



**SUBMITTAL TO THE BOARD OF DIRECTORS
COUNTY OF RIVERSIDE, STATE OF CALIFORNIA**

134



FROM: Paul Frandsen, General Manager

SUBMITTAL DATE: 1/15/03

SUBJECT: APPROVAL OF JENSEN-ALVARADO HISTORIC RANCH AND MUSEUM STRATEGIC BUSINESS PLAN – DISTRICT II

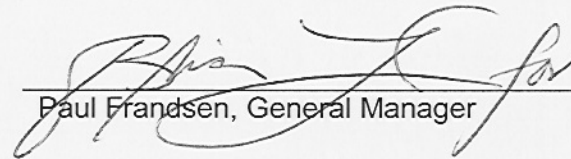
RECOMMENDED MOTION: That the Board of Directors:

- 1) Approve the attached Jensen-Alvarado Historic Ranch and Museum Strategic Business Plan; and
- 2) Direct the General Manager to implement its provisions.

BACKGROUND: Under the leadership of Supervisor Tavaglione, Park District staff has engaged in discussions with members of the Jensen family and historic preservation professionals concerning the future direction of the Jensen-Alvarado Historic Ranch and Museum ("Jensen Ranch"). At the Supervisor's suggestion, Park District staff prepared the attached Strategic Business Plan ("Plan"), which is intended to recommend to your Board goals, objectives, and policy direction for the facility. The Plan also identifies and proposes funding for capital improvements needed to repair damaged buildings and modernize antiquated irrigation systems.

(continued on page 2)

358-Jensen Alvarado Historic Ranch & Museum Strategic Business Plan


Paul Frandsen, General Manager

FINANCIAL DATA: Not Applicable.

CURRENT YEAR COST

\$ 237,456

NET COUNTY COST

\$ 0

ANNUAL COST: \$ See Appendix A; total operating and capital expenses to be incorporated in future budgets

IN CURRENT YEAR BUDGET: yes

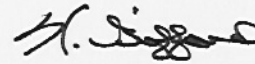
BUDGET ADJUSTMENT FY: no

SOURCE OF FUNDS: Park District General Fund, Proposition 12, and Proposition 40 (projected)

C.E.O. RECOMMENDATION:

APPROVE

County Executive Office Signature



Prev. Agn. Ref.

Dist. II

AGENDA NO.

13.1

Department Recommendation: Consent Policy
Per Executive Office: Consent Policy

**SUBJECT: APPROVAL OF JENSEN-ALVARADO HISTORIC RANCH AND MUSEUM
STRATEGIC BUSINESS PLAN – DISTRICT II**

During its development, the Plan was reviewed on several occasions by a representative of the Jensen family as well as historic preservation professionals including Dr. Vince Moses, Director of the City of Riverside Municipal Museum. Additionally, Mr. John Worden, Chairman of the Riverside County Historical Commission, reviewed the draft Plan throughout its preparation.

The Plan identifies six major needs which must be addressed at the Jensen Ranch. They are:

- 1) increase adult attendance through marketing and promotion;
- 2) recruit and train new volunteers to support interpretive programs, special events, and cataloguing of artifacts;
- 3) complete earthquake stabilization and structural improvements for the Winery/Museum building;
- 4) replace the existing antiquated water distribution system with a modern irrigation system to support the orchard and landscaping on site;
- 5) resolve outstanding issues concerning the ownership of artifacts stored and exhibited at the facility; and
- 6) assume control over the Jensen Ranch gift shop.

The ten-year Plan is divided into short-term (i.e., FY 2003 – FY 2007) and long-term (i.e., FY 2008 – FY 2012) sections. The short-term section includes specific goals, objectives, and work activities addressing each of the six major needs described above. The long-term section is presented as a more general vision statement for the future of the Jensen Ranch.

The Plan concludes with an implementation budget for the period of FY 2003 through FY 2007. While the budget projects a continuation of annual operating deficits, which always have been experienced at this facility, under current conditions the Park District general fund is capable of absorbing those losses. The capital improvements described in the Plan may be financed from existing Park District funds as well as Proposition 12) and Proposition 40 bond measure revenues. Your Board previously approved the proposed expenditure of Proposition 12 funds (approved April 3, 2001, M.O. 3.15), and a similar request will be made of your Board for Proposition 40 monies when the State issues its process guidelines.

Since a considerable period of time was required to negotiate the Plan and ensure its consideration by the Park District Advisory Commission and the Historical Commission, its implementation budget was prepared approximately 18 months ago. That budget anticipated capital expenditures in FY 2003 that will not occur until FY 2004. Please note that actual Park District capital expenses in FY 2003 will not exceed the \$35,000 included in the budget approved by your Board. Park District budget submissions for FY 2004 and beyond will include all operating and capital expenditures contained in the Plan's implementation budget.

The Plan was unanimously approved by the Riverside County Historical Commission on November 21, 2002, and by the Park District Advisory Commission on January 9, 2003.

DRAFT

Jensen-Alvarado Historic Ranch and Museum Strategic Business Plan

FY 2002/2003 - FY 2011/2012

I. Introduction

The Jensen-Alvarado Historic Ranch and Museum ("Jensen Ranch") has been owned, operated, and maintained by the Riverside County Regional Park and Open Space District ("Park District") for more than two decades. This facility, which is listed on the National Register of Historic Places, has played an important role in the interpretation of the Cornelius Jensen family during the latter part of the 19th Century. The Jensen Ranch is visited by approximately 8,500 people each year, the vast majority of which are students from local elementary schools who participate in the interpretive programs offered by Park District staff.

Attendance for the interpretive programs is quite strong but has reached capacity due to financial and staffing limitations. While the number of adult visitors to the Jensen Ranch has grown over the past year, total attendance from this important user group is still very low.

Another important concern for the Jensen Ranch is the deteriorating condition of several buildings on site. As a result of the advanced age of its principal structures, a number of major capital investments are needed to stabilize, repair, and restore the historic buildings on site. Significant improvements also are needed to modernize the water delivery system used for irrigation of the citrus orchard and vineyard.

The Jensen Ranch is now at a point where a strategic plan is needed to: 1) redefine its purpose and function; 2) identify and plan for necessary improvements to its buildings and grounds; 3) broaden its appeal to potential visitors from Riverside County and beyond, and; 4) evaluate the financial implications to the Park District and County of Riverside of implementing needed improvements.

The preparation of this Strategic Plan began with a detailed assessment by Park District staff of the status and condition of the Jensen Ranch buildings, materials and living collections, and interpretive programs. An evaluation of the operational and financial capabilities of the Park District followed.

As a result of those evaluations, the Park District will focus its efforts in six areas over the ten-year period covered by this Strategic Plan. These are: 1) resolving existing uncertainties

regarding future ownership of the material collections; 2) stabilizing the Winery/Museum; 3) recruiting and training a new and expanded group of volunteers; 4) preparing a new Interpretive Plan to guide the interpretive programs offered by Park District staff; 5) updating and expanding interpretive programs pursuant to the provisions of the Interpretive Plan; and; 6) initiating the restoration of the Main House.

The Park District remains committed to the vision of making the Jensen Ranch into an outstanding historic site and will work with elected officials, the State Historic Preservation Office, community organizations, volunteers, the Jensen-Alvarado Ranch Associates ("JARA"), and others to make it an exceptional asset for the citizens of Riverside County.

II Mission Statement

The Jensen-Alvarado Historic Ranch and Museum is dedicated to researching, collecting, preserving, and interpreting the diverse history of southern California and the Jensen family from 1840 to the present through educational programs, tours, exhibitions, special events, and publications designed to educate and entertain the public.

III Background

In 1975-1976 the Riverside County Board of Supervisors, Riverside County Historical Commission, and the Park Advisory Commission selected the Jensen Ranch as a high priority project for acquisition, restoration, and development as a historic park and living history museum.

The Riverside County Parks Department (now the Park District) purchased the Jensen Ranch in phases during the early 1980's. The staff subsequently prepared an application and secured approval for listing of the site on the National Register of Historic Places and the California State Register.

Shortly after the completion of the Jensen Ranch acquisition, Parks Department staff applied for and received a grant from the National Endowment for the Humanities for the preparation of a draft interpretive plan. An initial draft plan was completed in January 1983, based upon an ideal of making the Jensen Ranch a living historic agricultural operation and museum.

It is essential to note that the initial draft interpretive plan reflected a vision of what the Jensen Ranch could be if financial resources were unlimited. The budget and staffing plan presented in the document were in no way related to the actual financial circumstances of the Parks Department. The idealistic nature of the draft interpretive plan is demonstrated by the fact that its staffing plan called for eleven full-time positions and an annual budget of \$265,000 in 1983 dollars.

Unfortunately, that level of expenditure and staffing was completely infeasible for a Parks Department that was, at the time, struggling to fund basic necessities. The draft plan never was completed or approved by the Parks Director or Board of Supervisors, due to the fact that its financial requirements could not be met.

However, during the period of 1985 to 1995 the Parks Department and later the Park District used its limited resources to make a series of investments to improve the infrastructure of the Jensen Ranch. Among the most significant of those were the: 1) reconstruction and restoration of the Winery/Museum; 2) planting of the family orchard, citrus grove, and vineyard; 3) relocation and restoration of the John Jensen House; 4) construction of a gate house, parking lot, restrooms, entrance gates, and roads for use by the public; 5) installation of landscaping and irrigation, and; 6) completion of limited additional restoration work on the Main House.

Over the past seven years the Park District continued its improvement efforts at the Jensen Ranch by seismically strengthening and rehabilitating the Annex building. A partial reconstruction of the Tank House also was completed. Early in the year 2002 the Park District expanded the citrus grove by planting new orange trees.

In the early 1990's the Park District began to offer interpretive programs, tours, and special events to the general public. That program proved to be quite successful and at present the interpretive programs offered at the Jensen Ranch are attended by more school children than at any other Park District interpretive facility.

IV. Current Operational Characteristics

The Park District operates and maintains the Jensen Ranch as an educational center for the public. The facility also replicates in limited fashion a working ranch as operated by Cornelius Jensen. The site includes working groves of citrus, olive, and other trees, and also has a small vineyard. A number of animals typical of the Jensen ranching operation are on site and are cared for by the Park District.

Several Park District staff members and volunteers maintain responsibility for operating and maintaining the Jensen Ranch. Shown below is a list of all personnel presently working to support the facility:

<u>Position</u>	<u>Status</u>	<u>Responsibility</u>
Park Interpreter	Full time	Development and delivery of interpretive programs, management of special events, recruitment and training of volunteers, and day-to-day management of the facility.

Grounds Worker	Full time	Maintenance of grounds (including orchard), supervision of work release inmates assigned to the Ranch.
Park Aide	Part time	Assistance to the Park Interpreter in the scheduling and presentation of interpretive programs.
Maintenance Worker	Part time	Maintenance of buildings and equipment.
Area Park Manager	Part time	Supervision of grounds, buildings, security, and facility maintenance.
Curator of History	Part time	Management and cataloguing of collections and artifacts, support for interpretive programs and special events..
Historic Preservation Ofc.	Part time	Supervision of curatorial activities, strategic planning, management of historic structures, coordination with SHPO.
Asst. General Manager	Limited time	Supervision of personnel, strategic planning, grant administration, volunteer relations.

In addition to these staff members, the Jensen Ranch receives critical support from inmates on work release assignment at the Ranch. The inmates perform much of the grounds maintenance work at the facility.

The Jensen Ranch is open to school and other groups on a reservation basis during weekdays. At those times interpretive programs and tours are offered by the Park Interpreter and support staff. On Saturdays the facility is open to the general public, and guided tours are offered by Park District staff and volunteers. The Jensen Ranch is closed on Sundays throughout the year.

Recently, the Jensen Ranch Park Interpreter has made significant efforts to expand the operating hours of the facility. Beginning in 2002 the Ranch remained open during the summer for the first time. During those months Park District personnel provided a well attended summer camp program for children between the ages of 7 and 10. In addition, new special events were offered in an effort to attract greater community interest.

Approximately 8,500 people visit the site each year, of which approximately 8,000 or 94% are students and teachers associated with school groups.

V. Current Financial Characteristics

As a site requiring a significant amount of staffing and maintenance, the Jensen Ranch is costly to operate for the Park District. Since its present function as a limited historical interpretive center serves to restrict its revenue generation potential, the facility operates at a considerable net loss. Presented below is a summary of expenses and revenues at the Jensen Ranch for the fiscal years of 1999/2000 and 2000/2001:

Jensen-Alvarado Historic Ranch and Museum Summary of Expenses and Revenues Fiscal Years 1999/2000 and 2000/2001

	<u>FY 99/00</u>	<u>FY 00/01</u>	<u>Change</u>
EXPENSES			
District staff salary & benefits	\$115,895	\$142,647	\$26,752
TAP temporary labor expenses	28,355	13,720	(14,635)
Telephone	521	1,465	944
Household expense	0	291	291
Animal feed	1,086	1,135	49
Building & grounds maintenance	6,586	11,499	4,913
Interpretive program expenses	8,161	10,031	1,870
Professional services	1,750	581	(1,169)
Trash	2,205	3,599	1,394
Electricity	4,866	4,188	(678)
Water	10,408	10,595	187
Administrative support	7,350	7,842	492
TOTAL EXPENSES	\$187,183	\$207,593	\$20,410
	<u>FY 99/00</u>	<u>FY 00/01</u>	<u>Change</u>
REVENUES			
Interpretive program, entry and special event fees	\$ 29,533	\$ 35,183	\$ 5,650
TOTAL REVENUES	\$ 29,533	\$ 35,183	\$ 5,650
NET INCOME (LOSS)	(\$157,650)	(\$172,410)	(\$14,670)

The net operating losses experienced at the Jensen Ranch present a difficult financial challenge for the Park District due to the fact that the agency must use its general fund resources to cover them. And since the allocation of resources from a limited general fund is a zero sum exercise, the monies used to cover Jensen Ranch losses come at the expense of better patronized parks and recreation areas. Of course, the operating losses also reduce the financial resources available to the Park District for investment in necessary capital improvements at the Jensen Ranch.

VI Critical Issues

The Park District now faces a number of critical issues at the Jensen Ranch. These are listed below along with actions planned by the Park District to address each issue:

A. *Public awareness and visitation by members of the general public is very low at the Jensen Ranch.*

The Park District must increase public awareness of and support for the Jensen Ranch. Actions planned to address this issue include the following:

- ☞ Continue recent efforts to expand interpretive programming including scheduled school programs, tours, and special events.
- ☞ Recruit and train new volunteers to support Ranch activities and serve the public.
- ☞ Develop and disseminate new marketing materials.

B. *A small number of staff members operate and maintain the Jensen Ranch, and significant net operating losses preclude the addition of more Park District personnel.*

Due to the need to subsidize operating losses at the Jensen Ranch, the Park District is financially incapable of increasing existing staffing levels. Actions planned to address this issue include the following:

- ☞ Recruit and train new volunteers to supplement Park District staff.
- ☞ Work with local colleges and universities to secure interns.

C. *The Winery/Museum requires extensive earthquake stabilization and structural improvements. Additionally, the Jensen-Alvarado House is not yet restored.*

Restoration of the Main House has been a longstanding priority of the Park District. However, the recent site assessment performed by staff revealed that the Winery/Museum has deteriorated to the point that earthquake stabilization and other structural improvements are needed in the near term. In light of the condition of the Winery/Museum, the earthquake stabilization and other structural improvements needed for that facility must be the highest priority for capital investment by the Park District. Actions planned to address this issue include the following:

- ☞ Hire a qualified structural engineer to inspect the Winery/Museum and prepare a report identifying and estimating costs for necessary earthquake stabilization and structural improvements.
- ☞ Utilize funds from Propositions 12 and/or 40 to finance the Winery/Museum improvements.
- ☞ Make needed improvements to the Winery/Museum to the maximum extent permitted by available funding.
- ☞ Identify and seek to secure external funding for the restoration of the Main House.

D. Some of the infrastructure at the Jensen Ranch is antiquated and incapable of providing reliable water supplies for the orchard and vineyard. Additionally, the Park District does not have sufficient staff or financial resources to properly care for and maintain the living collections.

Maintaining the living collections (i.e., the orchard, vineyard, and farm animals) at the Jensen Ranch is a time and labor-intensive activity. At present the Park District is highly dependent on the Jurupa Ditch as a water source for the orchard and vineyard. Since the Ditch does not provide a reliable supply of water, it is necessary for Park District and work release inmates to water by hand on a regular basis. This is an expensive practice that diverts personnel from their regular responsibilities.

As an example of agriculture in the nineteenth century, the Jensen Ranch contains many species of trees and plants developed long ago. While they have some historical accuracy, those trees and plants are not resistant to contemporary pests and diseases. That situation results in relatively high mortality and greater expense for the replacement of stock.

Another difficulty arises from the fact that Park District has neither the required number of staff nor the agricultural training and expertise necessary to maintain the variety of Jensen Ranch trees and plants in a cost-effective manner. As a result, many of the plants have experienced high levels of mortality and the Park District has devoted a considerable amount of money and time to replace them. Investments in the maintenance and operation of the Jensen Ranch grounds

have been made at the expense of house restoration and other important needs. Actions planned by the Park District to address these issues include the following:

- ∞ Install and maintain a modern irrigation system along with a vessel to receive and store water from the Jurupa Ditch. This will establish a reliable water source and significantly reduce ongoing costs for watering at the Jensen Ranch.

E. The Park District does not own many of the Jensen family artifacts exhibited and stored at the Jensen Ranch.

The Jensen Ranch presently houses and exhibits a considerable inventory of artifacts belonging to the Jensen family. The result of this situation is that the Park District is underwriting the cost of storing, cataloguing, repairing, and restoring many artifacts that it does not own. This uncertainty over the future disposition of the artifacts inhibits the ability of the Park District to plan for the future of the Jensen Ranch collections. The following options exist to resolve this matter:

- ∞ The Jensen family could make an unrestricted gift of the collection to the Park District.
- ∞ The family could transfer on an unrestricted basis all artifacts catalogued in the Park District's computer data base and take back artifacts not catalogued. The family could then transfer a specified number of objects per year to the Park District.
- ∞ The family could take back the entire collection of materials at the Jensen Ranch that have not been transferred to the Park District.

From the perspective of the Park District the first option would be preferable. However, neither of the two remaining options would preclude the Park District from fulfilling its mission for the Jensen Ranch. In order to implement the provisions of this Strategic Business Plan, this matter must be resolved by the Jensen family and Park District no later than 90 days following the endorsement of this document by the Riverside County Historical Commission and the Park District Advisory Commission.

F. The Park District does not own and has no control over the operation of the Gift Shop at the Jensen Ranch.

At present the Gift Shop is operated exclusively by JARA, which owns all inventory items and is responsible for supplying volunteers to staff the facility. The present situation is undesirable due to the fact that JARA often does not have volunteers on site to open the Gift Shop when interpretive programs are offered. This results in lost sales opportunities and disappointed

children. In addition, the items offered for sale at the Gift Shop generally do not have great appeal to the children constituting the primary group of potential buyers.

In order to make the Gift Shop financially worthwhile and allow control over the materials sold, the Park District must assume ownership. Representatives of the Park District and JARA must convene to define a process for accomplishing the transfer of ownership and management. It is recommended that the Park District assume control over the Gift Shop within 90 days following the endorsement of this Strategic Business Plan by the Park District Advisory Commission.

VII Short-Term Goals and Objectives

In order to address the issues previously identified in this Strategic Plan the Park District will adopt a series of goals and objectives for the Jensen Ranch. These cover only the five-year period of FY 2003 - 2007. Please note that funding for the implementation of all goals and objectives is available within the Park District General Fund, but net operating losses are projected. Please see Section IX for further details.

Goal: Increase attendance by members of the general public by 25% and raise and public awareness of the Jensen Ranch.

Objectives: Broaden the scope of interpretive programs and public information materials to the time period of 1840 to the present and expand the geographic scope to the Southern California region.

Increase Saturday attendance by offering regularly scheduled house tours each Saturday at 11 a.m. and offering special family programming one Saturday per month.

Prepare interpretive fliers containing a site map and distribute same to the public at the gate house.

Design and install interpretative panels for the farm implements, citrus grove, vineyard, family orchard and other collections on site.

Create new orientation and community exhibits in the Winery/Museum.

Provide take-home calendars and information to every school child.

Create three curriculum-specific tours for school children (for grades 1-2, 3-4, and 5-6) to increase interest in return visits.

Refine and expand an archaeology interpretive program recently initiated for school children in grades 5 through 8.

After evaluating the initial archaeology program, expand it to include grades 9-12.

Continue the summer camp program offered in conjunction with the Louis Robidoux Nature Center during the summer months.

Host at least three annual special events: September Birthday celebration, Christmas Dinner (fund raiser), and 4th of July Picnic (fireworks on Mt. Rubidoux courtesy of the City of Riverside).

Arrange annual lectures on the Ranch, local, and California history.

Work with the Riverside Municipal Museum, Mission Inn Foundation, and other area institutions to create cooperative programs and events.

Display upcoming events in the kiosk at the entry to the Ranch.

Continue to produce regular press releases to promote interpretive programs, special events, and volunteer opportunities.

Update and expand the volunteer training program.

Organize volunteer field trips to historic sites.

Prepare and distribute a quarterly newsletter for volunteers.

Host a volunteer graduation and recognition ceremony each year.

Host a holiday party funded by volunteers.

Goal: Expand available labor resources at the Ranch.

Objectives: Update and expand the Jensen Ranch volunteer training program.

Recruit five new volunteers each year while maintaining veterans.

Schedule and deploy volunteers to reduce the need for Park District staff where appropriate and feasible.

Work with local colleges and universities to secure and train interns to work on collections.

Revitalize or establish a Friends group to actively promote the Ranch, solicit and accept donations, recruit new and maintain current members, and produce a quarterly newsletter.

Goal: Assume responsibility for operation of the Museum Gift Shop.

Objectives: Meet with JARA representatives to coordinate the transfer of ownership for the Gift Shop. This will permit the Park District to open the Gift Shop during special events and at all times when the Museum or the Ranch is open to the public.

Increase the inventory of child-oriented items in the Shop and expand its stock to include quality children's and adult books.

Goal: Complete needed capital improvements at the Ranch.

Objectives: Retain a qualified structural engineer to inspect the Winery/Museum, complete structural engineering plans for its earthquake stabilization, and present recommendations and cost estimates for needed improvements.

Seek approval from the Park District Advisory Commission and the Board of Supervisors to expend funds from the Proposition 40 bond measures to finance improvements to the Winery/Museum.

Install a security system in the Main House.

Install ultraviolet protection on windows in the Main House.

Evaluate the cost and feasibility of repainting the interior of the Main House based on Martin Weil's paint analysis.

Complete floor treatments based on Martin Weil's floor analysis.

Complete window treatments including shutters.

Install a new water storage and irrigation system.

Complete a new landscape plan for the area surrounding the Main House.

Complete the acquisition of the Schroeder property to allow for the establishment of a new entry to the Ranch.

Initiate the design of a new entry and parking area on the Schroeder property.

Goal: Improve access to and use of the Winery/Museum.

Objective: Modify the exhibition scheme of artifacts to create sufficient space in the Winery/Museum to hold interpretive programs.

Goal: Continue cataloguing the Jensen Ranch collections using Park District computer software.

Objective: Catalogue at least 250 objects per person per year and secure and train at least three volunteers to assist the Curator of History in this task.

VIII Long Term Vision: FY 2008 - 2012

The long-term vision for the Jensen-Alvarado Ranch during FY2008-2012 will expand upon the buildings and grounds improvements completed and the improved public programs initiated during the first five years of Strategic Plan implementation. This vision focuses upon enhancing

the appeal of the facility to the general public in order to increase attendance and community usage of the Ranch. The Park District will seek not only to attract greater numbers of first time visitors but also to retain those visitors as continuing patrons.

Since the primary focus of the Jensen Ranch is its educational and interpretive programs, the Park District will retain an experienced consultant to prepare a new Jensen Ranch Interpretive Plan. The Interpretive Plan will evaluate the Park District's existing programs and will recommend changes designed to update and improve their content. The primary goal of the Interpretive Plan will be to expand the number and diversity of potential interpretive program patrons. This goal must and will be achieved within the financial resources available to the Park District.

As visitor attendance increases it will be necessary to expand the hours of operation for the Jensen Ranch. It is anticipated that the weekday morning interpretive programs for elementary school groups always will be the most heavily patronized portion of the schedule. With the assistance of new volunteers, afternoon programs will be developed for high school students and adults. These programs can be formatted as classes, lectures, or workshops, depending on the need of the particular target audience.

A larger base of volunteers also will afford the Park District sufficient flexibility to develop and promote a broader choice of school grade-specific options, including history and science topics, as well as seasonal programs. A summer Archaeological Institute Program in partnership with the Archaeology Society could be created for teachers. Tours and other special activities can be expanded to the weekend hours to capture members of the public who presently do not visit the Ranch. Special evening activities and holiday events also will be offered in an effort to expand the number of Ranch visitors.

In order to offer a "something for everyone" approach, the admission fees for the Ranch should be adjusted to allow the visitor to select from a menu of several assorted tour options at various prices. This tiered pricing structure will provide an opportunity for all visitors (even those short on time and/or money) to experience the Ranch at some level and thus, entice them to return for another visit.

In regard to capital improvements, with the completion of the Winery/Museum stabilization project the restoration and use of the Main House will be the principal focus. The first task for Park District staff will be to identify and secure grants or other sources of funding to finance necessary House restoration work. The Historic Preservation Officer will assume primary responsibility for that effort. Restoration activities will be designed and implemented only as external funds are secured, since the Park District General Fund will be unable to support this type of specialized expenditure.

In terms of its ultimate function, the best and most practical use for the Main House is to serve as a museum, provided that the Jensen Family Collection is donated to the Park District. In the event that the family decides to remove the Collection from the Ranch, then other opportunities

to utilize and interpret the House will be considered. The Park District will evaluate the purchase of furniture crafted during the period in which the Jensen family occupied the Ranch. Another option to be investigated would be the creation of specialized interpretive exhibits

The Winery/Museum will be able to facilitate a vast array of uses once the existing exhibits have been relocated to the Main House. If the Jensen family collection is donated to the Park District and is moved to the Main House, the Winery may be used for special exhibits. It will be necessary for Park District staff to develop a plan specifying periodic changes to those exhibits in order to ensure fresh attractions. The Park District's Curator of History will assume primary responsibility for that task.

With a donated and relocated Jensen family collection the Winery also could be used for special programs as well as community meetings and events. These would be designed around the space available and the particular needs of the groups the Park District seeks to serve. Among the potential options are the establishment of spaces to host an orientation video, educational lectures, and workshops. Another option that may be pursued upon the relocation of the family exhibits is to transform the Winery into a visitor center.

If the Winery is not used as a visitor center Park District staff will evaluate the potential feasibility of constructing a new building for that purpose following the acquisition of the Schroeder property. The planning staff will prepare preliminary cost estimates and conceptual designs necessary for an evaluation of this possibility. It is anticipated that a visitor center would function as a first point of contact for patrons, and also could provide opportunities to hold special events and community meetings.

Further improvements to the grounds of the Ranch are envisioned in the second five years of Strategic Plan implementation. In order to enhance the safety of the staff and visitors, it is important that permanent lighting be installed throughout the Ranch, particularly in the parking areas. This improvement will enable Park District to schedule more evening activities throughout the year.

Interpretive signage improvements also are anticipated throughout the facility. This will provide additional information on guided tours and also will be a useful tool for those visitors opting for self-guided tours. Another desired capital improvement for the long-term is the creation of a covered area to provide shelter for the visitors to the Ranch.. This will be especially useful to children participating in interpretive and camp programs during the warmer months.

As a final note, the Park District long-term vision for the Jensen Ranch must be guided by a comprehensive historic preservation plan for the facility. Such a plan, to be prepared by the Historic Preservation Officer, will address a wide variety of topics including the operation and maintenance of historic structures as well as the proper care, curation, interpretation, and exhibition of historic artifacts and cultural and archaeological resources.

IX Strategic Plan Implementation Budget FY 2003 - FY 2007

The Jensen Ranch presents a formidable financial challenge to the Park District. The Ranch receives a high level of Park District staff support and as a result the facility operates at a present net loss of approximately \$172,000 per year. In addition, over the next five years staff estimates that the buildings and grounds will require a capital investment of approximately \$860,000. The combined effect of the ongoing operating losses and the need for major capital investment is quite clear: a considerable amount of money will be needed to implement all provisions of this Strategic Business Plan.

Appendix A presents an implementation budget for the first five-year portion of this Strategic Plan. Operating and capital expense and revenue items are shown separately in the budget.

Please note that the implementation budget is based upon assumed 1.5% annual increases in Park District salary and benefit costs over the five-year period. Also assumed is a status quo Park District staffing level and an annual inflation at the rate of 3% for most service and supply items.

In regard to Jensen Ranch operations, the implementation budget projects net losses in every year in the approximate range of \$165,000 to \$170,000. Over the five-year budget period the total net operating loss to the Park District for the Jensen Ranch is projected at almost \$840,000.

Of course that \$840,000 shortfall will have to be covered from revenues generated by other Park District parks and facilities. Under present financial conditions and those reasonably foreseeable in the near term, the Park District General Fund is capable of absorbing those losses.

However, if the financial health of the General Fund declines significantly during the next five years the Park District may need to reduce expenses (and with it public services) in order to finance Jensen operations.

The capital budget projects that with the availability of grant funds from the Proposition 12 and 40 bond measures, the Park District will have sufficient funds available in the first five years to finance identified capital improvements at the Jensen Ranch. That assumption will be valid only if the Park District Advisory Commission and the Board of Supervisors approves the allocation of \$698,000 from bond measure revenues to the Jensen Ranch.

APPENDIX A

**RIVERSIDE COUNTY REGIONAL PARK AND OPEN SPACE DISTRICT
JENSEN-ALVARADO HISTORIC RANCH AND MUSEUM STRATEGIC PLAN IMPLEMENTATION BUDGET
FISCAL YEARS 2002/2003 - 2006/2007**

	FY 2002/2003	FY 2003/2004	FY 2004/2005	FY 2005/2006	FY 2006/2007	TOTALS
OPERATING EXPENSES						
<u>Labor</u>						
Salary & Benefits for Full Time Personnel	\$109,680	\$111,325	\$112,995	\$114,690	\$116,410	\$565,101
Allocated Salary & Benefit Expenses for Part-Time Personnel	\$30,916	\$31,380	\$31,850	\$32,328	\$32,813	\$159,288
TAP Temporary Labor Expenses	\$15,000	\$16,000	\$16,500	\$17,000	\$17,500	\$82,000
Subtotal Labor Expenses	\$155,596	\$158,705	\$161,346	\$164,018	\$166,724	\$806,388
<u>Supplies and Services</u>						
Telephone	\$1,200	\$1,250	\$1,288	\$1,326	\$1,366	\$6,430
Household Expense	\$350	\$361	\$371	\$382	\$394	\$1,858
Animal Feed	\$1,100	\$1,133	\$1,167	\$1,202	\$1,238	\$5,840
Building & Grounds Maintenance	\$8,000	\$8,500	\$8,900	\$9,400	\$10,000	\$44,800
Interpretive Program Expenses	\$10,000	\$10,300	\$10,609	\$10,927	\$11,255	\$53,091
Professional Services	\$700	\$750	\$800	\$875	\$900	\$4,025
Trash	\$3,000	\$3,090	\$3,183	\$3,278	\$3,377	\$15,927
Electricity	\$4,300	\$4,429	\$4,562	\$4,699	\$4,840	\$22,829
Water	\$10,750	\$8,500	\$8,755	\$9,018	\$9,288	\$46,311
Subtotal Supplies and Services	\$39,400	\$38,313	\$39,634	\$41,107	\$42,657	\$201,112
<u>Overhead</u>						
Allocated O/H Expenses - Payroll, Accounting, Human Resources	\$7,460	\$7,572	\$7,686	\$7,801	\$7,918	\$38,437
TOTAL OPERATING EXPENSES	\$202,456	\$204,590	\$208,666	\$212,927	\$217,299	\$1,045,937
OPERATING REVENUES						
Fees - Interpretive Programs, Entry, and Special Events	\$32,000	\$40,000	\$42,000	\$45,000	\$47,500	\$206,500
TOTAL OPERATING REVENUES	\$32,000	\$40,000	\$42,000	\$45,000	\$47,500	\$206,500
NET OPERATING LOSS	(\$170,456)	(\$164,590)	(\$166,666)	(\$167,927)	(\$169,799)	(\$839,437)
CAPITAL EXPENSES						
Security Alarm for Historic House	\$6,000	\$0	\$0	\$0	\$0	\$6,000
Floor Improvements	\$30,000	\$0	\$0	\$0	\$0	\$30,000
Complete Window Treatments Including Shutters	\$10,000	\$0	\$0	\$0	\$0	\$10,000
Install New Water Storage & Irrigation System	\$65,000	\$0	\$0	\$0	\$0	\$65,000
Acquisition of Schroeder Property	\$0	\$162,000	\$0	\$0	\$0	\$162,000
Design New Entry and Parking	\$0	\$60,000	\$0	\$0	\$0	\$60,000
Construct New Entry and Parking	\$0	\$0	\$0	\$0	\$150,000	\$150,000
Design Earthquake Stabilization Improvements for Museum	\$0	\$75,000	\$0	\$0	\$0	\$75,000
Construct Earthquake Stabilization Improvements for Museum	\$0	\$0	\$150,000	\$150,000	\$0	\$300,000
TOTAL CAPITAL EXPENSES	\$111,000	\$297,000	\$150,000	\$150,000	\$150,000	\$858,000
CAPITAL REVENUES						
Proposition 12	\$111,000	\$135,000	\$94,000	\$0	\$0	\$340,000
Proposition 40	\$0	\$0	\$56,000	\$150,000	\$150,000	\$356,000
Park District Contributions	\$0	\$162,000	\$0	\$0	\$0	\$162,000
TOTAL CAPITAL REVENUES	\$111,000	\$297,000	\$150,000	\$150,000	\$150,000	\$858,000

MINUTES OF THE BOARD OF SUPERVISORS
COUNTY OF RIVERSIDE, STATE OF CALIFORNIA



13.1

On motion of Supervisor Buster, seconded by Supervisor Wilson and duly carried by unanimous vote, IT WAS ORDERED that the recommendation from the Regional Park and Open Space District regarding Approval of Jensen-Alvarado Historic Ranch and Museum Strategic Business Plan, 2nd District, is continued to Tuesday, March 11, 2003.

Roll Call:

Ayes: Buster, Venable and Wilson

Noes: None

Absent: Tavaglione and Ashley

I hereby certify that the foregoing is a full true, and correct copy of an order made and entered on
_____ March 4, 2003 _____ of Supervisors Minutes.

WITNESS my hand and the seal of the Board of Supervisors

Dated: March 4, 2003
Nancy Romero, Clerk to the Board of Supervisors, in
and for the County of Riverside, State of California.

By: *Nancy Romero* Deputy

AGENDA NO.

13.1

xc: Parks, COB