

1. Statement of Need:

Since 2003, the Orange County Museum of Art (OCMA) has experienced remarkable artistic growth, built a national reputation for its special exhibitions, and serves a growing regional audience interested in modern and contemporary art. During this time, the museum's collection, which focuses primarily on California art from the 1960s to the present, was recognized by the Henry Luce and Getty Foundations for its quality and importance to the history of 20th century art through the funding of a series of collections exhibitions that included digitizing the objects in these exhibitions and developing new interpretive strategies to share content.

In addition, its special exhibition program has reached an unparalleled record of artistic leadership and achievement for a museum of its size with eight OCMA-organized exhibitions traveling to 23 museums in the U.S. and abroad - creating new scholarship and introducing new perspectives on modern and contemporary art through the museum's award-winning exhibition catalogues and public programs. With a major capacity building grant from The James Irvine Foundation in 2006, the museum has made strong progress in broadening and diversifying its audiences. OCMA has doubled the number of K-12 students served with its school programs and has become an indispensable resource for visual arts education in Orange County. Community programs now include an extremely popular series of monthly free days geared toward families.

While the museum has shown tremendous growth in these core areas of collections, exhibitions, and education and public programs, its Web site has not kept pace with the growing expectations of its tech-savvy and geographically-dispersed audiences. **OCMA is requesting a \$150,000 grant to transform its Web site from a static, one-way information source into a dynamic, interactive resource that better connects its local, regional, and national audiences with museum programs and content, deepening each audience member's relationship with OCMA.**

Modern and contemporary art are among the most challenging art forms for the public to engage with and understand. OCMA visitors are engaged through high-quality exhibitions and public programs to realize the museum's vision – build a destination museum that creates a new paradigm of interactive dialogue between art and the public. In his Museum News article on how museum visitors can use the Web to “stay connected with a cultural institution in a medium with which they're familiar,” James Yasko writes that “a fundamental characteristic of Web 2.0 applications [for museums is] giving the public unbridled access to content.” OCMA will use its re-designed dynamic, interactive Web site to give its audiences exponentially increased access to the museum's high-quality content, encouraging the self-directed lifelong learning that is key to the 21st Century. This re-designed Web site is a direct extension of the museum's mission and its strategic plan goals to 1) pioneer the use of digital media to promote active exploration of the museum's collection and special exhibitions; 2) use digital technology to communicate clearly about the meanings of art and amplify the voice of artists as creative individuals; and 3) use social networking and new media to build audiences.

OCMA arrived at its current strategic plan as part of the Irvine Foundation grant which, among other initiatives, funded the design and implementation of a five-year strategic plan for 2008-2013. This strategic plan established goals, strategies and a timeline for a successful move to a new facility scheduled to break ground in 2016. The strategic plan was developed by the museum Board of Trustees strategic plan committee, consisting of corporate and community leaders, museum senior management, and was informed by audience and market research performed by Lord Cultural Resources. At its October 2008 meeting, the OCMA Board of Trustees approved the new strategic plan, which included a new mission statement, strategic imperatives, strategies, and goals (see attached Strategic Plan Summary). The Irvine Foundation has now made a second \$400,000 capacity building grant which includes incorporating web and digital media technologies into programmatic and audience development initiatives and serves as partial matching funds for this IMLS grant.

Once completed, the redesigned OCMA Web site will fulfill the goal of the Museum for America grant program by strengthening the museum's ability to advance its mission - *to enrich the lives of a diverse and changing community through modern and contemporary art* - through a systemic change in its Web site, reinforcing the museum as an institution of lifelong learning for the 21st century, implementing a communication strategy to deepen participation with the museum's four identified target audiences of:

- Southern California audience of well-educated, professional adults;
- younger, more diverse audience cultivated through free days and other targeted programs;
- local educators seeking curriculum and archival materials; and,
- national/international audience of scholars and art patrons interested in OCMA's growing collection, special exhibitions, and archived scholarship.

For these four target audiences, the redesigned Web site will increase their knowledge of modern and contemporary art and instill in them a sense of belonging to the museum's community (what are referred to as "experience factors" in McCarthy & Jinnett's *A New Framework for Building Participation in the Arts*). OCMA also must continue to provide basic information on what types of museum exhibitions and programs are available, when, and at what prices, and on why these programs might interest them (referred in the McCarthy & Jinnett study as "practical factors"). The museum seeks to address both of these practical and experience factors for its multiple constituents and will:

- establish a new information architecture for the Web site, including specific areas for families and teachers and robust search features to connect visitors with original source material;
- make available digital content including audio, video, text, teaching materials, catalogues, and other archived assets that are not features of the museum's current static site; and
- design and implement focus groups and surveys of Web site users for formative and ongoing evaluation and improvement.

The OCMA Web site currently receives an estimated 119,600 unique visits per year of which 80% are from Southern California communities. 75% of web visitors are new to the site, with a majority coming from referred sites and search engines like Google or Yahoo.

OCMA has incorporated new technology into current exhibitions, such as using Guide by Cell programming during the two recent exhibitions, and incorporating newly digitized work from the 1970s in an upcoming 2011 exhibition. However, OCMA's information technology and marketing capacity is limited by overall outmoded information and communication resources with limited ability to share dynamic and timely content.

2. Project Design:

During 2005-06, the museum began two projects to significantly deepen the content available for the Web site. In June 2005, the museum received a grant from the Henry Luce Foundation to re-locate, catalogue, digitize and house our archives. Focusing primarily on printed materials and publications, visual resources and audio-visual material, this included: re-organizing our permanent collection files, ephemera and exhibition catalogues; purchasing digital still and video cameras, computer and software; photographing works of art; digitizing existing photographs and transparencies; setting up a designated archive drive/system on our computer network; evaluating the condition of our museum scrapbooks, slides, and photographs; locating, reviewing and digitizing audio tapes of artists talks and lectures; reviewing videotapes and creating a plan for conserving, preserving and housing these collection assets.

In 2006 the museum embarked on the second project, *Collection Histories/Collective Memories*, an interpretive programs initiative funded by the Getty Foundation. This initiative consisted of a series of three major exhibitions drawn from the 2,500 works in the museum's collection: *California Modern* (February 6, 2005 –

September 24, 2006); *Art Since the 1960s: California Experiments* (October 15, 2007 – September 14, 2008), and *Moving Image: Scan to Screen, Pixel to Projection*, (April 12, 2009 - February 21, 2010. For each exhibition we did further research on museum's archives, developed new media-based interpretive materials for the galleries and added a *Collection On-line* section to the Web site. Our museum's curators worked with art history graduate students to research and write new interpretive content about artists and works in the collection. This resulted in video timelines, a media lounge and computer stations in the galleries, with scholarly content related to artists and movements from the 1920s to the present day.

In January 2009, Lord Cultural Resources completed an assessment of OCMA's interpretive strategies, developed through its Getty Foundation grant, which focused primarily on the computer-based workstations developed for collection exhibitions. The assessment, which used a combination of exit interviews, observational study, and tracking visitors' use of the medial lounge, provides baseline information for how people want to interact with the museum virtually. The assessment affirms the museum's strategic plan initiatives for redeveloping the Web site and strengthening visitors' connections to a greater depth and breadth of content and the voice of the artist.

Goals for Re-Designed OCMA Web site

The **primary goal** of our re-design efforts is to make our web site an effective learning experience for target audiences. The **secondary goal** is to create a website platform for future growth that supports greater interaction between art and public. As OCMA is a modern and contemporary collecting institution, the overall design will advance our strategic plan and reflect our imperative to be locally relevant and internationally significant.

To support these goals, the museum has identified the need for additional staff resources in the communications office – a webmaster. Recruitment for the position begins in January 2010 with partial underwriting from the Irvine Foundation. The position will manage ongoing content migration and development while also maintaining the final technology systems that support the web site. This in-house capacity to update and maintain a dynamic Web site is a critical functional goal over the term of the project.

Formative Research

This re-design of OCMA's Web site is a major undertaking and cannot proceed without additional rigorous research. Web sites must respond to the diverse needs of target audiences. OCMA staff must confirm the motives and interests of our distinct audiences and how they will use additional content to deepen their relationship with the museum. We must also understand the complex systems which can best deliver these items, and one that is manageable by a medium size museum staff.

With funds from a new \$400,000 Irvine Foundation grant, the museum will retain an outside research firm that can guide us through these important processes prior to an implementation phase that would be supported by an IMLS grant. Through on-line questionnaires, visitor surveys, and focus groups, OCMA can gain insight into current perceptions of the museum, concerns of Web site navigation, diverse interests between audiences, and what would make an engaging site. With these findings, we will prioritize proven strategies, technologies, and techniques - through good navigational and state-of-the-art technical design – to make access to OCMA collections, exhibitions, programs, and the archive library an enjoyable and effective learning experience.

Infrastructure and Technology Development

With these recommendations and the award of an IMLS grant, OCMA will hire a consulting firm that excels in user-centered web development. The site needs to be about learning, exploring, experiencing, and sharing. An intuitive navigational framework is essential, but it must be backed up with a state-of-the-art structure and technology. With the guidance of the developer, OCMA will finalize structural, messaging hierarchy, source content, and maintenance requirements in July 2010 prior to the re-design, but initial requirements include:

- A robust content management system (CMS) that supports searching, internal and external reference links, and multiple images in a dynamic, quick-loading user interface;
- Video and audio streaming and downloads for exhibition walk-thrus, archival material and live Webcasts of public programs;
- Web 2.0 features like blogs, social network links, mediated visitor feedback, mobile applications, etc.;
- Compatibility with World Wide Web Consortium Web Accessibility Initiative standards;
- Enhanced enterprise features for the museum store, event ticketing, membership and fundraising; and,
- Optimization for search engines through underlying code, metadata, page copy, links, and file names.

Scholarly involvement in content

The museum has a number of resources available on the current version of the website (see Attachment II). Through the Getty and Luce initiatives, the museum has developed a wealth of content that is incompatible with the current website (see Attachments I & III). The museum's curatorial and program staff has evaluated these materials in relation to the museum's collecting and programmatic focus. Through the implementation of this project, the museum will incorporate this material into the content already available to create the museum's CMS. Metadata will be organized using the Museums and Online Archives of California (MOAC) standards. MOAC standards utilize Categories for the Description of Works of Art (CDWA) tagging – a Getty and museum community developed standard for describing works of art.

The museum's curatorial and program staff has primary responsibility for creating and tagging website content. Prospectively, when scholars are advising us or collaborating on an exhibition, writing for a catalogue, giving lectures or appearing on panels or symposia, program staff will work with them to provide content for our website. This may include posting their essays or other written commentary, asking them to participate in on-line blogs or chats, questions and answer sessions, or live Webcasts.

Additionally, educational content and curriculum is developed in concert with our Education and Public Programs Board Subcommittee comprised of representatives from the OCMA board and staff, as well as community advisors: two K-12 instructors, an Orange County Department of Education administrator, a UCI Arts Education program professor and a director of a local non-profit organization. The committee provides guidance and feedback on OCMA programs and initiative in our five-year Strategic Plan, which includes the development of deeper content and additional, easy to access curriculum for the new Web site.

Finally, the museum will also incorporate content and documentation of Public Programs that we collaborate on with other community organizations including the Newport Beach Film Festival, the Newport Beach Public Library as well as Beall Center for Art + Technology, the Studio Art Department and the Art History/Visual Studies Programs at UC Irvine.

Evaluation

The second major task of the Web developer will be to create user interfaces for the museum's target audiences to access content. This phase of implementation creates the largest challenge for evaluation as the interface must meet users' expectations for navigability, speed and access to content. These criteria will be initially assessed under the formative research phase of the project, but as the user interfaces are developed it is essential that they are tested with audiences, refined, and retested. The museum will utilize focus groups through the Research/Testing consultant during beta testing to refine the user interfaces before the final launch of the site.

The museum has also begun tracking web visitors more consistently with monthly collection of unique visits, new vs. returning visitors, length of visit, pages visited, referring web sites, and visitor location data begun in April 2009. Data will continue to be tracked monthly through the project implementation to provide useful

feedback on enhancements to the site and unlock greater marketing potential through the Internet. Finally, the museum will use online surveys following the re-launch to gather information from users regarding the overall interactivity and depth of content available. These survey results will be compared to regular patron tracking and evaluation efforts (see Impact, below) to provide a comprehensive evaluation of project's defined impact.

Marketing & Communication

To maximize the effectiveness of the project, the new website must be consistent with the overall identity and communications strategy of the museum. The museum will hire a web/graphic design firm to manage the overall look of the website and make it consistent with the museum's publication, exhibition, and promotional programs. As a museum of modern and contemporary art, the graphic design must be executed at a high level to build expectations for a potential or repeat visit to the museum.

The marketing staff will promote the new Web site with strong efforts to reach current museum patrons, potential new and diverse audiences, artists and art historians, as well as local K-12 teachers and other national and international scholars. There will be numerous fronts to achieve this goal, including: distribution of 300+ press releases for media coverage in local and national news outlets; paid advertisements in targeted print and on-line outlets such as *Flux*, which reaches artists, collectors and art professionals, *Los Angeles Times*, *Orange County Register*, and select art periodicals; public contests currently on the OCMA Web site will be promoted through advertisements, press releases, on-site materials, printed and electronic materials distributed to K-12 and art schools, and through electronic media including Facebook, Twitter, and e-blasts; outreach to the scholar community through targeted e-blasts, media coverage in school professionals' newspapers, e-blasts to targeted OCMA lists; and the museum will submit the re-designed Web site to national design contests.

Project Outcomes

The re-designed Web site will offer the multiple experiences and easy navigation sought by OCMA's four target audiences:

- **Southern California general museum visitors** who utilize the site will immediately recognize: the museum's focus is modern and contemporary art; what exhibitions are on view and that OCMA museum presents not only exhibitions but also hosts films, concerts, lectures, and more. With further viewing, the individual can select an itinerary that focuses on their needs, or behind-the-scenes content that further entices them to visit the museum such as curatorial commentary, installation updates (with photos and video), and artists' statements or interviews.
- **Younger, more diverse audiences** will be able to find the museum's programs for families along with images and video clips of performances and films, as well basic information about their visit. They will discover age appropriate art activities related to the exhibitions and other interactive features like design contests, galleries to post their own art, direct links to iTunes and YouTube and blogs or vlogs where they can communicate with each other, exhibiting artists and museum staff.
- **Local educators** logging on to the Web site would find an easy to access search engine for curriculum, sorted by artist, media, theme, grade, etc. Standards-based lesson plans would like to linked to deeper archival material about artists and their work. They can also interact through a student gallery and blogs where teachers can post images of student work, communicate about with each other about teaching contemporary art and provide feedback to OCMA about their museum experience.
- **National/international audiences of scholars and art patrons** who desire deeper content will be able to delve into the Collection On-line section of the website with a searchable database with detailed information about artists, artworks and movements, including biographical and bibliographical information, visual documentation of objects and links to audio and video clips. They will also find live Webcasts and post-event documentation of artists' talks, films, lectures, panels and performances. For each exhibition we will post interpretive materials from the galleries, virtual tours, articles, reviews and

catalogue essays on the Web site and for specific exhibitions we may have additional features such as moderated blogs for conversations with curators, critics, historians and the public.

3. Project Resources: Time, Personnel, Budget:

The re-designed OCMA Web site is an ambitious, exciting project that will involve experienced staff from departments across the museum. For the 24 month grant period, OCMA has committed a total of 7,280 staff hours and \$270,028 of the total \$544,798 project budget for internal staffing to manage and execute the project.

The Project Team will include:

- **Glenn Peters**, *Deputy Director for Administration*: 624 hours as Project Director. Peters serves as the museum's chief operating officer and came to the museum in 2007 with over twenty years of senior management experience with nonprofit arts organizations. Peters holds a MBA in Arts Administration from the University of Wisconsin-Madison's School of Business.
- **Karen Moss**, *Deputy Director of Exhibitions and Public Programs*: 208 hours for curatorial responsibilities, and supervision. Moss has been affiliated with OCMA since 2005, where she has curated *Illumination: The Paintings of Georgia O'Keeffe, Agnes Pelton, Agnes Martin, and Florence Miller Pierce*; *Art Since the 1960s: California Experiments*; and *Disorderly Conduct: Recent Art in Tumultuous Times*. Previously she held curatorial positions at the San Francisco Art Institute, Walker Art Center, Santa Monica Museum of Art, and the Museum of Contemporary Art, Los Angeles. She holds a B.A. in Studio Art and Art History from UC Santa Cruz, and an M.A. and Ph.D. (ABD) in Art History from the University of Southern California.
- **Kirsten Schmidt**, *Director of Marketing & Communications*: 624 hours for project management and supervision of graphic design. Schmidt joined the museum in 2005 to increase the awareness of the museum on a local and national level, raise attendance, and develop lasting community partnerships. Prior to OCMA, she held positions at the Music Center of Los Angeles County, Los Angeles County Museum of Art, Ahmanson Theatre, and California State University, Long Beach. She holds a BA in Art History.
- **Anna Marie Sanchez**, *Exhibitions and Collections Manager*: 416 hours for coordination with collection inventory database and archival materials. Sanchez joined OCMA in 2008 and previously held collection management positions at the CSU-Long Beach museum and UCLA's Fowler Museum.
- **Sharon Robinson**, *Assistant Registrar*: 1,248 hours for curatorial responsibilities including content tagging, digital video and image transfers, and rights and permissions. Robinson joined OCMA as Research Associate in 2005 where she contributed to OCMA collection exhibitions. She holds an M.A. in Art History and a B.A. in History from CSU-Long Beach.

New Staff (see attached Project Staff and Resumes for Position Description)

- **Webmaster** will be hired in the January 2010 as a new permanent position devoting 100% of his/her time to the project. Partial funding from the Irvine Foundation supports the position.

Consultants (see attached Project Staff and Resumes for Position Description)

- **User Experience Research/Testing consultant** will be hired in Spring 2010 to conduct user assessments with non-matching funds from the Irvine Foundation. The consultant will conduct beta testing and develop online surveys for ongoing evaluation with potential IMLS and designated matching funds.
- **Web Development consultant** will be hired in Spring 2010 to design the overall information architecture necessary for the website with non-matching funds from the Irvine Foundation. The consultant will develop the CMS and user interfaces with potential IMLS funds and designated matching funds
- **Web/Graphic Design consultant** will be hired in Summer 2010 to assess OCMA's image and identity materials and develop brand strategies with non-matching Irvine Foundation funds. The consultant will be responsible for the design of web pages with potential IMLS and designated matching funds.

The project budget of \$544,798 is 7.9% of the museum's total annual operating budget over a two year period; costs in line with other museum capacity-building projects. OCMA will use funds (\$248,071) from its recent \$400,000 James Irvine Foundation grant and general operating funds (\$146,727) as matching funds.

4. Impact:

Measurable Project Outcomes: OCMA will use Web Analytics through its Web 2.0 software; this type of ongoing evaluation provides critical information to guide the museum in content and structure revisions. The museum also will use museum visitor intercept surveys and admissions tracking to measure the outcomes from this project. For the re-designed Web site's two goals, specific measurable outcomes are:

Goal 1: Re-design the OCMA Web site to be an effective learning experience for target audiences.

- On-line surveys will rate the Web site consistently with the very positive evaluations of the museum's gallery experiences – as with the media lounge for collection exhibitions
- Web visitation will grow from the current 119,600 unique visits per year to 160,000; time spent on the Web site will increase from 1 minute, 54 seconds to 2 minutes, 30 seconds
- Teacher surveys will indicate a high level of satisfaction with the availability of curriculum content resources for use in the classroom – as with teacher feedback on school group visits

Goal 2: Re-design the OCMA Web site to create a platform for future growth that supports greater interaction between art and the public.

- Web content will expand in volume and variety to include exhibition catalogue essays and images, blogs, podcasts, and other media
- On-line surveys will indicate a high level of satisfaction with interactive features of the Web site
- Interactive features like blogs, galleries, etc. will attract a minimum of 500 posts in the first year of availability
- Repeat visitation from the target audiences will grow from 46% to 60% over the grant period; new visitation from target audiences will raise attendance from its currently projected level of 40,000 to 50,000.

To aid in measuring these outcomes, the museum will continue its patron tracking effort with special attention to the motivation to visit the museum and the source of visitor awareness of the museum's programs and exhibitions. This effort was launched in April with the goal of having at least one year of baseline data from which to measure anticipated changes annually in the through the remaining years of the initiative. Similarly, member and stakeholder surveys will measure awareness, perceptions, and the overall effectiveness and impression of the institution's communication strategy. These surveys are planned annually through the strategic planning period to improve the level of program feedback and member retention/acquisition.

Long-term Goals: Forty seven years ago, OCMA was one of the only institutions on the West Coast actively presenting and documenting American art of this period and continues to do so today. As these once-emerging artists have become an important part of the trajectory of American art, our collection and special exhibitions become increasingly significant, not only for Southern California but within the larger context of mid-late 20th century American art.

A grant from the IMLS will make these resources accessible to the museum's targeted audiences of local museum visitors and educators as well as a national and global audience of arts patrons and scholars through the re-designed Web site. This access will encourage audiences to more deeply engage with the museum's programs and respond to new and diverse perspectives – helping OCMA meet its strategic goals and define the museum as an institution of learning for in the 21st century. For the museum's staff, Board, and docents, who contribute more than 4,000 volunteer hours each year by providing tours of the museum, the re-designed Web site will be an inspiring, motivating resource that instills ownership and pride in the museum's mission and increases knowledge about the museum's exhibitions and programs.

BUDGET FORM - PAGE FOUR

Section B: Summary Budget

	\$ IMLS	\$ Cost Share	\$ TOTAL COSTS
1. Salaries and Wages			
2. Fringe Benefits			
3. Consultant Fees			
4. Travel			
5. Supplies and Materials			
6. Services			
7. Student Support			
8. Other Costs			
TOTAL DIRECT COSTS (1–8)			
9. Indirect Costs			
TOTAL COSTS (Direct and Indirect)			

Project Funding for the Entire Grant Period

1. Grant Funds Requested from IMLS

2. Cost Sharing:

- a. Cash Contribution
- b. In-Kind Contribution
- c. Other Federal Agencies*
- d. TOTAL COST SHARING

3. TOTAL PROJECT FUNDING (1+2d)

% of Total Costs Requested from IMLS

* If funding has been requested from another federal agency, indicate the agency's name:

