-Cities community. After years of planning, establishing the passage of the State of Washington laws funding Public Facilities Districts (PFD), creation of the Reach Foundation and the Hanford Reach National Monument, and distribution of collections from the former CREHST Museum in Richland, the REACH Museum opened in 2014 after groundbreaking in 2011. In its first five years the REACH has gained growing participation from local and visiting audiences and a reputation for providing stimulating programs and exhibits from the Ice Age to Atomic Age and beyond, for adults and children alike. With solid support from the Richland Public Facilities District (RPFD) and the Reach Foundation, the REACH has achieved the initial capacity to diversify its programs and financial sustainability. Now, in 2019, we propose a plan to further develop and amplify our capability to serve our audiences.

See Appendix A for Timeline.

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## PLANNING FOR THE FUTURE

The REACH began the process of planning for the next stage of its growth and development in the fall of 2018. WOLF Consulting of Las Vegas, NV was engaged to facilitate the process, which began with both internal and stakeholder surveys regarding accomplishments, challenges, and interests in future programs. REACH staff, community stakeholders and members from the Richland Public Facilities District (RPFD), City of Richland, and Reach Foundation met for two days in January 2019 to review and revise our Mission, Vision, and Core Values, and to set out some major goals for the next four or more years. Another meeting in early March 2019 was used to develop strategic objectives for each goal, and to outline outcomes, measures, responsibilities, costs, and timing for each objective.

The results are expressed here as approved statements, with attached Milestones, Assumptions, and Conclusions for the Plan.





## MISSION

We inspire learning by sharing the stories of the Mid-Columbia River Region, its people, and its impact and contributions to the world.

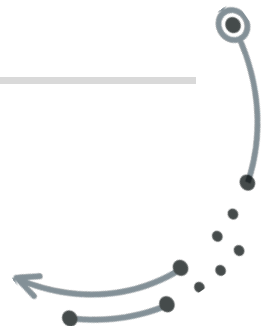
## VISION

The REACH Museum will be an indispensable educational resource and premier cultural destination that serves as a gateway for understanding the natural and cultural significance of the region, for present and future generations.

- We do so by providing learning programs, outreach, teacher training, and curricula that complements Washington States K–12 Learning Standards/Next Generation Science Standards – with an emphasis on K–8 students and their families.
- We do so by being the epicenter for tourism specifically for Ice Age Floods, Mid-Columbia River Basin history, and the Hanford Reach National Monument.

## CORE VALUES

- We are truthful to our mission
- We are respectful in all our interactions
- We are transparent in and accountable for our work
- We are responsible fiscal stewards
- We are intentional, inclusive, and reliable public partners
- We are supportive in challenging times and we celebrate our successes
- We find joy and humor in our collective work

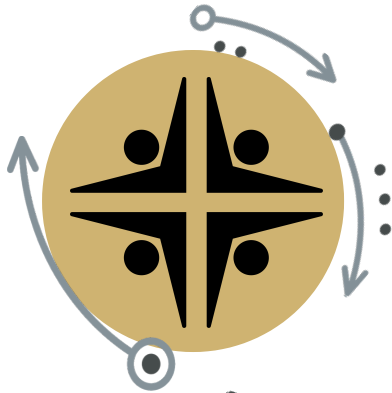


# MAJOR GOALS FOR 2019-2022



## PROGRAM DEVELOPMENT

We will devote time, effort, and resources to develop meaningful and relevant educational exhibits and public programs for people of all ages.



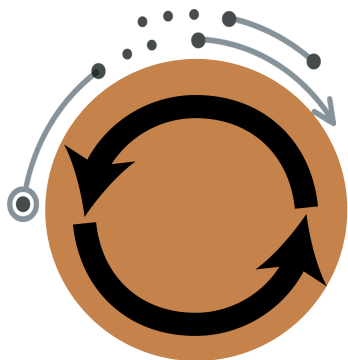
## COMMUNITY ENGAGEMENT

We will focus on building relationships and partnerships with community organizations and corporations, while encouraging diversity and inclusion in our audience, staffing, and board development.



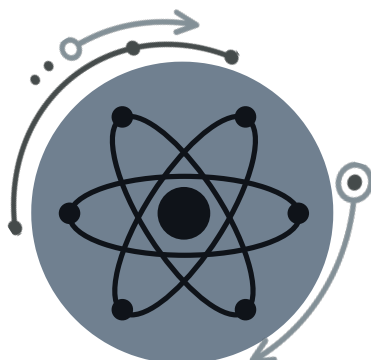
## FINANCIAL INDEPENDENCE

We will work with the Richland Public Facilities District Board and the Reach Foundation Board to diversify our revenue streams, build our endowment, and increase our long-term commitment to program excellence and capital development.



## SUSTAINABLE OPERATIONS

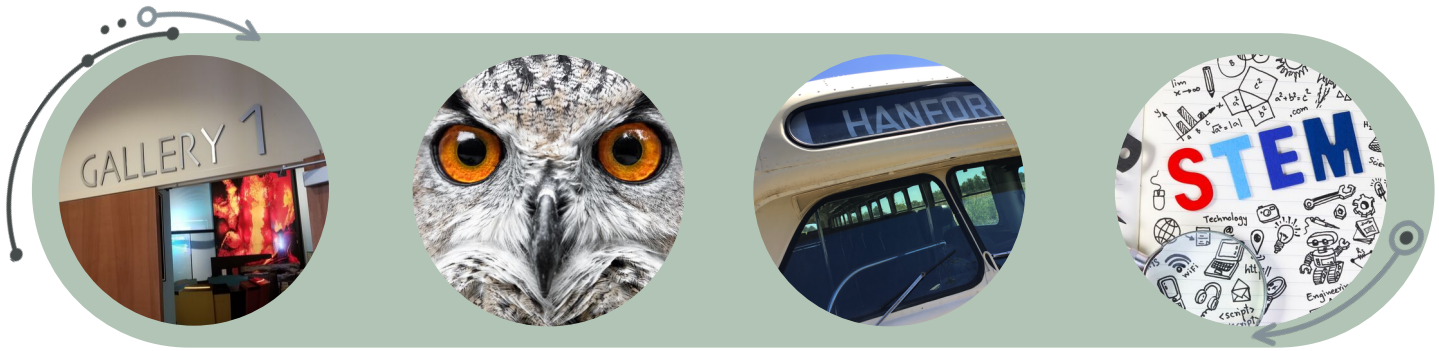
We will build on our current strong organization to augment our existing revenue streams and actively plan and manage for future growth.



## FACILITY USE

We will work to complete the original vision for use of our facility, complete needed renovations, and expand our facility to provide the best use and maximize the potential of our entire site including the outdoor amphitheater.





## PROGRAM DEVELOPMENT

We will devote time, effort, and resources to develop meaningful and relevant educational exhibits and public programs for people of all ages.

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### Strategic Objectives:

- Maintain outdoor exhibits, garden, play area, Cold War bus, and 1947 Vagabond trailer
- Refresh and maintain permanent exhibitions in Gallery I and II, and Land Irrigated
- Establish healthy and trusting relationships with First Nations and Tribal Leaders
- Author policies, procedures, and plans to establish best practices
- Pilot new adult programs tied to evening hours
- Expand or create annual signature programs
- Establish an Education Advisory Committee to institute future mandatory REACH Museum visits
- Explore acquisition of other local programs and partnerships with major institutions
- Evaluate programs on a regular basis



## COMMUNITY ENGAGEMENT

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### Strategic Objectives:

- Conduct volunteer assessment and develop a recruitment and retention plan
- Build relationships with tribes: Confederated Tribes of the Umatilla Indian Reservation (Cayuse, Umatilla, and Walla Walla), Tamastslikt Cultural Institute, Crow's Shadow Institute of the Arts, the Wanapum, and Confederated Tribes and Bands of the Yakama Nation
- Work with My Tri 2030, Chambers of Commerce, and Visit Tri-Cities
- Work with Tri-Cities School Districts, Washington State University (WSU), Columbia Basin Community College (CBC), Heritage University
- Work with Army Corps of Engineers, Cities Parks and Recreations, TRIDEC, Port of Kennewick, and Port of Benton
- Forge program partnerships with Manhattan Project National Historical Park and US Fish & Wildlife
- Build public awareness/brand recognition through strategic marketing plan
- Launch Strategic Plan tied to REACH's 5th Anniversary



## FINANCIAL INDEPENDENCE

We will work with the Richland Public Facilities District Board and the Reach Foundation Board to diversify our revenue streams, build our endowment, and increase our long-term commitment to program excellence and capital development for the REACH.

### Strategic Objectives:

- Hire a Development Director
- Improve all revenue streams for self-sufficiency
- Find funds for exhibits on Hanford history
- Build our endowment to \$2M–\$5M
- Host fundraisers to complete lower level
- Establish and maintain equitable funding for school programs





## SUSTAINABLE OPERATIONS

We will build on our current strong organization to augment our existing revenue streams and actively plan and manage for future growth.

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### Strategic Objectives:

- Strengthen organizational capacity to meet growth
- Create a master plan for Information Technology (IT) infrastructure
- Invest in staff training, development, and recognition in order to attract and retain high caliber and diverse staff
- Build capital for 6–12 month operating reserve and building maintenance
- Secure large (\$50K+) multi-year gifts/grants
- Explore funding from federal and state agencies, Regional Public Facilities Districts (PFD), long-term government contracts, and other legislative opportunities like Cultural Access Washington (CAWa)



## FACILITY USE

We will work to complete the original vision for use of our facility, complete needed renovations, and expand our facility to provide the best use and maximize the potential of our entire site including the outdoor amphitheater.

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### **Strategic Objectives:**

- Define the work to complete the lower level of the REACH
- Expand the facility to incorporate a West Wing
- Explore opportunity for additional facility rentals
- Create restroom facilities in lower level
- Upgrade the Amphitheater
- Create a long-term Facility Maintenance/Techology plan
- Remove Connex storage from grounds

# MILESTONES

## 2019 - 2022



### 2020

- Annual Review of Plan Progress
- Plan for Increased Facility Rentals
- Plan for Long Term Facility Maintenance
- Removal of Connex Storage from Grounds
- Increase in all Revenue Streams
- Equitable Funding for School Programs
- Established Relationships with Tribal Leaders
- Established Educational Advisory Committee
- Exploration of Major Institutional Partnerships

### 2019

- Strategic Plan Ratified and Announced
- Celebration of 5th Anniversary
- Marketing Plan Launched
- Development Director Hired
- Annual Refreshment of Permanent Exhibits Initiated

### 2021

- Annual Review of Plan Progress
- Cash Reserve Established and Enhanced
- Restrooms Completed on Lower Level
- Amphitheatre Upgraded
- Special Fundraising Initiated for Lower Level Completion
- Policies, Procedures, and Plans Initiated for Best Practices
- Creation of Additional Adult Programs

### 2022

- Extend Plan to 2026
- Written Pledges Secured for Capital Improvements
- Build Endowment to \$5 Million
- Work on Lower Level Completion
- Plans for Expansion to the West
- Well-established Program Evaluations





# ASSUMPTIONS

- Development Director Hired in 2019
- Direct Involvement of the Reach Foundation
- Support from the Richland Public Facilities District (RPFd)
- Additional Staff Funded per Special Projects
- Continued Community and Statewide Support for REACH Museum
- Financial Assumptions include an annual budgetary increase of 15% per year for basic operational needs. Special Projects and Capital Improvements as noted (Furniture, Fixture & Equipment – FFE):
  - *Endowment: \$250K per year increases*
  - *West Wing Expansion: \$2.5M + \$1M FFE*
  - *Lower Level Expansion: \$1M + \$250K FFE*
  - *Exhibition Upgrades: \$175K*
  - *Operating Reserve & Building Maintenance Fund: \$500K*
  - *Annual Fundraisers: \$150K per year*

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## CONCLUSION

The REACH Museum has benefited greatly from its support by the Richland Public Facilities District (RPFd), the Reach Foundation, and individuals and organizations from the Tri-Cities communities during its first five years. The new facility was completed, exhibits installed, programs initiated, and both local and visiting audiences were welcomed in growing numbers.

The next five years provide an opportunity for an ambitious schedule of program, financial, and capital developments that will enable the REACH Museum to achieve its Mission and realize its Vision to be the major institution for interpreting stories of the Mid-Columbia River Region. The dedication of the Richland Public Facilities District Board and the Reach Foundation will still be primary to the success of the REACH, as will be the skills and energy of the Staff and its Volunteers.

We invite you all to join in to help us secure our future development and success!

# APPENDIX A: TIMELINE



President Clinton designated the Hanford Reach a National Monument on June 9, 2000.

The US Fish & Wildlife Service was designated as the managing agency for the majority of the Monument.



Senator Patty Murray secured the first funding for the planning of an interpretive center.

FY 2001 Department of Housing and Urban Development: \$ 250,000 - provided for a study on how the community could benefit from the recently established Hanford Reach National Monument. Conclusion: an interpretive center would be of most benefit and was feasible.



City of Richland passed Ordinance No. 18-02 on July 16, 2002, creating and providing for the organization, powers, and governance of a Public Facilities District to be known as the Richland Public Facilities District (or RPFd) to acquire, construct, operate, and/or finance a regional center in Richland including any related parking facilities.

The RPFd convened for the first time and began to entertain project proposals ranging from a performing arts center to a zoo.



Friends of the Hanford Reach National Monument had begun the process of developing an interpretive center; and with the Audubon Society, Columbia River Exhibition of History, Science, and Technology (CREHST), Tri-Cities Visitor & Convention Bureau, and US Fish & Wildlife; they brought their idea to the newly formed RPFd.

The RPFd selected the REACH Museum as its project.



Ground breaking at Columbia Park West.



The REACH Museum opens to the public over July 4th weekend.