



America's Black Holocaust Museum Strategic Plan
July 6th, 2021

EXECUTIVE SUMMARY



NMBL Strategies takes a unique approach to consulting, bringing significant experience in to produce a well thought out strategy that we know to be executable because we have lived through these positions and experiences.

NMBL Strategies focuses on change management, strategy and leadership development for nonprofits, small businesses and public-private partnerships.



NMBL Strategies was engaged in March 2021 to study and produce a strategic plan for America's Black Holocaust Museum (ABHM). This study involved several steps including:

- Initial Findings – A mixture of research, benchmarking of other institutions, surveys, and interviews that produced a report to base future recommendations and information.
- Development – Utilization of the initial findings to build a foundation for ABHM and solicit feedback from the staff to assist in guiding the direction.
- Final Strategic Plan – A report and presentation utilizing the initial findings and development phases to produce direction and guidance over the next 3-5 years for ABHM.

This report includes information that details current operations, strategic positioning, the current environment (PESTLE), a stakeholder analysis, planning, leadership challenges, projected financials, risk management, and short (12 months) and long term (3-5 years) performance measures.

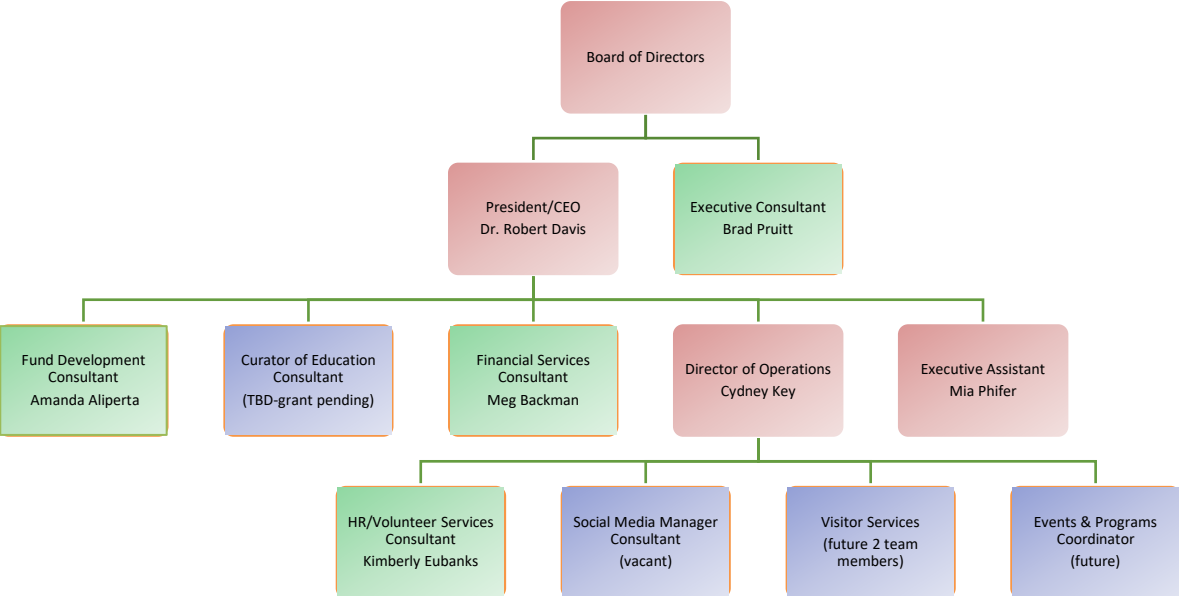
About The Study | Who We Talked To

Staff	Board	Donors	Other
Dr. Robert Davis	Ralph Hollman	Ellen Gilligan	Clayborn Benson
Mia Phifer	Russell Brooker	Kristen Mekemen	Marybeth Budisch
Cydney Key	Virgil Cameron	Dan Bader	Dr. Fran Kaplan
Brad Pruitt	Michelle Hinton	Tami Garrison	Reggie Jackson
Amanda Aliperta		Chuck Harvey	Cecelia Gore
Kimberly Eubanks			Mark Sabljak
Dr. Robert Smith			



CURRENT OPERATIONS





Other Partners & Roles

Head Griot – Reggie Jackson (NDP)
 Virtual Museum Manager – Dr. Fran Kaplan (NDP)
 Resident Historian – Dr. Robert Smith
 Interns – Keziah Bland & Anne Marie Gunn
 Virtual Museum Interns

BOARD MEMBERS

- Board Chair - Mr. Ralph Hollman (President and CEO of Hollman Management and Consulting LLC.)
- Secretary - Virgil Cameron (County of Milwaukee, Retired)
- Aaron Bledsoe (Marquette University, Trinity Fellows Program)
- Dr. Russell Brooker (Alverno College, Professor of Political Science)
- Reuben Harpole (Bader Philanthropies, Retired)
- Michelle Ford-Hinton (Director of Population Health and Wellbeing, Alliance for Strong Families and Communities)

President and CEO (Dr. Bert Davis)

The President and CEO is the external face of the organization. This role requires the CEO to be a visible presence in the community. Through that recognition, they will oversee the fundraising efforts to create and sustain financial sustainability for the museum by cultivating major donors.

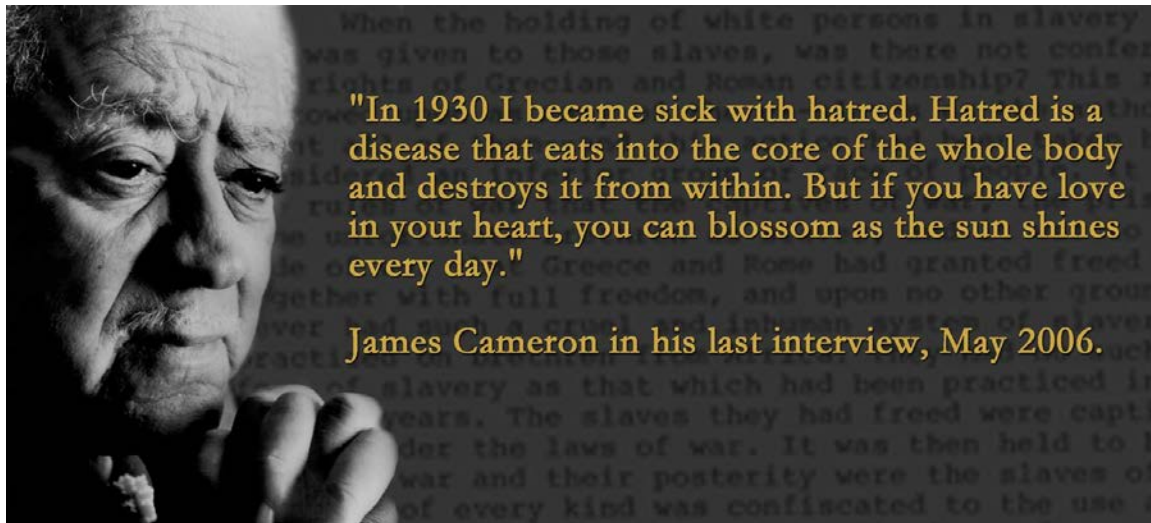
Executive Assistant (Mia Phifer)

Perform a wide range of administrative tasks and provide general support and duties for the President of America's Black Holocaust Museum; this position plans, organizes, and implements the programs, operations, and administrative duties under assignment.

Director of Operations (Cydney Key)

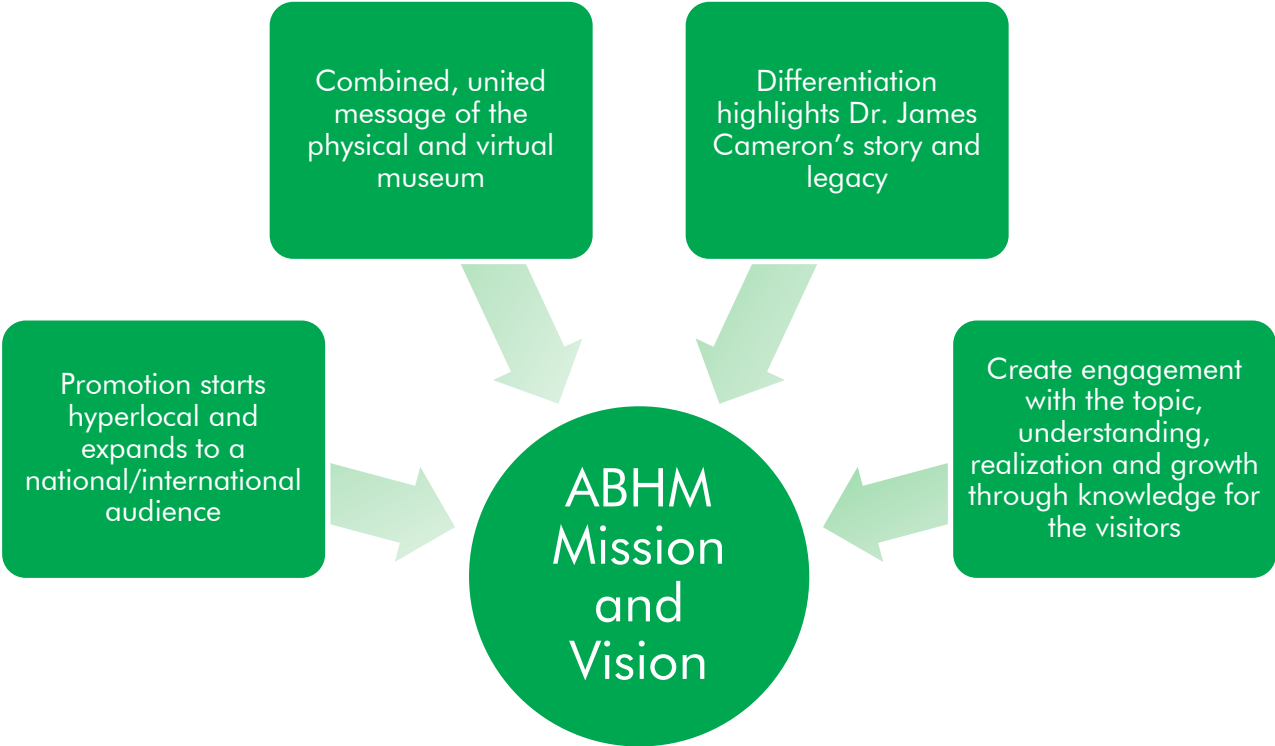
Operations (administrative and facilities) management, Relationship management (internal and external stakeholders), collaborates with and supervises Operations Staff, Programs & Events Coordinator, and Volunteer Coordinator.

- The current staff is dedicated and driven to follow in Dr. Cameron's footsteps to share and educate the community about the black holocaust, but they could benefit from increased structure within the Foundation.
- Currently, the Operations of ABHM function as one large group with limited definitions for roles and responsibilities.
 - The Foundation has monthly meetings with the board and the staff to discuss ideas and actions but needs to deliver on more of the action items.
- More accountability will provide clarity and ownership while allowing for departments and individuals to develop and maintain programs, operations, and an online presence.
 - The current full-time staff of three (3) should expand to simultaneously focus on day-to-day operations and future sustainability.



STRATEGIC POSITIONING







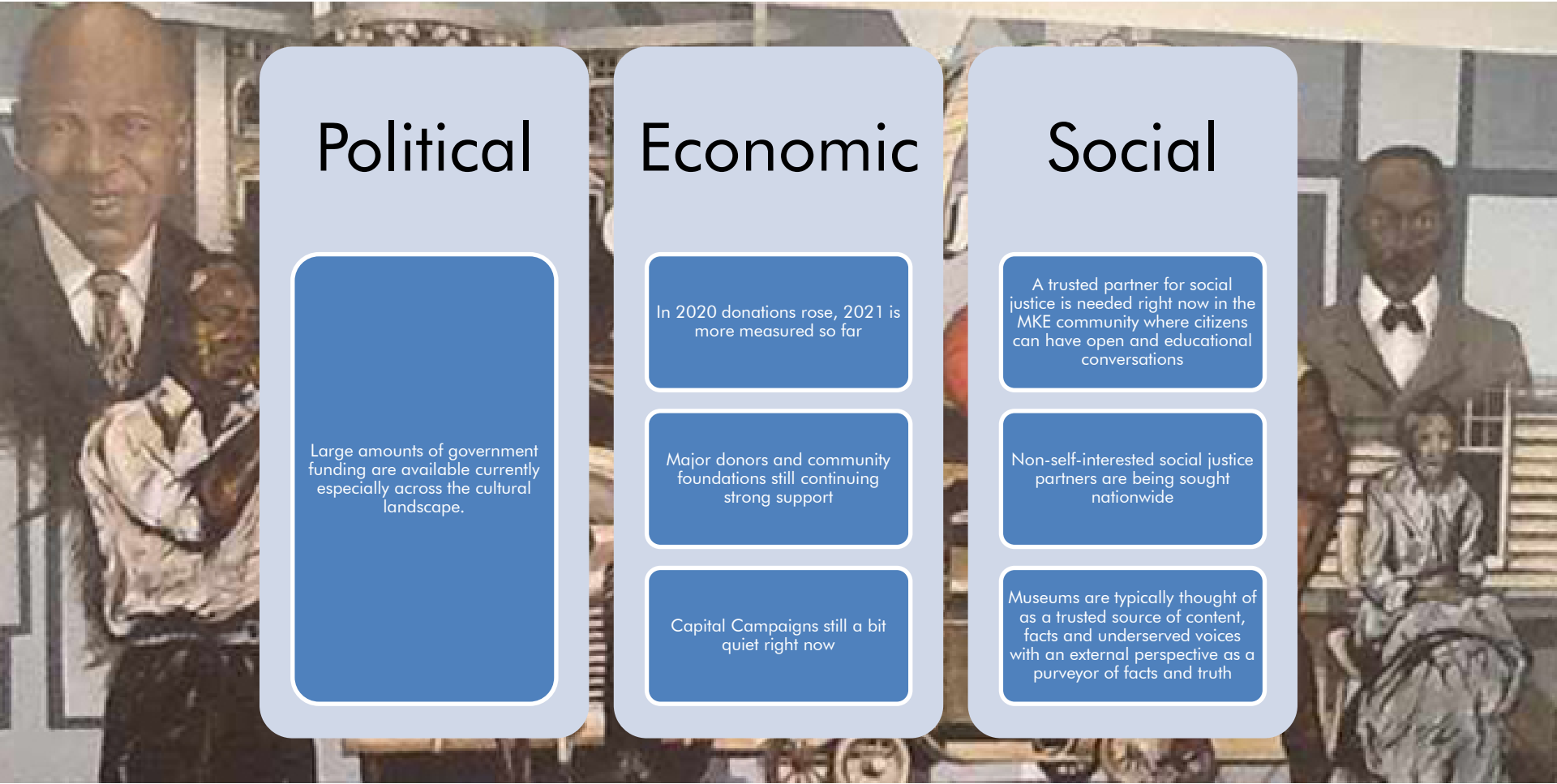
Recommended Elevator Pitch for Fundraising

Dr. Cameron is one of the few to survive a lynching. He took his life experience to create ABHM with an interest in educating and sharing. Today, ABHM promotes a space for reconciliation and healing in order to promote a more united community and an equitable world without racism. With your support today for ABHM, the foundation can continue to bring Dr. Cameron's vision to a reality, providing the opportunity for education, understanding, and healing through experience, discussion and advocacy.

It should be noted that the community feels that ABHM needs to be an advocate for equity and inclusion, especially right now, on both a local and national level.

ENVIRONMENT





Political

Large amounts of government funding are available currently especially across the cultural landscape.

Economic

In 2020 donations rose, 2021 is more measured so far

Major donors and community foundations still continuing strong support

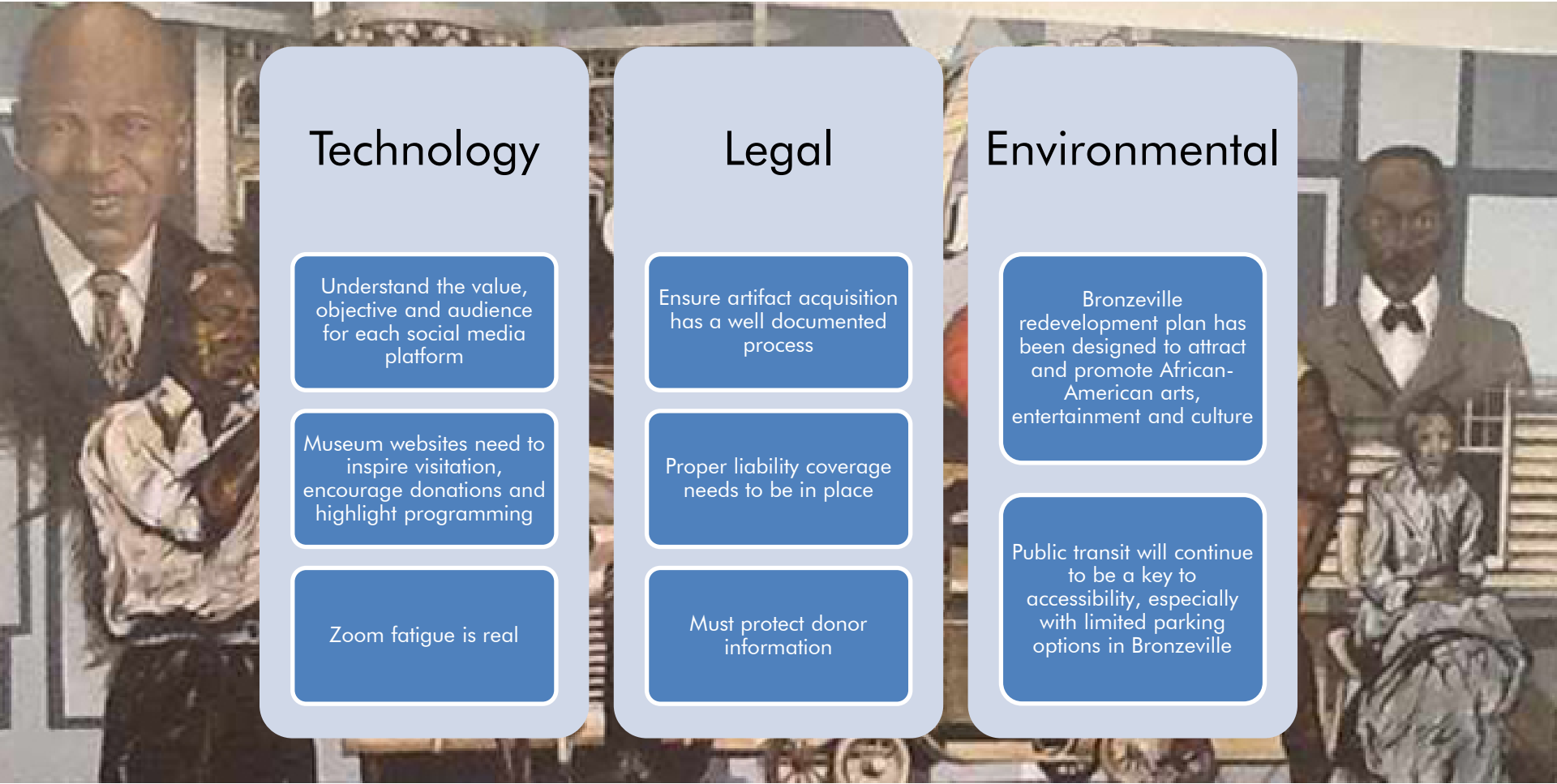
Capital Campaigns still a bit quiet right now

Social

A trusted partner for social justice is needed right now in the MKE community where citizens can have open and educational conversations

Non-self-interested social justice partners are being sought nationwide

Museums are typically thought of as a trusted source of content, facts and underserved voices with an external perspective as a purveyor of facts and truth



Technology

Understand the value, objective and audience for each social media platform

Museum websites need to inspire visitation, encourage donations and highlight programming

Zoom fatigue is real

Legal

Ensure artifact acquisition has a well documented process

Proper liability coverage needs to be in place

Must protect donor information

Environmental

Bronzeville redevelopment plan has been designed to attract and promote African-American arts, entertainment and culture

Public transit will continue to be a key to accessibility, especially with limited parking options in Bronzeville

STAKEHOLDER ANALYSIS

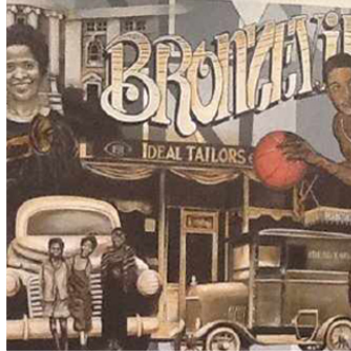


Stakeholder Analysis



PLANNING





The need to elevate the awareness of ABHM on a hyperlocal (Bronzeville), local (Milwaukee), regional (Wisconsin and major drive markets shared by Visit Milwaukee), and national/international level.

Unified brand should be established, blending the physical museum and the virtual space

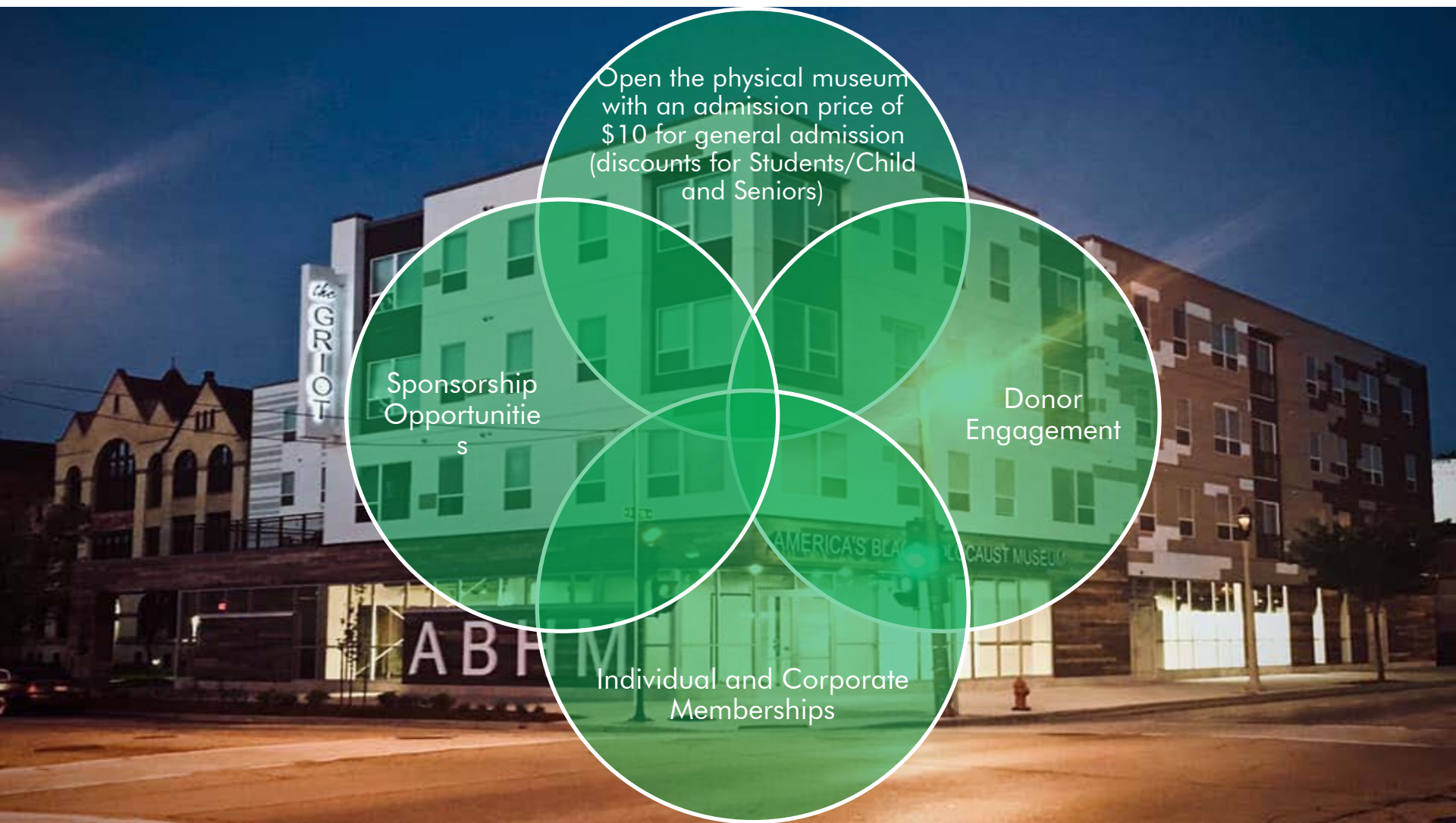
BH

S BLACK HOLOCAUST

Program of the
James Cameron Legacy



Connecting with Visit Milwaukee and Bronzeville for local events and marketing

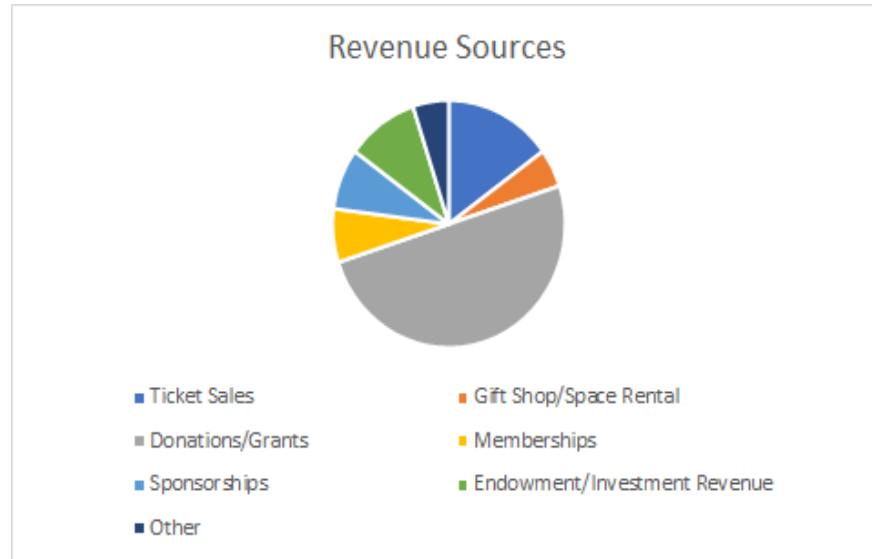


Open the physical museum with an admission price of \$10 for general admission (discounts for Students/Child and Seniors)

Sponsorship Opportunities

Donor Engagement

Individual and Corporate Memberships



REVENUES	2022	2023	2024
4010 Donations	100,000	105,000	99,750
4100 Grants	650,000	585,000	526,500
4500 Ticket Sales	203,119	185,456	176,625
4600 Memberships	75,000	82,500	90,750
Sponsorships	100,000	100,000	100,000
Facility Rental/Gift Shop	45,000	49,500	51,975
Misc Income	3,500	3,500	3,500
6905 Investment Revenue- GMF Endowment	110,000	113,300	116,699
	1,286,619	1,224,256	1,165,799

Current Programming: Book Club
and programming with other
attractions

Speaker
Series

Griot Tours

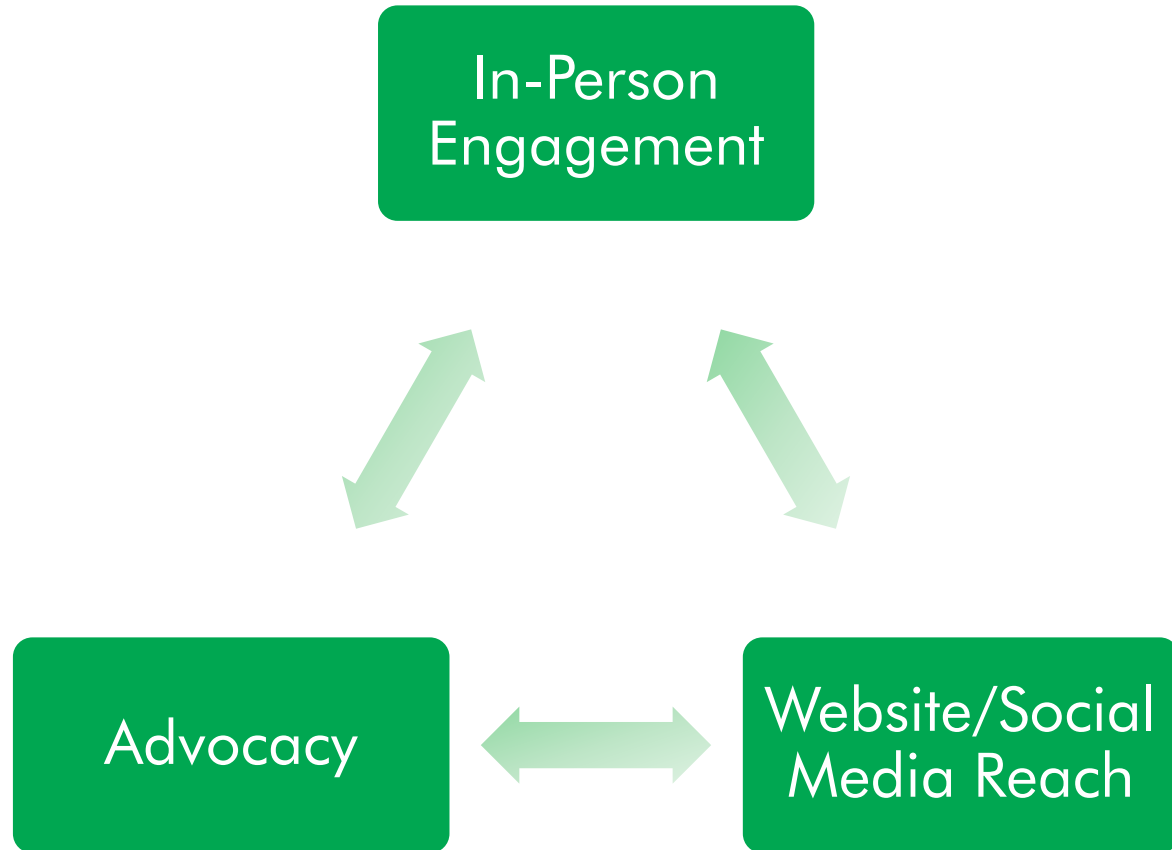
Traveling
Exhibits

Panel
Discussions

Interactive
comments
wall

Dr.
Cameron
Day

ABHM should focus operations on three pillars



Connected Environments

Connecting with Visit Milwaukee and Bronzeville for local events and marketing

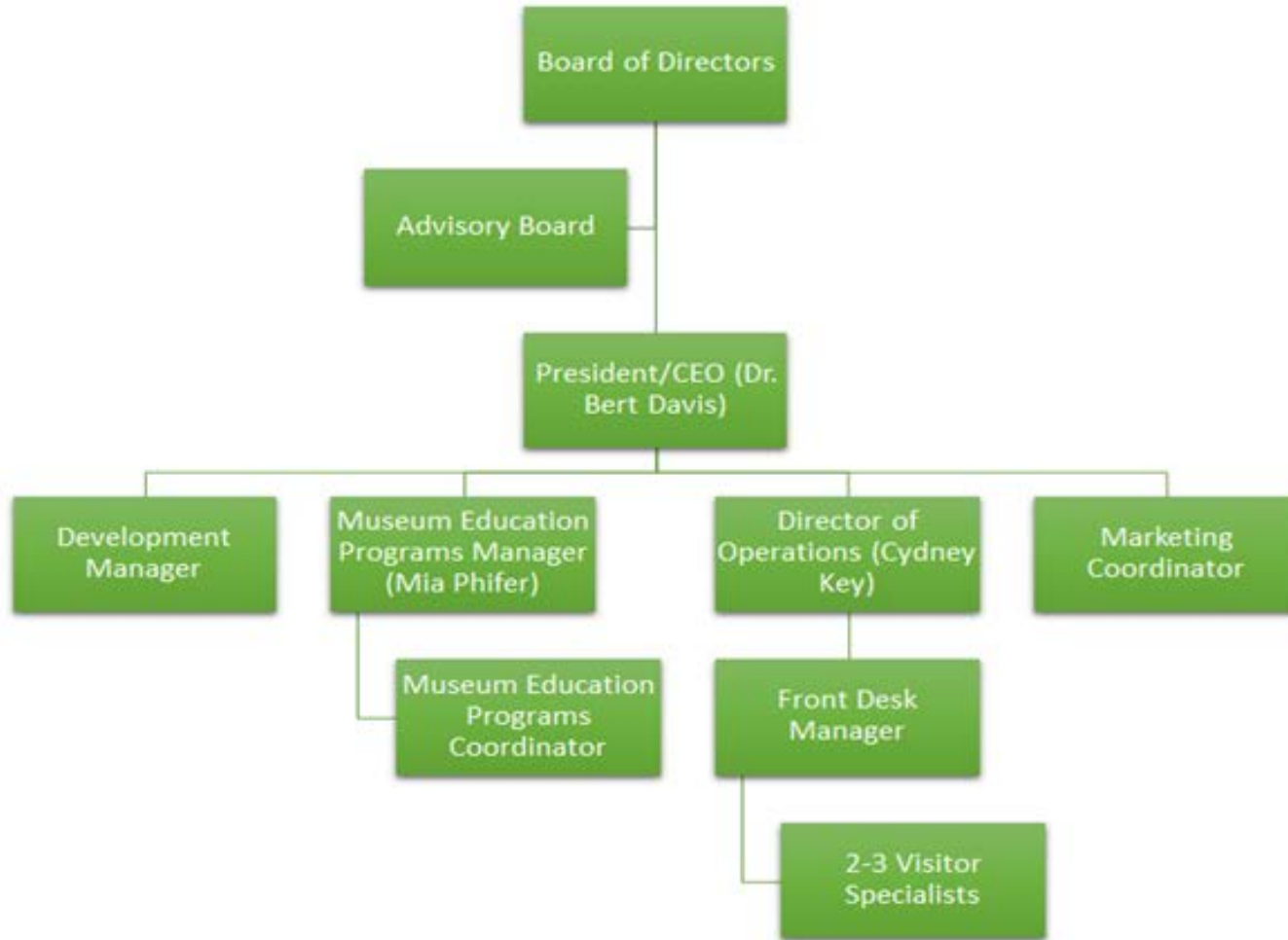
The Virtual Museum should act as the landing page for the Foundation with information on programming, educational and community events, leadership bios, operational information and more

ABHM and DJCLF need to have more control and abilities within the virtual museum once staff is hired and identified

Staffing of America's Black Holocaust Museum should be a focus prior to the opening of the new museum space.

The current staff could have more defined roles with additional staff members hired on to take responsibility.

- Staffing recommendations (not consultants):
 - Museum Education Programs Manager - Full time
 - Museum Programs Coordinator - Part time
 - Front Desk Manager - Full time
 - 2-3 Visitor Specialists - Part time
 - Development Manager - Full time
 - Marketing Coordinator - Full time



LEADERSHIP CHALLENGES



The leadership challenges assessment focuses on potential issues that could arise, as well as opportunities for leadership to improve their outcomes.

- The Dr. James Cameron Legacy Foundation needs to create accountability at all levels from the board of directors to ABHM staff to the volunteers.
 - Specific roles and responsibilities to foster accountability
 - The passion of the three staff members is considerable, but with an unclear division of projects and roles, the museum is slow to act and react.
- The virtual museum needs to have a staff member or two with oversight. This responsibility will alleviate the need to go through Dr. Kaplan for every update/revision but keep the unified voice consistent

PROJECTED FINANCIALS



	2022	2023	2024
Revenues	1,286,619	1,224,256	1,165,799
Expenses	1,089,275	1,031,308	1,053,697
Net Income (Deficit)	197,344	192,948	112,102

Highlights

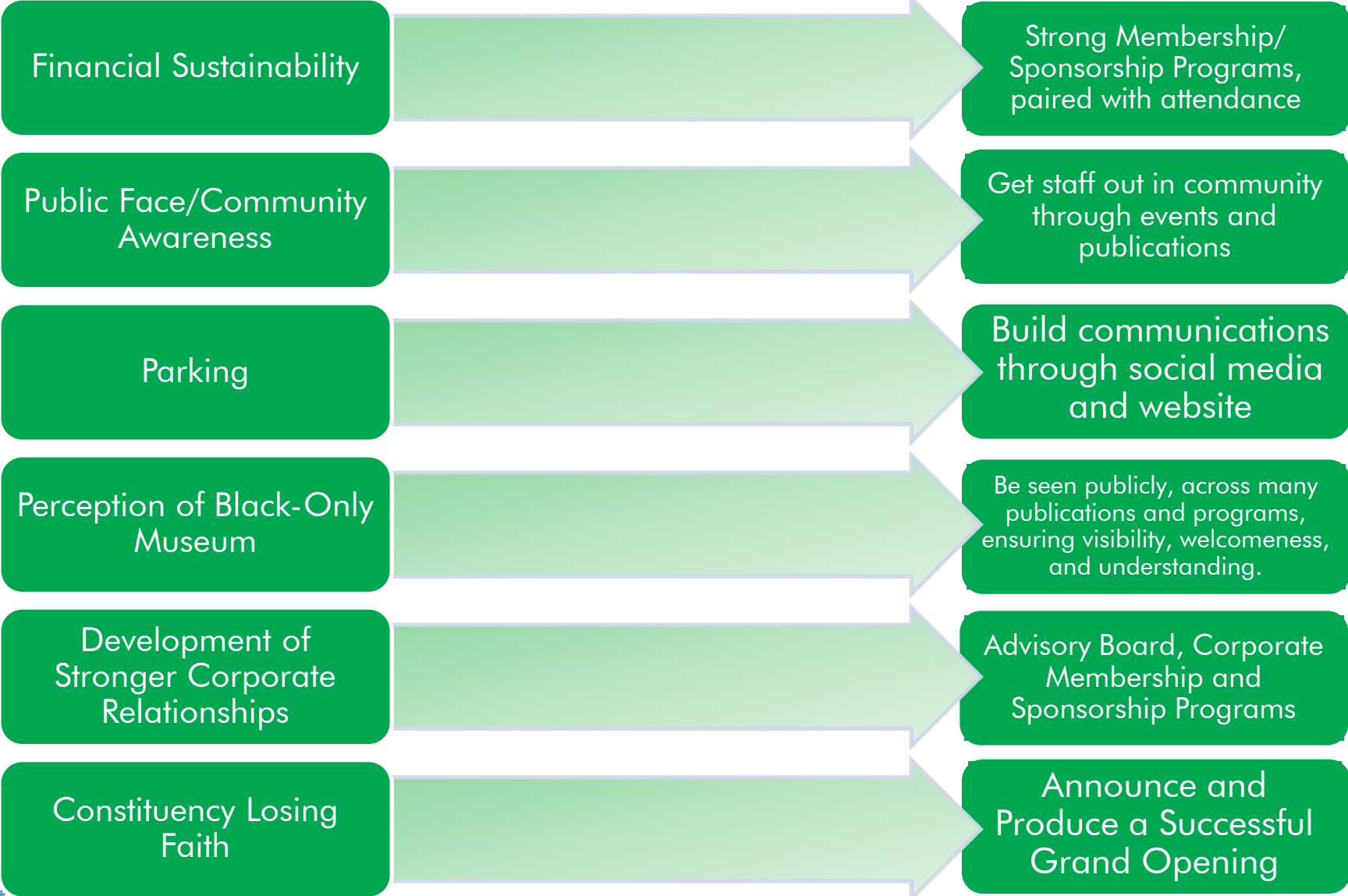
- Need for growth in revenue sources including memberships, sponsorships, gift shop and rentals
- Less dependency on grants (moving from 60+% to 45% or less in next 3 years)
- Growth in staff to support museum operations
- Regular temporary exhibits
- Growth in programming



RISK MANAGEMENT



Risk Management



PERFORMANCE MEASURES



Grand Opening

- Grand Opening Plan
- Operations Plan

Ongoing Operations

- Sponsorship Package
- Membership Plan
- Communications / Community Engagement Plan

Timing

- The Grand Opening Plan, Sponsorship Package and Membership Plan should all be completed by August 30th, 2021.
- The Operations Plan and Communications / Community Engagement Plan should be completed at least 3 months prior to the grand opening.

Grand Opening

Get the physical space open

Hiring

- Museum Education Programs Manager
- Museum Programs Coordinator
- Front Desk Manager
- 2-3 PT Visitor Services Staff
- Marketing Coordinator
- Development Manager

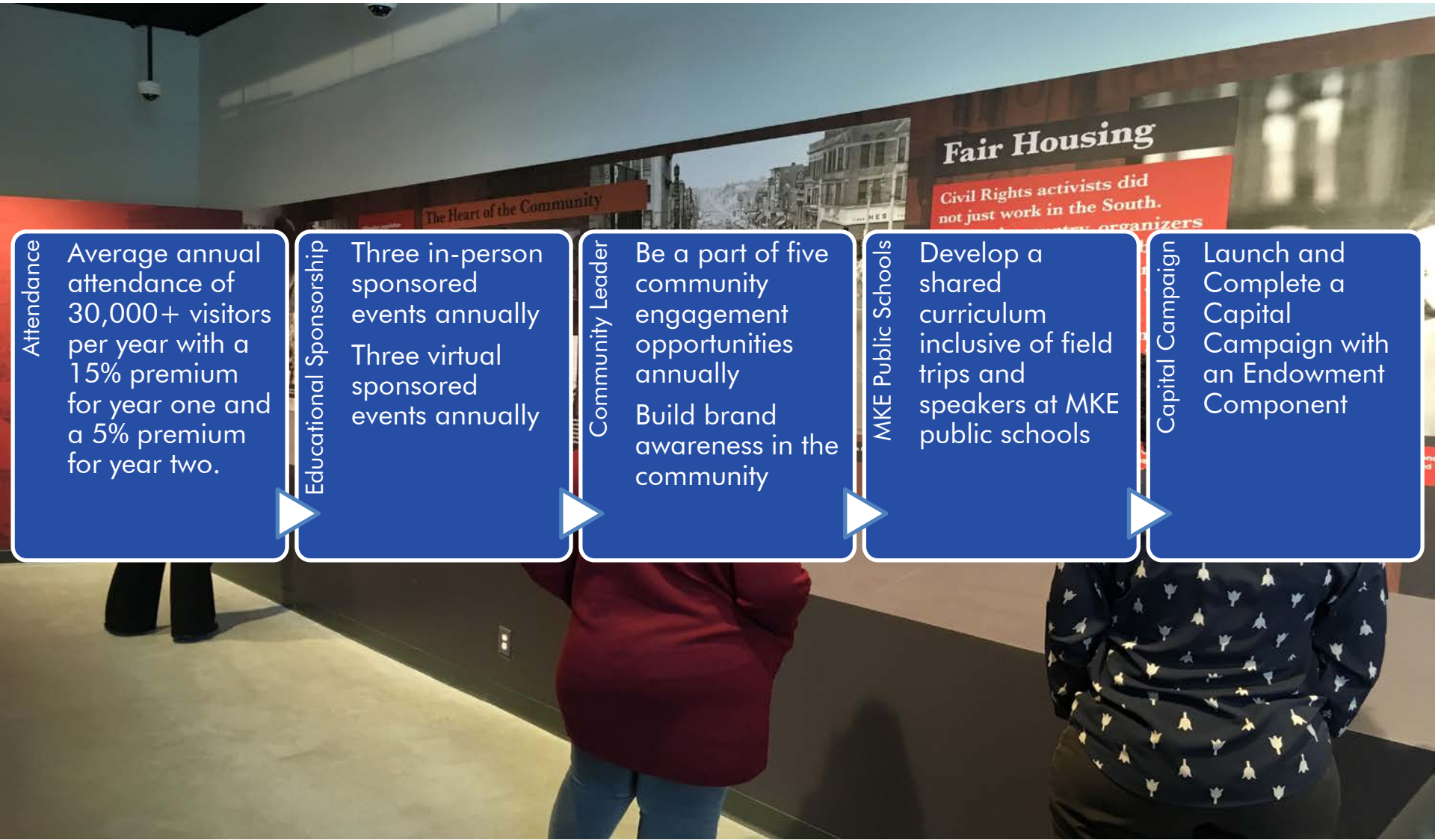
Revenue Targets

- Ticket Sales - \$200,000/yr
- Gift Shop Sales/Space Rentals - \$40,000/yr
- Donations/Grants - \$600,000/yr
- Memberships - \$75,000/yr
- Sponsorships - \$100,000/yr

Execution

- Membership Plan
- Sponsorship Plan
- Communications / Community Engagement Plan

Performance Measures | Long Term Goals



Attendance

Average annual attendance of 30,000+ visitors per year with a 15% premium for year one and a 5% premium for year two.



Educational Sponsorship

Three in-person sponsored events annually
Three virtual sponsored events annually



Community Leader

Be a part of five community engagement opportunities annually
Build brand awareness in the community



MKE Public Schools

Develop a shared curriculum inclusive of field trips and speakers at MKE public schools



Capital Campaign

Launch and Complete a Capital Campaign with an Endowment Component

QUESTIONS

