



FRESNO ART MUSEUM

STRATEGIC PLAN 2010 – 2015

Completed by
Fresno Art Museum Board of Trustees, Staff, and Community Members

with Museum Management Consultants, Inc.

April 2010

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PRESIDENT'S FOREWORD

As President of the Board of Trustees of the Fresno Art Museum (FAM), the last six months have been very challenging. The leaking roof took months to repair, causing the museum to cancel events and consequently reducing income and momentum. Also, the economic downturn has negatively affected FAM finances, which forced us to reduce expenses to balance our budget. All of the cuts were extremely difficult to make but they had to be done. The staff, directed by Interim Director Eva Torres, and the Board of Trustees did what was needed to balance our monthly budget. We now have positive momentum and a Strategic Plan, and FAM is excited about the future.

I hope you take the time to read the Strategic Plan because it outlines what the museum is and what the museum will be going forward. We spent many hours of time and creative energy on this plan. I would personally like to thank the

community leaders, friends of the museum, staff of the museum, the Board Emeriti, Museum Management Consultants, Inc., and my fellow Board of Trustee members for their commitment to this project.

During this endeavor, the passion everyone had for the museum and what FAM represents was ever present. Let me speak to passion. Our hope is to stir passion in the hearts and minds in each and every person that walks through the door. We need your help to achieve this. Invite your family and your friends to be involved. If you're not already a member, please join FAM, volunteer, donate, get on the web site and submit ideas. Share the passion!

Respectfully,

Thomas C. Speck

President, Board of Trustees , Fresno Art Museum

INTRODUCTION

This Strategic Plan is the result of a comprehensive process undertaken by FAM in late-2009/early-2010. Museum Management Consultants, Inc. (MMC) worked with the FAM Board of Trustees, staff, and other stakeholders to address new directions and identify program priorities for the future.

The first phase of the planning process consisted of confidential interviews with FAM Board and staff, and representatives from the community, to determine the core issues facing the museum. Following the interviews a visioning workshop was conducted. As a result of the interviews and the workshop, the core issues that were identified became the foundation and goals for the Strategic Plan. These eight goals, which will become a roadmap for the next five years, focus on the following:

- Stabilizing the institution by building a stronger financial foundation;
- Building connections with the community;
- Providing visitor experiences (exhibitions and educational programs) that engage audiences;
- Improving maintenance of the facility;
- Upgrading care and management of the collections;

- Developing a greater regional awareness of FAM;
- Increasing organizational capacity;
- Achieving reaccreditation from the American Association of Museums.

New mission, vision, core values, and planning strategies reflect the position of FAM as a museum that will serve its regional residents and visitors to become both a respected and innovative museum leader and a sustainable business entity. With dedicated effort from the Board and staff, the eight goals described in this plan can and will be achieved.

The plan is a living document and it will be important for Board and staff to track progress and update the plan as necessary to reflect the changing external and internal environment at FAM. Board and staff are committed to quality in the Museum's operations and activities; this plan embraces that commitment and strategically positions FAM to change and thrive in the years ahead.

Adrienne Horn, President
Museum Management Consultants, Inc.

MISSION STATEMENT

The Fresno Art Museum offers a dynamic experience for appreciating art. The museum welcomes, inspires, and educates a diverse regional audience through significant exhibitions, thought-provoking programs, and meaningful interactions with artists and the creative process.

CORE VALUES

We value and are committed to:

- Art as an essential component of lifelong learning and enjoyment
- The needs and interests of our community
- Change and innovative thinking
- Collaboration and partnerships
- A culture of respect
- Honesty, integrity, and the highest professional standards
- Responsible stewardship of the resources entrusted to us
- Public accountability and operational transparency

VISION 2015

Since its founding in 1948, the Fresno Art Museum (FAM) has grown into an important, accredited art museum. In recent years, however, the museum has suffered from a downturn in the economy and from significant turnover in executive leadership. At the writing of this Strategic Plan, FAM is recovering from a financial crisis.

The Board of Trustees and staff are deeply passionate about the museum and are more committed than ever to ensuring its survival. They recognize that a great turnaround effort is required, and they are rebuilding the strength of the organization through two overarching commitments:

1. The commitment to ongoing stewardship for the works of art and financial resources to make sure that FAM will serve its community as a valued educational resource.
2. The commitment to making the museum accessible to the diverse public through high-quality exhibitions, programs, events, and other methods designed to pique curiosity and learning.

The tasks that lie ahead are both challenging and exciting. The following provides a brief overview of FAM's vision to be carried out over the next five years:

Collections

FAM will re-define its artistic vision to build on the strengths of its current collections holdings and to be more inclusive of the arts. The museum will continue to foster relationships with collectors and artists to grow the FAM collections in alignment with the mission, artistic vision, and desired visitor experience. Also, FAM will upgrade its collections policies, procedures, records, and storage facilities at the highest professional level.

Visitor Experience

Over the next five years, FAM will make significant enhancements to the visitor experience. As a result, visitors will feel welcome at the museum as they contemplate art, view rotating exhibitions, and interact with artists and others about the creative process. High-quality education programs will complement the exhibitions and serve diverse community audiences.

Financial Sustainability

FAM Board and staff will continue to rebuild the finances of the museum to ensure long-term sustainability. The museum will strengthen its capacity to generate income through greater Board participation in fundraising, a reinvigorated membership program, exciting special events, and a variety of earned income streams.

Facility

The FAM facility—with its galleries, classroom, library, auditorium, and outdoor sculpture garden—will provide an exceptional venue for exhibitions, programs, and events. The facility will also support the financial health of the museum through an active rental program.

Audience Building

FAM will undertake a great effort to cultivate audiences and deepen community awareness. A five-year Marketing Plan will be developed with specific tactics for building target audiences, including families, schools, and diverse constituencies. A new brand identity will be created to reflect the updated vision for FAM.

Human Resources

As funding becomes available, FAM will rebuild its staff with skilled and creative individuals dedicated to the mission of the museum. The museum will also rebuild its volunteer corps, including reinstating its docent program. The FAM working environment will be collaborative and supportive among staff and volunteers.

Governance

The Board of Trustees will act as a strategic governing body focused on policy setting, fundraising, and fiscal accountability. The Board will continue to build its membership through the recruitment of diverse and talented community leaders.

Museum Accreditation

The museum will earn re-accreditation from the American Association of Museums. By maintaining its accredited status, FAM will demonstrate its ongoing commitment to excellence, accountability, high professional standards, and continued institutional improvement.

GOALS

GOAL 1


Steward the FAM collection

CONTEXT

FAM has a notable permanent collection that has been built over time primarily through donations of art. Approximately 80% of the FAM collection is made up of modern and contemporary art, with foci on California sculpture, painting, and mixed media, as well as works on paper (drawings, prints, photographs, and watercolors). Other important holdings include Mexican Pre-Columbian art, Peruvian Pre-Columbian art, Central California Native American baskets, and an anticipated bequest of French post-impressionist prints.

Looking ahead, FAM must clearly define and document its artistic vision in light of the museum's mission. The museum will continue to foster relationships with collectors and artists to grow the FAM collections in alignment with this refined vision.

In addition, continuing to care for the collections at the highest professional standards is imperative. FAM will need to review and upgrade its collections policies, storage facilities, security systems, and records management.

GOAL 1: STEWARD THE FAM COLLECTION			
ACCOUNTABILITY	COMPLETION DATE	RESOURCES	OBJECTIVES
Executive Director and Curator (contract)	July 2010		1.1 Define and document artistic vision, including future focus of collection
	Dec. 2010		1.2 Review collections policy
	July 2011		1.2.1 Convene a collections policy task force that includes outside colleagues from peer institutions 1.2.2 Update or re-write collections policy to include the following: <ul style="list-style-type: none"> • Mission statement • Description of collections • Acquisition of objects • De-accessioning criteria and methods • Loans, incoming and outgoing • Management of objects in the custody of the museum • Care of collections • Documentation of collections records • Inventories • Insurance • Access to collections • Review and revisions to collections policy
	July 2013		1.2.2 Based on updated artistic vision and collections policy, identify works of art for potential de-accessioning

ACCOUNTABILITY	COMPLETION DATE	RESOURCES	OBJECTIVES
Executive Director and Curator (contract)	July 2010 and ongoing		1.2.4 Continue to cultivate relationships with collectors, donors, and artists to build collection
Executive Director and Registrar (contract)	July 2010		1.3 Update/revise FAM gift and loan documents
Executive Director ↓ Executive Director and Curator (contract) Executive Director and Registrar (contract)	June 2011 May 2010 June 2012 Dec. 2013		1.4 Make improvements to collections care, security, and management 1.4.1 Seek grants from the Institute of Museum and Library Services (IMLS) and/or other sources to fund collections care, security, and management issues 1.4.2 Enhance security systems in FAM galleries and storage areas to protect collections from potential damage or theft 1.4.3 Assess and upgrade on-site collections storage facility, and investigate off-site storage alternatives (See Goal 4) 1.4.4. Conduct a collection survey (object-by-object) to develop a detailed inventory and conservation assessment

ACCOUNTABILITY	COMPLETION DATE	RESOURCES	OBJECTIVES
Executive Director and Registrar (contract)	Dec. 2015	\$TBD equipment and data entry	<p>1.3.4.2 Create digital collections records, ensuring complete information for each object:</p> <ul style="list-style-type: none"> • Number • Type of object • Materials and technique • Measurements • Inscriptions and markings • Distinguishing features • Title • Subject • Date or period • Marker • A short description • Condition • Location • Photograph

GOAL 2

Provide exhibitions and educational programs that engage diverse audiences

CONTEXT

In the past, FAM has carried out its mission primarily through exhibitions of contemporary and modern art by local, national, and international artists, as well as through exhibitions of Mexican art from Pre-Columbian times to the present. In recent years attendance has been low, attention to serving diverse constituencies has been minimal, and staff cutbacks have reduced the number and scale of exhibitions and programs.

The Board and staff have a renewed vision for the FAM visitor experience to be implemented over the next five years. In the future, a visit to the museum will offer visitors a separate and distinct opportunity to contemplate art, view rotating exhibitions of art in the galleries, or interact with an artist-in-residence about the artistic process. In the theater, visitors will be able to watch films or live performances. In addition, visitors may shop in the store for books and giftware in a variety of mediums, and they can enjoy refreshments from a mobile snack wagon. Outdoors in the Sculpture Garden,

visitors can view permanent and temporary art installations that continue the theme of creativity and artistic imagination.



Orienting visitors and ensuring a cohesive experience are key. To do so, the connection between the exhibitions, hands-on educational activities, theater productions, and the store must be clear to the visitor. Therefore, carrying out the FAM artistic vision through these different elements will require staff to think about the integration of the experience.

Another important aspect of the visitor experience is meeting visitor expectations. Educating the visitor and establishing accurate expectations in advance of their visit is necessary. FAM must identify and implement key initiatives to ensure that all visitors, regardless of culture or ability, are comfortable and feel enriched by their experience.

Furthermore, FAM will expand its current education programs as well as develop new education offerings to complement the exhibitions and reach out to diverse community audiences.

GOAL 2: PROVIDE EXHIBITIONS AND EDUCATION PROGRAMS THAT ENGAGE DIVERSE AUDIENCES			
ACCOUNTABILITY	COMPLETION DATE	RESOURCES	OBJECTIVES
Executive Director and Exhibition Program Team*	July 2010 and ongoing		<p>EXHIBITIONS</p> <p>2.1 Present an exhibition program that meets the needs of the museum and its audiences using the following criteria:</p> <ul style="list-style-type: none"> • Exhibition relates to museum mission • Exhibition has a unique theme or subject matter for the diverse market place • Exhibition is marketable, fundable, and earns ample revenue • Exhibition presents artwork in new and different ways (as diverse as the possibility of comic book art, snowboards, etc.) • Exhibition has potential for collaborations or partnerships • Exhibition has potential for robust supplemental programs (film programs, educational activities, etc.) • Other
Curator and Educator ↓	July 2012	TBD	<p>2.2 Enhance visitor orientation</p> <p>2.2.1 Provide a designated space using appropriate technology that allows visitors to understand the theme of the museum/exhibits</p>
↓	Sept. 2012 and ongoing		<p>2.3 Present a signature exhibition once a year to sustain the “buzz” by featuring artists and ties to specific communities/markets/audiences</p>

* The Exhibition Program Team will be cross-disciplinary, including representation from curatorial, education, finance/development, and marketing. Until staff are hired, Board members with appropriate expertise will need to fill these roles.

ACCOUNTABILITY	COMPLETION DATE	RESOURCES	OBJECTIVES
Executive Director and Educator	May 2010 and ongoing	Grant funding	2.4 Develop interpretive text panels and other technologies (i.e., audio tours) that are accessible, multi-lingual, and enhance visitor interaction with the art
Executive Director and Curator 	December 2015  June 2016 and ongoing	TBD	2.6 Study the feasibility of touring FAM-curated exhibitions to reach new audiences <ul style="list-style-type: none"> <li data-bbox="1060 592 1900 657">2.6.1 Write a business plan outlining financial obligation, staff resources, and earned revenue opportunities <li data-bbox="1060 698 1816 763">2.6.2 Determine how interpretive materials will be handled including technology <li data-bbox="1060 803 1816 868">2.6.3 Examine traveling requirements: packing, crating, and insurance charges <li data-bbox="1060 909 1459 941">2.6.4 Develop a marketing program <li data-bbox="1060 982 1564 1015">2.6.5 Implement traveling exhibition program

ACCOUNTABILITY	COMPLETION DATE	RESOURCES	OBJECTIVES
Educator	Dec. 2011		<p>DOCENT PROGRAM</p> <p>2.7 Re-build the docent program, including:</p> <ul style="list-style-type: none"> • Recruitment • Training • Docent Participation
Exhibition Program Team	July 2010 and ongoing		<p>EDUCATION PROGRAMS</p> <p><u>Program Planning</u></p> <p>2.8 Evaluate current/future education and outreach programs as they relate to the mission, vision, and goals articulated in this Strategic Plan; consider issues such as:</p> <ul style="list-style-type: none"> • Program impact • Use of interdisciplinary elements that meet a wide variety of learning styles • Collaboration with higher learning and/or community organizations • Ability of programs to increase audiences and members • Space availability inside/outside of museum • Revenue generation • Appropriate evaluation instruments

ACCOUNTABILITY	COMPLETION DATE	RESOURCES	OBJECTIVES
Executive Director	June 2010 and ongoing		2.9 Seek grant funding to support educational programs and initiatives
Educator ↓	June 2011 ↓	TBD (grants) ↓	<u>Family Programs</u> 2.10 Cultivate Diverse Family Audiences 2.10.1 Develop intergenerational hands-on programming to complement exhibitions (e.g., Friday evening program for adults and children) 2.10.2 Build family-friendly resources for families to use 2.10.3 Develop gallery guides for families
Educator	May 2012		<u>Youth Programs</u> 2.11 Expand existing Art Link and traveling trunk programs
↓	July 2014		2.12 Develop a plan for a comprehensive youth program for after school and summer that offers increasing degrees of engagement with the museum
↓	April 2015	↓	2.13 Consider development of a teen docent program

ACCOUNTABILITY	COMPLETION DATE	RESOURCES	OBJECTIVES
Educator	May 2013 and ongoing	TBD (grants) ↓	<p><u>Teacher Programs</u></p> <p>2.14 Position the museum as a school-friendly resource for teachers as a part of the classroom curriculum, including tactics such as:</p> <ul style="list-style-type: none"> • Review access issues for schools in light of recent trends and cutbacks • Establish a Teacher Advisory Group for review of all teacher resources • Develop curriculum concentrating on grades 4-8 • Enhance and promote Art Smart teacher training program • Review and upgrade materials going into classrooms
Executive Director and Educator	July 2013		<p>2.15 Maximize the capacity of the museum website to deliver services and content for teachers and students</p>
Educator	June 2012		<p><u>Adult Programs</u></p> <p>2.16 Meet the education needs of visiting adults and members through accessible and effective learning programs such as tours, lectures, symposia, etc.</p>
Educator	June 2013 and ongoing		<p>EVALUATION</p> <p>2.17 Conduct visitor evaluation of new installations</p>
↓	↓	↓	<p>2.18 Evaluate all education programs and report outcomes on a quarterly basis</p> <p>2.18.1 Refine programs based on evaluation findings</p>

GOAL 3

Stabilize museum finances and strengthen capacity to generate revenue

CONTEXT

As of January 2010, the Board and staff are working diligently to improve the financial health of the museum. In recent years, the business operations at FAM have suffered from high staff turnover and a legacy accounting system, and Board oversight of the finances has been hindered by inadequate financial reporting. The current year's financials are up-to-date, and the last accountant's review is for the year ending June 30, 2008.

The Interim Executive Director and Board have generated a number of key donations and have made major cuts in staff and other operating expenses to return FAM to a position of positive cash flow. The Board has appointed a Leadership Committee to reinvigorate the development of contributed income sources, and the staff is working on ways to increase FAM earned income. A new accounting system has been installed, and new accountants have been retained to bring the books current through the year ending June 30, 2009. Board members will also participate in a workshop in July 2010 to enhance their ability to monitor the museum's finances on an ongoing basis.

GOAL 3: STABILZE FINANCES AND STRENGTHEN CAPACITY TO GENERATE REVENUE

ACCOUNTABILITY	COMPLETION DATE	RESOURCES	OBJECTIVES
Finance Committee	May 2010 and ongoing		<p>GENERAL</p> <p>3.1 Raise the level of Board and staff fiscal awareness so that FAM operating decisions are based on the following:</p> <ul style="list-style-type: none"> • Sound projections of income and expense for each department or project and for FAM overall • Financial costs and benefits analysis of alternative methods of serving the mission • Multi-year budgeting
Board Treasurer	Sept. 2010		3.2 Complete the “clean-up” of FAM financial records and bring them current
	May 2010		3.3 Review all aspects of financial management, including such areas as banking relationships, payroll service, personnel benefits, and museum insurance
	Dec. 2010 and ongoing		<p>3.4 Upgrade the monthly and quarterly financial reporting packages to include:</p> <ul style="list-style-type: none"> • Improved financial statements and cash flow projections • Analysis of financial performance vs. budget • Benchmark data, such as membership fees, cost per visitor, and cost per square foot
Finance Committee	Dec. 2010		3.5 Create and implement a detailed five-year financial plan to accompany this Strategic Plan

ACCOUNTABILITY	COMPLETION DATE	RESOURCES	OBJECTIVES
Executive Director	Sept. 2010		CONTRIBUTED INCOME 3.6 Create and implement a Fund Development Plan tied to the operating budget each year
↓	December 2010	Fundraising consultant (\$10,000-\$12,000)	3.7 Develop a fundraising “case for support”
Board President			3.8 Focus the Board Leadership Committee exclusively on raising major private and corporate gifts, including “planned giving”
↓	May 2010 and ongoing		3.9 Engage the full Board in fundraising 3.9.1 Set a minimum Board annual contribution (“give or get”), and bring participation up to 100% 3.9.2 Provide fundraising orientation and on-going training to Board members
Executive Director	Dec. 2015		3.10 Increase the number of memberships to 2,500
↓	Dec. 2010 ↓		3.10.1 Refine member levels and benefits to make FAM attractive to local residents and to encourage upper category level participation 3.10.2 Establish a distinct educator/teacher membership at an affordable level

ACCOUNTABILITY	COMPLETION DATE	RESOURCES	OBJECTIVES
Executive Director and Special Events Committee	May 2010 and ongoing		3.11 Establish annual special events and festivals that generate significant net revenue
Executive Director	As needed	TBD	3.12 Retain/contract professional fundraising and grant writing expertise
↓	May 2010 and ongoing		3.13 Review/update donor record keeping procedures as needed
Executive Director, Finance Committee, and Special Events Committee	May 2010 and ongoing		EARNED INCOME 3.14 Review, analyze, and document current and potential revenue-generating activities to maximize earned income, with particular attention to the following: <ul style="list-style-type: none"> • Facility rentals • Admissions • Exhibit sponsorships • Education programs • Gift shop/rental gallery • Other
Finance Committee	Dec. 2010		INVESTMENT INCOME 3.15 Update FAM investment policy

ACCOUNTABILITY	COMPLETION DATE	RESOURCES	OBJECTIVES
Leadership Committee and Finance Committee	May 2010 and ongoing		<p>3.16 Create a long-term plan to build the endowment including:</p> <ul style="list-style-type: none"> • Paying off the current loan obligation • Obtaining major new gifts • Moving custody of the endowment to the Fresno Regional Foundation or a comparable organization so that distributions will consist only of investment earnings, not principal
Executive Director and Board Treasurer	May 2010 and ongoing		<p>OPERATING EXPENSES</p> <p>3.17 Closely monitor expenses on a monthly/quarterly basis so that they do not exceed available revenues</p>
Executive Director	TBD	TBD	<p>3.18 Build staff and museum program as soon as appropriate income levels are assured</p>

GOAL 4

Utilize and maintain the museum facility in support of the mission

CONTEXT

FAM is housed in a 30,000-square-foot facility owned by the City of Fresno and located adjacent to Radio Park. Originally a 10,000-square-foot building occupied by the museum in 1960, FAM expanded its galleries and other program and administrative spaces through a series of building projects in the 1980s and 1990s. More recently, in early 2000, the museum added an outdoor sculpture garden to its site.

In recent years, the FAM building has suffered from a series of maintenance issues, most notably a leaking roof. FAM leadership has taken a strong position with the City to enforce the maintenance provisions of the FAM building lease, and the

City has responded by undertaking major repairs. Looking ahead, it will be imperative for FAM to hold the City accountable for maintaining the FAM building at the highest professional level.

The FAM facility is a key element in carrying out the mission of the museum. Although somewhat isolated from other cultural institutions, the FAM facility—with its galleries, classroom, library, auditorium, and garden— provides an excellent venue for exhibitions, programs, and events and is an exceptional place for community engagement. In addition to supporting the visitor experience, the facility can also serve to support the long-term financial sustainability of the museum through a more robust rental program.

GOAL 4: UTILIZE AND MAINTAIN THE MUSEUM FACILITY IN SUPPORT OF THE MISSION

ACCOUNTABILITY	COMPLETION DATE	RESOURCES	OBJECTIVES
Executive Director	May 2010 and ongoing		<p>4.1 Continue to work with the City to maintain the museum facility at the highest standards</p> <p>4.1.1 Work with City to assess infrastructure and develop long-term maintenance program</p>
	May 2010 and ongoing		<p>4.2 Grow the facility rental program for maximum earned revenue potential (See Objective 3.14)</p>
	May 2010		<p>4.3 Improve building security systems</p>
	June 2012		<p>4.4 Improve on-site collections storage space, and seek additional space for off-site storage (See Goal 1)</p>
↓	December 2015		<p>4.4 Consider expanding the museum facility to create additional space for:</p> <ul style="list-style-type: none"> • Education classrooms • Collections space

GOAL 5

Cultivate audiences and deepen community awareness

CONTEXT




FAM will rethink its marketing strategies in light of this Strategic Plan. Over the past years, the museum has been under-utilized by the community, and marketing and public relations have been under-resourced. FAM intends to capitalize on the “awareness factor” by prioritizing marketing efforts to convert familiarity into visitation and financial support.

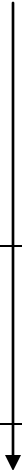
Going forward, the museum will develop a five-year Marketing Plan that evaluates how marketing dollars are spent and that

will support the operational priorities outlined in this Strategic Plan. Essential to the Marketing Plan will be the identification of specific target audiences, including families, school, and diverse constituencies. Marketing efforts and funds directed to cultivating target audiences will eventually expand community participation in FAM.

The Marketing Plan will also include the development of a brand identity that is consistently reflected in all signage, print marketing collateral, and on-line presence. Lastly, the Marketing Plan must leverage sponsorship by corporate partners for increased support and awareness.

GOAL 5: CULTIVATE AUDIENCES AND DEEPEN COMMUNITY AWARENESS			
ACCOUNTABILITY	COMPLETION DATE	RESOURCES	OBJECTIVES
Executive Director and Board President	Oct. 2010	Festival budget TBD	<p>5.1 Publicly celebrate the “re-birth” of FAM, though tactics such as:</p> <ul style="list-style-type: none"> • Community festival with engaging programs for different age groups • Press conference • Sponsorships
Executive Director and Marketing Committee Chair	Dec. 2010	Marketing consultant fees TBD	<p>5.2 Create a five-year Marketing Plan with tactics to include, but not be limited to, the following:</p> <p>5.2.1 Identify target audience segments, such as:</p> <ul style="list-style-type: none"> • School groups/teachers • Families • Multicultural groups • Current and potential donors • Tourists <p>5.2.2 Allocate marketing budget equivalent to 3%-5% of total annual operating budget</p> <p>5.2.2 Test new program and marketing ideas with target audiences and refine ideas based on findings</p> <p>5.2.3 Engage pro-bono marketing expertise to create a strong brand identity for FAM</p>

ACCOUNTABILITY	COMPLETION DATE	RESOURCES	OBJECTIVES
Executive Director and Marketing Committee Chair 	Dec. 2010 	TBD 	5.2.3.1 Update printed materials, signage, press kits, etc. consistent with new brand 5.2.3.2 Launch a comprehensive campaign to communicate new brand 5.2.4 Evaluate and re-design website to be user-friendly and exciting 5.2.4.1 Regularly update website to promote programs, exhibitions, events, and funding appeals 5.2.5 Study best practices in the use of social media vehicles (e.g., Facebook, Twitter, blogs, etc.) and utilize accordingly to reach target audiences 5.2.6 Build cross-promotional relationships with entities, such as: <ul style="list-style-type: none"> • Other cultural institutions • Chamber of Commerce • Visitors Bureau • City of Fresno • Community groups (churches, clubs/associations, parents groups, etc.)

ACCOUNTABILITY	COMPLETION DATE	RESOURCES	OBJECTIVES
Executive Director 	Sept. 2010		5.2.7 Enhance visitor data collection methods to capture pertinent information such as: <ul style="list-style-type: none"> • Contact information • Demographic characteristics • Where visitors heard about FAM • Visitor satisfaction levels
	Dec. 2012	\$35,000 (seek grant)	5.3 Test the impact of marketing efforts and refine the Marketing Plan regularly 5.3.1 Allocate marketing resources based on results
	Dec. 2015		5.4 Increase annual attendance by 100%

GOAL 6

Build and sustain a highly effective staff and volunteer workforce

CONTEXT

A dedicated, talented, and effective corps of staff and volunteers is essential to the success of FAM as a business and as a place to work. A goal of FAM is to build and sustain a workforce that is creative, skilled, and motivated to deliver programming consistent with the mission and values of the museum.

Due to the economic turndown, FAM was forced to cut staff positions in 2009/early-2010, which subsequently limited the

organization's range of activities. As the new vision for FAM is shared with community constituents and funders, efforts will be made to rebuild the staff to include a broad range of experience to enable collaborative, integrative, and interdisciplinary staff talents to be realized.

The museum wants to maximize individual contributions while developing an effective team that has clarity of purpose, is committed to the FAM mission, and has high standards of performance.

GOAL 6: BUILD AND SUSTAIN A HIGHLY EFFECTIVE STAFF AND VOLUNTEER WORKFORCE			
ACCOUNTABILITY	COMPLETION DATE	RESOURCES	OBJECTIVES
Executive Director	June 2012		<p>RECRUITMENT</p> <p>6.1 Rebuild the FAM staff workforce as needed and in alignment with the goals of the Strategic Plan</p> <p>6.1.1 Evaluate options for hiring contract, guest, or part-time staff (without benefits)</p>
	May 2010 and ongoing		<p>6.2 Rebuild the FAM volunteer corps as needed and in alignment with the goals of the Strategic Plan</p>
	June 2011	HR Consultant (seek pro bono)	<p>POLICIES AND PROCEDURES</p> <p>6.3 Review the Human Resources Policy Manual and revise as required to address new organizational issues</p>
			<p>6.4 Refine procedures for employee selection, hiring, orientation, and training</p> <p>6.4.1 Prepare an orientation packet for new staff</p> <p>6.4.2 Establish a mentoring program for new staff</p>

ACCOUNTABILITY	COMPLETION DATE	RESOURCES	OBJECTIVES
Executive Director	June 2010		<p>6.5 Establish and document job descriptions, identifying key areas of responsibility and prioritizing work tasks for each position, including performance goals and expected results/deliverables</p> <p>6.5.1 Conduct performance evaluations annually</p>
	June 2010 and ongoing		<p>6.6 Identify criteria for professional development, including management training (interpersonal skills, team building, conflict resolution, etc), and attendance at outside meetings and conferences</p>
	June 2011		<p>6.7 Establish a task force to study rewards and recognition for staff</p>
	Dec. 2010 and ongoing monthly		<p>COMMUNICATION AND PLANNING</p> <p>6.8 Develop effective methods for communicating with the entire FAM workforce, including docents and volunteers, so that they know how the museum decision-making process works and how to provide input to that process</p>
↓	July 2010		<p>6.9 Develop a consolidated museum calendar for planning and scheduling activities and events at the museum</p>

GOAL 7



Strengthen the Board of Trustees to ensure effective governance

CONTEXT

The future vision for FAM includes an institutional turnaround to make the museum a more relevant and sustainable community resource. Accomplishing this vision will take a great deal of effort led by the Board of Trustees.

To address both short- and long-term needs of the museum, the Board is reviewing its roles and responsibilities to become a more strategic governing body focused on policy setting, fundraising, planning, and fiscal accountability. In addition, the Board intends to continue to build its membership by recruiting a diverse group of talented and committed community leaders.

GOAL 7: STRENGTHEN THE BOARD OF TRUSTEES TO ENSURE EFFECTIVE GOVERNANCE			
ACCOUNTABILITY	COMPLETION DATE	RESOURCES	OBJECTIVES
Board President ↓	June 2010 June 2011 ↓		<p>POLICIES AND PROCEDURES</p> <p>7.1 Review and revise Bylaws to align governance functions with operations</p> <p>7.1.1 Modify the roles and responsibilities of the FAM membership as it relates to governance</p> <p>7.1.2 Clarify relationships (financial, etc.) between FAM auxiliary groups and the FAM Board and management</p>
↓	May 2010 and ongoing		<p>7.2 Review and update Board policies and procedures, as appropriate</p> <p>7.2.1 Clarify Board of Trustees roles and responsibilities, which should include:</p> <ul style="list-style-type: none"> • Ensuring financial stability through oversight of annual budget, as well as making a personal contribution to the museum and/or fundraising from other sources (i.e., “give or get”) • Ensuring effective organizational planning, including approving the organization’s mission and purpose • Selecting, supporting, and assessing the performance of the Executive Director • Managing resources effectively (including exercising good stewardship of the collections)

ACCOUNTABILITY	COMPLETION DATE	RESOURCES	OBJECTIVES
Board President 	May 2010 and ongoing Sept. 2010 July 2010 (in concert with Bylaws revision) Dec. 2010		(cont.) <ul style="list-style-type: none"> • Ensuring that the organization’s programs and services advance the mission • Enhancing the organization’s public standing (i.e., serving as ambassadors for the museum) • Ensuring legal and ethical integrity and maintaining accountability • Recruiting and orienting new members of the Board and assessing performance of the Board 7.2.2 Evaluate/revise written Board of Trustees job descriptions as needed 7.2.3 Examine current committee structure and re-organize to align with the goals of the Strategic Plan and ensure oversight of key areas of responsibility 7.2.4 Develop an orientation program for prospective and new Board of Trustees members
	May 2010 and ongoing		BOARD DEVELOPMENT 7.3 Nominate Board of Trustees members using a process that considers pre-determined criteria, such as: <ul style="list-style-type: none"> • Capacity to “give or get” • Previous experience on non-profit boards • Expertise in a specific area (e.g., marketing, finance, politics, etc.)

ACCOUNTABILITY	COMPLETION DATE	RESOURCES	OBJECTIVES
Board President	Dec. 2010		7.4 Establish a program for Board of Trustees peer review and evaluation of Board of Trustees members
↓	May 2010 and ongoing		7.5 Determine educational needs of Board of Trustees and provide training opportunities to further enhance Board of Trustees members' effectiveness
↓	↓		BOARD MEETINGS 7.6 Review and revise Board of Trustees meeting structure for maximum effectiveness to focus on planning, policymaking, and funding
Executive Director and Board President	↓		BOARD COMMUNICATIONS 7.7 Institute a regular (i.e., bi-weekly) "update e-mail" to keep Board members involved and apprised of important issues and decisions
Board President	May 2010 and quarterly		STRATEGIC PLAN 7.8 Appoint oversight committee to monitor the implementation of the Strategic Plan

GOAL 8



Obtain re-accreditation from the American Association of Museums


CONTEXT

FAM has been an accredited member of the American Association of Museums (AAM) since 1973. AAM accreditation is a widely recognized “seal of approval” that brings national recognition of a museum’s commitment to excellence, accountability, high professional standards, and continued institutional improvement. This designation has been a great source of pride for FAM.

AAM requires that a museum re-apply for accreditation every ten years, and FAM is due for re-application. The re-accreditation process will take approximately three years to complete. While it will require a significant amount of time and effort, the process will also be a positive organizational development tool for Board and staff members.

GOAL 8: OBTAIN RE-ACCREDITATION FROM THE AMERICAN ASSOCIATION OF MUSEUMS

ACCOUNTABILITY	COMPLETION DATE	RESOURCES	OBJECTIVES
Executive Director 	<i>Start date TBD</i> [1-2 mo. duration]		<p>INTERNAL PLANNING PHASE</p> <p>8.1 Develop action plan for undertaking AAM re-accreditation process</p> <p>8.1.1 Create task force of Board and interdepartmental staff members</p>
	[15-16 mo. duration]		<p>SELF STUDY PHASE</p> <p>8.2 Complete one-year self study process</p> <p>8.2.1 Respond to follow-up requests from AAM</p>
	[8-16 mo. duration]	\$1,500-\$3,000 travel expenses	<p>SITE VISIT PHASE</p> <p>8.3 Coordinate with AAM on procedures for selecting Visiting Committee members</p> <p>8.4 Prepare for Visiting Committee site visit</p> <p>8.5 Host Visiting Committee site visit</p>

ACCOUNTABILITY	COMPLETION DATE	RESOURCES	OBJECTIVES
Executive Director 	[4-6 mo. duration]		ACCREDITATION DECISION PHASE 8.5 Respond to follow-up requests from AAM 8.6 Receive AAM accreditation decision

Appendix: List of Interviewees and Strategic Planning Participants

Individuals Interviewed (Oct. 2009)

Larry Balakian, FAM Trustee Emeritus

George Blair, FAM Trustee

Kaye Bonner Cummings, Past FAM President

Linda Cano, FAM Trustee

Jane Cleave, FAM Trustee Emeritus

Elizabeth Dean, FAM Honorary Trustee

Karen Dorian, FAM Trustee

Ron Eichman, Director, Fresno Grand Opera

Robert Estrada, FAM Trustee

Abel Fernandez, FAM Security Staff

James Hallowell, FAM Trustee

Christy Hicks, FAM Trustee

Debbie Horton, FAM Facilities and Office Manager

May LaFollette, FAM Trustee Emeritus

Star Lopez, FAM Special Events Coordinator

Bette Peralta, FAM Receptionist

Jacquelin Pilar, Former FAM Curator

Shari Rainwater, FAM Trustee

Arax Martirosian, FAM Membership Assistant

Gladys Melikian, FAM Women's League President

Sue McCline, FAM Trustee

Steve Ruppel, Former FAM Preparator

Vida Samiian, Dean of the Arts and Humanities, California State University Fresno, and Past FAM Trustee

Brian Santos, FAM Trustee

Anita Shanahan, FAM Trustee Emeritus

Rebecca Sheppard, FAM Curatorial Assistant

Tom Speck, FAM Board President

Eva Torres, FAM Interim Director

Kim Turner, Former FAM Education Programs Manager

Peter Zeitler, FAM Trustee

Workshop Participants (Feb. 13, 2010)

Larry Balakian, FAM Trustee Emeritus

George Blair, FAM Trustee

Bob Bullwinkel, Visual and Performing Arts Coordinator,
Fresno County Office of Education

Jane Cleave, FAM Trustee Emeritus

Karen Dorian, FAM Trustee

Ron Eichman, Director, Fresno Grand Opera

Robert Estrada, FAM Trustee

Don Gray, FAM Trustee

James Hallowell, FAM Trustee

Christy Hicks, FAM Trustee

Debbie Horton, FAM Facilities and Office Manager

May LaFollette, FAM Trustee Emeritus

Star Lopez, FAM Special Events Coordinator

Sue McCline, FAM Trustee

Pat Mullen, FAM Trustee

Michael Parola, Parola Design/Metaphor Graphic

Ted Russell, Senior Program Officer, The James Irvine
Foundation

Brian Santos, FAM Trustee

Anita Shanahan, FAM Trustee Emeritus

Tom Speck, FAM Board President

Eva Torres, FAM Interim Director

Kim Turner, Former FAM Education Programs Manager

Peter Zeitler, FAM Trustee

Steering Committee(March-April 2010)

Linda Cano, FAM Trustee

Karen Dorian, FAM Trustee

Robert Estrada, FAM Trustee

Christy Hicks, FAM Trustee

Pat Mullen, FAM Trustee

Brian Santos, FAM Trustee

Tom Speck, FAM Board President

Eva Torres, FAM Interim Director