

Strategic Plan 2024-2027

Mission

The Chandler Museum Foundation promotes the Chandler Museum to enable the sharing and preservation of the cultural history of Chandler. We achieve this through Fund Development for exhibits, events and educational programs, advocacy, and special initiatives.

Vision

To enable the Chandler Museum (Museum) to be known locally, regionally, and nationally as a community centerpiece of culture, history, and art.

About the Chandler Museum Foundation

The Chandler Museum Foundation is a 501c3 nonprofit corporation incorporated July 31, 2019, in the City of Chandler, Arizona.

As stated in the Bylaws of the Chandler Museum Foundation, the Foundation exists to:

1. Establish an endowment fund for the benefit of the Chandler Museum;
2. Focus public attention on the Museum;
3. Supplement the administrative and operational costs of the Chandler Museum;
4. Promote use of the Museum facilities, collections, and services;
5. Support and cooperate with the Museum in developing services for the benefit of the Museum;
6. Seek funding and earn revenue for the benefit of the Museum;
7. Perform tasks and raise funds which further the above purposes.

Board of Directors

Barbara Meyerson
Chair
Joan Clark
Vice-Chair
Tom Escobedo
Treasurer

Adam Turner
Albert Quihuis
Brenda Abney
Calvenea Malloy
Jacki Ryan
Joshua Askey
Martin Sepulveda
Richard Feely

Jody Crago
President
(Ex-Officio)

The Museum Foundation Board of Directors

The direction and management of the affairs of the corporation and disposition of its assets are vested in the Board of Directors which consists of 11 (eleven) members appointed by the Chandler City Council.

A person must be a resident of Chandler to serve on the Board. The term of office for members is three years. The officers of the corporation consist of a chair and vice-chair of the Board of Directors, a president, and a treasurer. Officers serve for a term of two years. The president will be a City of Chandler employee designated by the City Manager.

As of February 2024, Foundation Officers who form the Executive Subcommittee are:

Barbara Meyerson, Chair
Joan Clark, Vice-Chair
Tom Escobedo, Treasurer
Jody Crago, President

In addition to the officers listed above, Foundation Board members include: Adam Turner, Albert Quihuis, Brenda Abney, Calvenea Malloy, Jacki Ryan, Joshua Askey, Martin Sepulveda, and Richard Feely.

Finances

The financial records of the corporation will be audited not less than every two years by an independent Certified Public Accountant appointed in accordance with City of Chandler policy. The corporation follows all financial policies adopted by the City of Chandler, including but not limited to the City's investment and capitalization policies.

Values

As a 501c3 nonprofit established under the auspices of the City of Chandler, the Museum Foundation adopts and adheres to the values which guide the City. We lead by our core values in constant pursuit of excellence:

- **Commitment:** Dedicate ourselves to consistent and excellent customer service.
- **Communication:** Communicate in a positive, honest, and productive manner within the organization and with our customers.

- **Diversity:** Promote inclusiveness and impartiality throughout the organization.
- **Innovation:** Implement unique, creative, and cost-effective solutions that promote a forward-thinking organization
- **Integrity:** Adherence to high ethical standards.
- **Personal Responsibility:** Take initiative to achieve excellence and accept accountability.
- **Respect:** Demonstrate a high regard for others.
- **Teamwork:** Promote a high-performance organization through cooperative efforts, open communication, and trust.

The City of Chandler’s commitment to an exceptional “quality of life” has spanned generations, and created the safe and beautiful community residents and businesses enjoy today. Maintaining an unparalleled quality of life includes a renewed focus on arts, culture, and recreation, along with a continued appreciation of the City’s rich history. The Museum Foundation serves as a hinge between the Museum and the community in its role of sharing and enabling.

In 2023, the Museum Foundation Board participated in a professionally led two-day strategic planning retreat. Discussion shaped the Board’s short-term focus to be: establishing financial goals for the Foundation; learning to be a skillful fundraisers; increasing attendance and broadening the Museum’s audience; raising the profile of the Museum and the community’s pride in the Museum; and increasing the size of the Foundation Board.

As an outcome of the retreat, Foundation Board members agreed on **three strategic goals:**

Governance—establish a governance process utilizing a Governance Subcommittee to develop the capacity of the Museum Foundation to fulfil its mission.

Awareness and Engagement—take the lead to increase support for the Foundation and Museum among individuals and businesses.

Fundraising—increase financial support for the Foundation, and thereby enhance Museum capabilities.

Strategies for implementing each of the three goals are listed below. Tactics for implementing the strategies follow. Since the Foundation Board is in the process of establishing fundraising capabilities and operational procedures, there are many “Year 1” activities which will become ongoing. This three-year plan establishes the basics for future growth.

Governance Goal Strategies

1. Fiduciary:

- Provide oversight and strategy related to the Museum Foundation’s budget, fundraising, sponsorships, membership, and other revenue generating activities.

2. Strategic:

- Set and monitor goals in all areas of Museum Foundation activities.
- Provide recruitment and cultivation of potential Board candidates.
- Plan and execute an annual Board retreat.

3. Generative:

- Establish a Governance Subcommittee to coordinate and execute the Foundation’s operational responsibilities
- Engage the services of a Point of Contact person for the Foundation Board.
- Initiate productive discussion around challenges and opportunities in collaboration with staff.

Tactics for Governance Goal

1. Fiduciary

- Establish procedures to review financial results.
 - Year 1, then ongoing
- Monitor revenue generation, expenditures, and monthly budget reports.
 - Year 1, then ongoing
- Monitor annual audits.
 - Year 1, then ongoing

2. Strategic

- Establish and implement procedures to monitor Foundation goals.
 - Year 1, then ongoing
- Review and suggest changes to Foundation policies and procedures.
 - Year 1, then ongoing
- Provide a schedule for reviewing items such as bylaws, membership criteria and process, etc. on a rotating basis.
- Conduct an annual Board assessment to identify recruitment needs opportunities.
 - Year 2
- Recommend potential Board candidates to City management.
 - Year 1, then ongoing
- Create an onboarding process for new Board members and test with current Board members
 - Year 1, then ongoing
- Engage the Board in determining annual retreat goals, planning, and agenda development.
 - Annually
- Draft an annual retreat agenda in collaboration with staff.

Awareness and Engagement Goal Strategies

1. Engage with key City of Chandler (City) stakeholders to build awareness of the Museum.
2. Enlist key City officials, past or present, to support Foundation goals in championing the Museum.
3. Leverage the City stakeholders to engage businesses in support of the Foundation and the Museum.

Tactics for Awareness and Engagement Goal

1. Engage with key City of Chandler Stakeholders

- Develop a Foundation message which demonstrates the Museum value proposition in support of the City’s 2023-2025 “Quality of Life” priority.
 - Year 1-2
 - Identify and meet with key stakeholders to share the message and solicit support.
 - Year 1, then ongoing
2. Engage with City officials
- Schedule in-person meetings to develop and maintain relationships with at least three members of the City Council, in addition to those who have already demonstrated solid support.
 - Year 1, then ongoing
 - Maintain a politically neutral position in delivering the “Quality of Life” message.
 - Ongoing
3. Provide tools and training for the Foundation Board to become good advocates.
- Year 1, then ongoing

Fundraising Goal Strategies

1. Capacity Building
- Develop the Foundation Board’s capacity for outreach, relationship management, and development.
 - Engage outside assistance as needed for creation of a value proposition, consistent messaging, donor/sponsor segmentation, brand, and graphic design.
 - Invest in technology to capture and reuse donor information and donation history for future fundraising or sponsorship opportunities.
2. Goal Alignment and Collaboration
- Form a Finance Subcommittee to coordinate and execute financial operations.

- Engage with other Museum Foundation subcommittees and workgroups to identify and leverage related initiatives (especially those involved with Goal 2: Awareness and Engagement).
- Collaborate on message development and outreach to leverage ideas, contacts, and design elements.
- Coordinate outreach plans to avoid over saturation or conflicting messages.
- Maintain awareness of and communication with the Chandler Cultural Foundation to leverage mutually beneficial opportunities and to avoid conflicting marketing initiatives.

3. Fund Development

- Create and fund an investment account within City guidelines for long term growth.
- Consider the viability of endowment strategies.
- Identify expertise to assist in developing a comprehensive multiyear development plan.

Tactics for the Fundraising Goal

1. Capacity Building

- Identify and engage sponsors and donors via a compelling value proposition stating the Museum’s significance, impact, and future vision in connection with the City’s strategic “Quality of Life” priority.
 - Year 1, then ongoing
- Work with City officials to identify partnerships which enable the Foundation to contribute value to the City.
 - Year 1, then ongoing
- Train Foundation Board on marketing and solicitation techniques.
 - Year 1, then ongoing
- Train Foundation Board on Museum programs, awards, and evolving capacities.
 - Year 1, then ongoing
- Proactively identify potential Foundation Board members aligned with the Foundation’s strategic goals.
 - Year 1-2, then ongoing

2. Foundation Goal Alignment and Collaboration

- Collaborate with Goal 2: Awareness and Engagement plans to identify potential unique membership benefits.
 - Year 1-2, then ongoing
- Segment business donor pool by location, e.g., “Downtown Chandler”, focus, e.g., “Chandler Airpark”, or size, e.g., Grumman Northrop, to develop targeted messages and identify contacts.
 - Year 2, then ongoing
- Allocate Foundation funds to enable successful fundraising campaigns.
 - Year 1, then ongoing
- Develop an exclusive outreach event including current and former city officials and potential major donors to introduce Foundation priorities, explain its significance to the City, and announce an agenda of future events. This can become a yearly occurrence.
 - Year 2

3. Fund Development

- Train Foundation board members on soliciting funds and suggest an annual expectation for board member solicitation.
 - Year 1
- Create a Membership Workgroup to explore and potentially develop creative membership benefits.
 - Year 1
- Utilize existing websites of the City, Museum and the Museum Store to expand Foundation reach and donation opportunities.
 - Year 1-2, then ongoing
- Set and monitor annual fundraising goals.
 - Year 1-2, then ongoing
- Evaluate grant opportunities and collaborate with the Museum on applications.
 - Year 1, then ongoing
- Explore creation of a standalone Foundation website.
 - Year 2
- Hold tours, outreach programs, workshops in and around all Museum facilities targeted to existing and potential donors or sponsors.

- Year 2
- Establish themed events surrounding existing and new acquisitions, exhibits, and honoring major donors in art and culture within the City.
 - Year 2, then ongoing

Adopted by the Board of Directors on March 18, 2024



Barbara Meyerson, Chair