

Revised for 2013-2016

STRATEGIC PLAN

Approved by the Board of Directors on October 18, 2013

Revised and approved by the Board of Directors December 2, 2013

I. Key Result Area: Funding

As MOLAA makes the transition from being a private, single-donor institution to becoming a fully functioning public institution, it will diversify and stabilize its funding by reducing its dependency on the Robert Gumbiner Foundation and increasing its earned and contributed income from admission fees, facility rentals, the Museum Store, government funding, corporate sponsorships, individual gifts, memberships and foundation grants. Fiscal discipline and prioritization will be critical. Over the next three fiscal years, earned income (mission and non-mission related) will be an important source of funding as well as a means to promote and market MOLAA. However, events planned as income generators will have to be run in a businesslike fashion that ensures that they produce a real profit after all direct and indirect costs and benefits are calculated. A dynamic balance between popular social and cultural events and art-centered events will serve a diverse audience and generate critical income.

Strategic Goal 1: A balanced, diversified, stable and predictable annual budget with 30% from investment income, 15% in cash contributions from the Robert Gumbiner Foundation and 10% in-kind, 17% from earned income and 28% from annual contributions, sponsorships, and fundraising events such as the gala and/or auction.

Key Outcomes:

- 1.1 \$22 million endowment fully transferred to MOLAA and earning 5% each fiscal year (\$1.1 million) with \$990,000 available for operations (2016)
- 1.2 \$500,000 gift from the Robert Gumbiner Foundation each fiscal year beginning in (2016)
- 1.3 \$50,000 in annual admissions income (2016)
- 1.4 \$159,000 in annual membership income (2016)
- 1.5 \$200,000 in annual net fundraising events income (2016)
- 1.6 \$25,000 in annual net store income (2016)
- 1.7 \$150,000 in annual individual Board gifts (2016)
- 1.8 \$100,000 in annual individual non-Board gifts (2016)
- 1.9 \$370,000 in annual corporate sponsorships and corporate foundation support (2016)
- 1.10 \$ 90,000 in annual foundation grants (2016)
- 1.11 \$ 90,000 in ongoing government support (2014)
- 1.12 Begin building a deferred maintenance endowment fund (2014)
- 1.13 Create a five-year prioritized list of funding needs for building maintenance. (2014)
- 1.14 Create an acquisitions collections fund of \$50,000 by end of (2014)
- 1.15 Create a prudent reserve of \$500,000 by end of (2015)

Strategic Goal 2: A profitable earned income business that balances mission-related and supplemental income generating activities, fully utilizing the event capacity of the building and using all events as audience development, fundraising, and/or promotional opportunities while enhancing the reputation of MOLAA as a community center and destination.

Key Outcomes:

- 2.1 Earned income increasing to \$575,000 (2016)
- 2.2 Increase income generating events (banquets) to a net income of \$150,000 annually (2016)
- 2.3 Conduct 20 museum events per year generating a gross income of \$95,000 per year (2016)

II. Key Result Area: Collections

MOLAA's collection is a combination of the personal collections acquired by the founder and more recent objects collected directly by the Museum's curatorial staff. The collection totals approximately 1,500 pieces. Some masterworks from established artists are included along side less important material. MOLAA aims to present as complete a representation of the highest quality works by the most significant modern and contemporary artists from Latin America. A careful combination of donations, de-accessions, and purchases will be required to strengthen the collection, with a priority on pieces that will directly impact the exhibition program and which provide a "general map" of the key protagonists of seminal art movements in twentieth century Latin America. Potential additions to the collection should be evaluated based on art historical research and curatorial criteria, or on what the Museum deems to be significant modern and contemporary Latin American art.

Strategic Goal 3: A prestigious, professionally respected Latin American art collection that is systematic, research-based, balances modern art with contemporary art and is able to support a canon-changing exhibitions program and art historical overview.

Key Outcomes:

- 3.1 Complete submission for AAM Accreditation by end of 2014
- 3.2 Reflect the exhibition program themes and provide an art historical overview of modern and contemporary Latin American art
- 3.3 Develop a de-accessioning policy and plan (2014)
- 3.4 Approximately 20 donations per year balancing historically relevant artists with mid-career and emerging contemporary artists (2013 -2016)
- 3.5 Expand the Acquisitions Committee to 12 members including important collectors, scholars and donors (2013-2014)
- 3.6 Establish and maintain acquisitions priorities by 2014
- 3.7 Develop and execute a Robert Gumbiner (Founder's) 20th Anniversary Collection Exhibition (2016)
- 3.8 Evaluate storage facility needs and create an action plan for implementation (2014)
- 3.9 Initiate de-accessioning as per the defined plan (2014)

III. Key Result Area: Exhibitions

In order to address diverse audience expectations while also establish MOLAA as a leader in the field of modern and contemporary Latin American art, a dynamic, balanced exhibition program is required. Exhibitions that are conceptually and thematically challenging need to be balanced with accessible, mainstream shows. This rhythm will ensure that diverse audiences are attracted and engaged while also providing opportunities for original research and new artistic expressions. As funding is crucial, exhibition costs should be carefully considered and measured against potential results. Finally, a balance must be effectively struck between temporary and permanent exhibitions, emerging and mid-career artists and established and experimental work. The pace, scale, and cost of the exhibitions program must be measured against staff capacity and funding.

Strategic Goal 4: An exhibitions program that supports audience development, increases admission, acknowledges the financial and staff capacity of MOLAA, advances MOLAA's reputation as an interpretive and scholarly leader in Latin American and international modern and contemporary art, highlights the importance of MOLAA's collection, and acts as a dynamic platform for diverse educational programs and is relevant to the community.

Key Outcomes:

- 4.1 Produce two historical, researched exhibitions (one every other year after 2014)
- 4.2 Complete a minimum of two rotations of the permanent collection annually (2014)
- 4.3 Complete a minimum of two Project Room installations per year (2014-2016)
- 4.4 Produce a total of three self-curated contemporary art exhibitions by 2016
- 4.5 Present a total of three loan shows by 2016
- 4.6 A committed repeat audience drawn from a wide geographical region attracted to the high quality, canon-changing exhibitions and art programs of MOLAA
- 4.7 Create a MOLAA orientation video (2014)
- 4.8 Create an "Art by Country" exhibition accompanied by a map of Latin America.

IV. Key Result Area: Educational Programs

Increasing MOLAA's attendance and visitor engagement through Mission driven exhibitions, events and programs are key success strategies over the next three years. Every MOLAA experience needs to be designed to increase the public's commitment to the organization moving participants from awareness, to visitation, to memberships, and eventually to donors. Both mission and non-mission related events must serve as platforms for marketing and development.

While earned income will remain a critical financial goal, finding sponsors for these programs to cover all direct and indirect costs will enable MOLAA to enhance its brand. Meaningful after-school, weekend and summer academic learning opportunities are being acknowledged as increasingly important, especially by educational funders. More visible engagement with the broader Southern California community will create many new opportunities for the Museum, such as exhibition collaborations, increased membership, more individual donors and more foundation support. Investing in transitional neighborhoods or underserved youth are important priorities for funders of all sorts. For this reason, the strengthening of the education department must include increasing the capacity for developing educational opportunities outside of the formal school and classroom settings.

Strategic Goal 5: A series of free, broadly-appealing public programs fully funded through sponsorships and serving 10,000 individuals per year.

Key Outcomes:

- 5.1 Implement at least three free-with-admission gallery programs per month (2013-2016)
- 5.2 Implement six free family-friendly cultural festivals per year (2013-2016)

Strategic Goal 6: A fully integrated educational program that complements the exhibitions schedule.

Key Outcomes:

- 6.1 A school tours and workshops program serving 10,000 students, generating \$20,000 in fees and \$75,000 in sponsorships each year (2016)

- 6.2 Increase summer art camp attendance to thirty campers per week (2014)
- 6.3 Establish a fund for MOLAA bus/maintenance (\$50,000 goal) to facilitate an increase of tours to MOLAA. (2014-2015)
- 6.4 Provide visitors with additional educational experiences at MOLAA by integrating interactive educational stations throughout the institution (2014)

V. Key Result Area: Staff

Since the expectations is for MOLAA's performance to increase at all levels, the need for improved communication, coordination, decision-making and priority setting is critical. While the staff is dedicated and passionate about the organization, professional development, recognition, and compensation need to keep pace with the growth, maturation and acknowledgement of MOLAA as a fully functioning contemporary art institution with a leadership reputation in the field of modern and contemporary Latin American art.

Strategic Goal 7: A well-respected and trusted leadership team managing a motivated, fairly-compensated professional staff in a work environment characterized by effective communication and coordination, clear decision-making and, consistent, strategic priority-setting

Key Outcomes:

- 7.1 Encourage and support training and development activities for staff (ongoing)
- 7.2 Continually promote an open and honest communication environment (Ongoing)
- 7.3 Compensation plan aligned to industry standards and driven by performance to the strategic plan (2014)
- 7.4 Succession plan for leadership positions for internal staff promotions and emergency situations, complete and implemented (2014)
- 7.5 Enhanced staff recognition program planned and implemented (Ongoing)

VI. Key Result Area: Effective Board

The governing Board is working on the Museum's transition from a private, single-donor dominated organization to a self-sustaining entity. Board members are individuals who have a passion for the Museum and are committed to its mission and have the financial

capacity or the access to funding sources to fulfill the Board's financial commitment. Each Board member must take personal responsibility for supporting the strategic plan.

Strategic Goal 8: A fully functioning Board able to govern the Museum act as ambassadors to the diverse communities the Museum serves.

Key Outcomes:

- 8.1 Succession Plan for the Board Chairs drafted (2014)
- 8.2 Create a Board development plan to include a matrix indicating area of need for new Board members (i.e. skills, gender, geography, etc.) (2014)
- 8.3 Full Board of 21 members in place (2016)
- 8.4 \$250,000 in Board secured gifts (2016)

VII: Key Result Area: Geographically and Demographically Diverse Audiences

MOLAA desires to attract, educate, engage, and entertain diverse audiences, satisfying a wide range of learning and cultural expectations. The Museum's reputation as a leader in the field of modern and contemporary Latin American art will attract contemporary art lovers from a wide region, far beyond the immediate market of Long Beach. At the same time, the Museum will also attract and serve an important, growing audience from the Long Beach community. The Museum plays an important social role in expanding the knowledge and appreciation of Latin American art and culture. Providing programming that celebrates the complex cultural heritage and artistic expression of Latin America is vital.

Strategic Goal 9: A research-based, visitor-centered marketing campaign to increase MOLAA's brand awareness, broaden and deepen its audience base geographically and demographically, and better match audience needs and expectations with program development and implementation.

Key Outcomes:

- 9.1 Increase institutional awareness throughout Orange and Los Angeles counties (Ongoing)
- 9.2 Increase total annual visitorship to 60,000 (2015)

- 9.3 Strengthen MOLAA's brand understanding among regional audiences (Ongoing)
- 9.4 Complete a visitors, membership and volunteer demographic base line report (2014)
- 9.5 Utilizing marketing research/surveys and the baseline report, determine new target audiences in order to increase diversity at all levels (attendees, members, volunteers, et al) based on demographics (2015 and Ongoing)
- 9.6 Increase the percentage of visitors between the ages of 25 and 44 (2016 and Ongoing)
- 9.7 Evaluate audience expectations and desires regarding all MOLAA exhibitions, programs, customer service, etc. through exit surveys (On-going)