

2012–2014 Strategic Plan

Prepared September 2012

Process

Our last three-year plan expired June 2011 and has proved very effective at growing the organization and accomplishing the goals. This new plan came from a staff retreat, a board retreat and various meetings with key stakeholders in June and July 2011. We also took into account the successes and challenges of the past three years.

Current Partners Include:

1. AAA
2. Arts Orange County
3. Association of Fundraising Professionals
4. Ballet Folklorico Monte Alban
5. Benchmark Custom Woodworks
6. Bob's Towing
7. Bootlegger's Brewery
8. Boys & Girls Clubs of Fullerton
9. California Arts Council
10. Cal State Fullerton Arts Department
11. Car Festival Committee
12. Café Hildago's
13. Center Circle Guild
14. Children's Hospital Orange County
15. City of Fullerton
16. Colette's Catering
17. Crittenton Services
18. Fox Theatre Fullerton
19. Friends of Jazz
20. Fullerton Chamber of Commerce
21. Fullerton Collaborative
22. Fullerton College Arts Department
Fullerton College Foundation
23. Fullerton Community Bank
24. Fullerton Community College District
OAP
25. Fullerton Heritage
26. Fullerton Interfaith Emergency Services
(FIES)
27. Fullerton Sister City Association
28. Fullerton Theatre Directors Roundtable
29. Fullerton Union High School
30. Fullerton Union School District
31. Gala Committee
32. James Irvine Foundation
33. Jane Deming Endowment
34. John W. Carson Foundation
35. Kemp Financial Group
36. Kenneth A. Picerne Foundation
37. Kinetic Theory Circus School
38. Korean Cultural Center
39. Kutturan Chamoru Performers of Guam
40. La Habra High School Music Department
41. La Sierra Academy, Riverside
42. La Sierra Vista School, Fullerton
43. Letter Perfect Signs
44. Levantime Cultural Center
45. Michelle Arree Photography
46. Moon Tide Press
47. The Muckenthaler Family
48. Muckenthaler Jazz Institute
49. National Charity League
50. National Endowment for The Arts
51. Nouveau Chamber Ballet
52. The Olde Ship
53. Orange County Community Foundation
54. Orange County Department of Education
55. Orange County Puppet Guild
56. Orange County Theatre Organ Society
57. PLAID Irish Dance Academy
58. Poets & Writers
59. Ragfest
60. The Relevant Stage
61. The Real Blues Festival of Orange County
62. Rotary International (Fullerton Club)
63. St. Jude's Hospital
64. Salon Lujon
65. Sempra Energy
66. Sierra Academy, Santa Ana
67. S.L. Gimbel Foundation
68. Society of Calligraphy
69. South Coast Storytellers Guild
70. Sunny Hills High School
71. Target Stores
72. Troy High School (Troy Tech)
73. UC Irvine Theatre Department
74. Walker & Assoc. Financial Group
75. Wilson Phelps Family Foundation
76. Women's Transitional Living Center (WTLC)

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Fullerton is a culturally rich city, hosting one of the best school districts in California. It includes these schools: Fullerton Union High School; two colleges: Fullerton College and California State University, Fullerton. Fullerton also boasts 12 theatres—from the small black box experience of Hunger Artists and Maverick to the large Fullerton Civic Light Opera and 3D Theatricals, galleries and arts education programs, and the Fullerton Museum with its Fender Guitar Museum.

However, the Muckenthaler Cultural Center (with its nearly 50-year history as an arts center) is the only comprehensive facility in Fullerton dedicated to fine arts and craft programs for all ages, with galleries and performing arts exhibitions that are not specific to elementary or secondary education.

“The Muck” is positioned to reach all of Fullerton, as well as Brea, La Habra, La Habra Heights, Anaheim, and Buena Park. We are located between the arts-intensive Sunny Hills and Fullerton Union high schools and just down the street from both Fullerton College and CSU Fullerton. We are in the midst of the newly emerging Korean community and just blocks north of the Latino community. In fact, our immediate neighborhood is a diverse upper-middle class neighborhood of these ethnicities. Just north is the affluent and cultured historic horse properties Fullerton. Just south is the struggling working-class Fullerton. This positioning gives us a unique opportunity to bridge these gaps culturally. We aim to make the Muckenthaler a place where we can develop a cultural understanding and a pride in our American ethic—the melting pot where we are all just Americans.

Fullerton values its history and diverse communities. The city hosts many historic buildings, diverse places of worship, and private schools. The Latino population is the largest ethnic group, making up close to 40% of the city. The Korean population accounts for most of the 18% of the Asian population of Fullerton (FUSD Statistics). City residents tend to be well-educated and well-to-do with an average income of \$85,000 per year but there are also families struggling at 20% below the poverty level (City of Fullerton Statistics).

As Fullerton's neighboring cities become more and more built up with malls, big-box stores and chain retail establishments, Fullerton becomes positioned to take advantage of its historic nature, small-town feel, mom-and-pop stores, great restaurant district, train station, deep cultural offerings, and its horse and mountain bike trails. It is poised to market itself as a cultural tourism destination. Instead of theme parks, Fullerton offers travelers historic neighborhoods, horseback riding, mountain bike trails, great dining, art galleries and performing arts choices. Educated singles, empty-nesters, families looking for old-fashioned values and childless couples can find a respite in Fullerton from heavily commercial Orange County and Los Angeles.

The Muck will revive simpler times and provide great cultural offerings to offset the genuine mass appeal prevalent in other cities.

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What We Have

- A 47-year track record of service to the community and an 88-year-old historic property
- Brand recognition of “Muckenthaler” and “The Muck”
- A great reputation in Fullerton, the arts community, wedding vendors, and car collector community
- Beautiful facility and grounds strategically located in the center of North Orange County
- A solid, prestigious and enthusiastic board
- Committed volunteers: The Center Circle Guild, the Motor Car Festival Committee, the Jazz Festival Committee, the Gala Committee, and others who drive our fundraising efforts
- Amazing and dedicated staff that work hard and take ownership of the Muck
- A built-in audience for programs of seniors and families that use the Muck
- A positive relationship with Colette’s Catering that provides great income through rentals
- Great infrastructure and visual arts programs, galleries, and classes
- A significant new funding base with recent grants and outreach programs, a legacy program, a social entrepreneurship venture with our wedding business, and diverse fundraisers
- Small but targeted marketing efforts that drive people to our programs
- Excellent growth in audience, members, students, outreach, and patrons
- Greatly expanded partnerships into the community



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What We Still Need

- An expansion plan outside of Fullerton through North Orange County.
- A patron base that looks like Fullerton: about 35-40% Latino; 15-20% Asian; and Caucasian; old and young; and more families from all economic groups.
- More participation and new members on our active board.
- More staff to cover fund development, membership, volunteers, rental events security, arts education, and theatre technical issues.
- Improvements to grounds, facility and programs (as set in upcoming master plan).

Business Concept

What makes us unique?

We are the only full-service cultural center for all ages in North Orange County. We stand out in the county through our beautiful one-of-a-kind property and programs steeped in the traditions of the Arts & Crafts movement.



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Timeline

Goals & Objectives

1. BUDGET: To expand to a viable \$1.5-million organization with a growing slate of programs serving ALL Fullerton's citizens, as well as North Orange County. With classes, programs, and events filled to the brim, the need for expansion is imminent.

2. MEMBERSHIP: To reach 2000 members by 2014.

3. EDUCATION: To double our arts education programs and outreach throughout North Orange County and be thought of as the quality provider of arts education programs across the county.

4. PROGRAMS: To continue and refine our successful quality performing arts programs and gallery exhibitions. Particularly, to continue high quality cultural experiences that:

- a. Feature and promote local artists
- b. Promote the aesthetics and philosophy of the Arts & Crafts era
- c. Promote ethnic folk music, dance, and art from around the world
- d. Further promote and preserve the history of our site and North Orange County with more quality programming and renovations
- e. Fit with our size, history, location, and community feel

5. BOARD: To develop a diverse board that represents Fullerton, and that has the ability to fundraise and develop a major expansion of our facility with a new capital project in 2015, which includes restoration of our landmark building and grounds renovations.