ALMAAHH

Advocates of a Latino Museum of Cultural and Visual Arts & Archive Complex in Houston, Harris County

Strategic Plan 2030
October, 2024

INDEX

Executive summary

ALMAAHH is building a cultural district where U.S. Latinos feel at home and where the world can understand who they are, showcasing their soul through arts and culture and inspiring new generations for centuries to come. Its mission is to **showcase and accelerate Latino culture and arts by creating opportunities locally and nationally, while promoting understanding of Latinos,** thus elevating Houston as the national center of Latino culture, education, and economic prosperity. To accomplish this, ALMAAHH is establishing a national landmark destination—a center of a cultural district in the East End—that will become the most important U.S. Latino arts and culture complex in the United States.

ALMAAHH envisions itself as an inclusive and effective organization that leads, manages, unites, and supports the work of the Arts and Culture complex. Serving as a connector among Latino arts and culture communities, and between these communities and the general public, it recognizes itself as part of a complex, rich, and evolving environment, encouraging its growth and positive evolution.

To achieve this vision, this strategic plan was developed as the culmination of a multiyear process involving significant efforts and collaborations. Initially, the board outlined a framework that led us to define our core mission and key tasks. We engaged in various mechanisms, including AEA Consulting's work on the Capital Project Planning and a series of visioning sessions with community leaders and artists from diverse backgrounds and disciplines, which together informed the conceptual design for the Arts and Culture complex. ALMAAHH is envisioned as a state-of-the-art museum complex that will serve as a national hub for Latino art and culture, connecting people through innovative programs, cutting-edge digital infrastructure, and thoughtfully designed spaces. It will foster creative collaborations, attract a diverse array of artists, and underscore the vital role of art in society, positioning Houston as a vibrant center for Latino cultural expression. Throughout this journey, we forged successful partnerships that have provided essential resources for the organization's operations and enabled collaborative artistic programs with several esteemed local institutions.

The strategic plan is structured around four key strategic pillars, each of which includes specific lines of work designed to achieve targeted objectives. These strategic pillars function as a roadmap for achieving ALMAAHH's overarching goals as a premier arts and culture complex.

The first strategic pillar, **Building State-of-the-Art Facilities and Infrastructure**, focuses on securing, designing, and maintaining modern and innovative facilities that will position ALMAAHH as a landmark destination. The second, **Sustaining a Community Rooted Institution**, aims to create an inclusive institution that resonates deeply with the community, fostering a sense of belonging and the celebration of Latino art. The third strategic pillar, **Creating Memorable and Dynamic Experiences**, is dedicated to curating engaging and impactful programs that will leave a lasting impression on visitors, deepening their connection to ALMAAHH's offerings. Lastly, **Securing the Future of ALMAAHH** emphasizes the

development and implementation of strategies to ensure the long-term sustainability and success of the institution.

Following these strategic pillars, ALMAAHH's current priorities are closely aligned to ensure effective execution of its mission:

1. **Site Definitions and Aquisition,** *aligned with Building State-of-the-Art Facilities and Infrastructure*: Focuses on finalizing the location and architectural plans for the complex.
2. **Alliances,** *aligned with Sustaining a Community-Rooted Institution*: Focuses on building partnerships with local, national, and international organizations to enhance our reach and impact.international organizations to enhance our reach and impact, uniting diverse communities through arts and culture.
3. **Funding,** *aligned with Securing the Future of ALMAAHH*: Focuses on securing financial resources to support construction, operations, and programming.

To achieve these priorities, **supporting activities** included under the strategic pillar *Creating Memorable and Dynamic Experiences* are as follows:

- **Community Reporting & Feedback**: Engaging with the community to gather insights and ensure alignment with their needs and aspirations.
- **Art Programs**: Developing and implementing artistic initiatives that reflect the diversity and richness of Latino culture.
- **Communications:** Strategically promoting ALMAAHH's mission, programs, and impact to stakeholders and the broader public.

Image 1. ALMAAHH´s Why, What, Strategic Pillars, Lines of Work, Priorities and Roadmap (2024-2030).
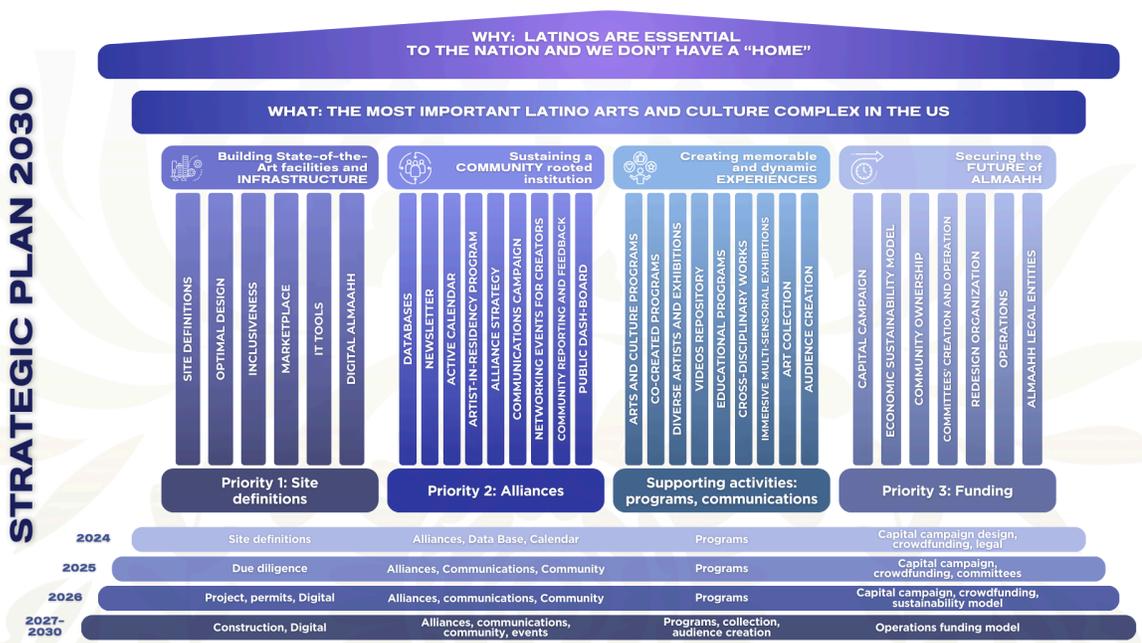
To ensure that ALMAAHH's efforts are both effective and aligned with its mission, the plan includes a comprehensive roadmap that assigns specific activities to each line of work, corresponding to its strategic pillar, over the period from October 2024 to 2030. This roadmap integrates the priority topics of each line of work, providing clear timelines and milestones. Additionally, a monitoring system is established for each strategic pillar and line of work. This system provides the necessary tools to track progress, assess outcomes, and make data-driven adjustments as needed, ensuring our ability to measure the achievement of our strategic objectives.

Image 2. ALMAAHH Strategic Plan Structure.
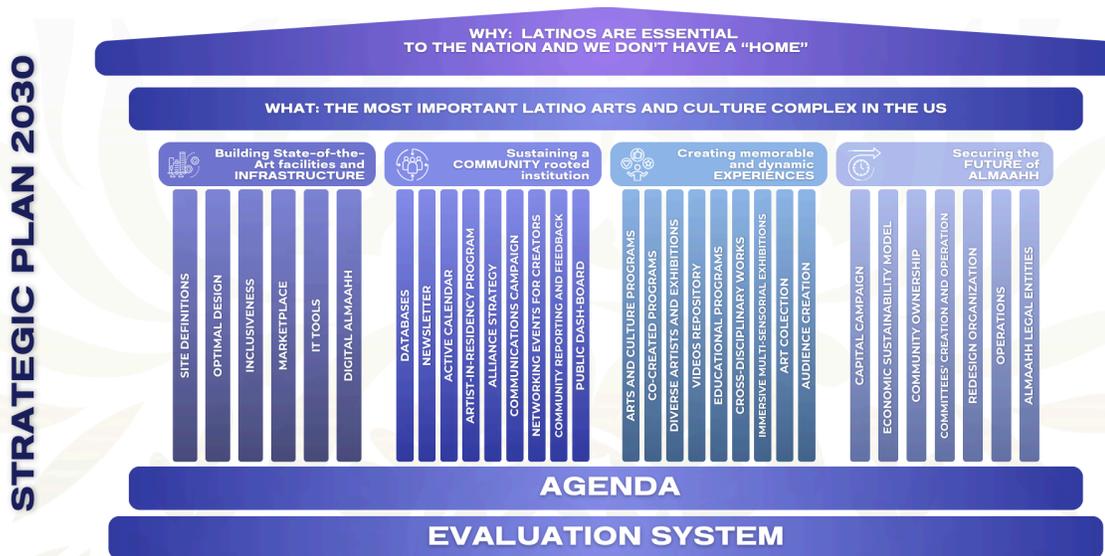
As ALMAAHH continues to develop, these strategic pillars will be critical in ensuring that the institution remains dynamic, resilient, and at the forefront of the arts and culture sector, both locally and nationally.

Introduction

US Latinos are and will remain a vital part of this nation's cultural landscape, making significant contributions to its diverse and rich heritage. However, as a community, we are still on a journey of self-discovery- defining **who we are**, **what we add** to the American social fabric, and the **values we bring** to the common good. This ongoing process of understanding and articulation is critical, not only for us but for the broader American society.

Art, with its inherent ability to bridge cultures and convey complex identities, serves as a powerful tool for exploring these essential questions and transforming them into a positive force for the nation. The vast richness of Latino art and

culture in the United States is undeniable, yet there remains a critical need to fully recognize, appreciate, support, and empower this cultural heritage

For generations, leaders within our community have sought to create a comprehensive space where Houston Latinos can explore and express their **Latinidad**. While many of these efforts have achieved partial success, both public and private investments have historically fallen short in establishing shared spaces where Latinos can freely create, share, and celebrate their identities through arts and culture.

In response to this need, ALMAAHH was established in 2021 with a bold vision to create a community-rooted, safe, and shared space where U.S. Latinos can explore, research, discuss, connect, and showcase their identities through arts and culture. By building a cultural district where they feel at home and where the world can understand who they are, ALMAAHH aims to showcase the soul of the Latino community and inspire new generations for centuries to come. The goal is to contribute meaningfully to the nation's common good by fostering a deeper understanding and appreciation of the community's unique contributions.

It was in response to this unmet need that ALMAAHH was established in 2021, with a bold vision to create a community-rooted, safe, and shared space where US Latinos can explore, research, discuss, connect, convey, and showcase their identities and common features through arts and culture. Our goal is to contribute meaningfully to the nation´s common good by fostering a deeper understanding and appreciation of our community's unique contributions.

To achieve this, ALMAAHH operates with **four guiding principles of action**:

1

Community as a Source
We draw our strength and inspiration from the community, ensuring that all our initiatives are deeply rooted in the lived experiences, needs, and aspirations of those we serve. By placing the community at the core of our work, we foster a reciprocal relationship that enriches both the institution and the people it supports.

2

Excellence as a Goal
We are committed to achieving excellence in all our endeavors, from programming and exhibitions to community outreach. By striving to surpass the highest standards, we aim to set new benchmarks for cultural institutions in the field of arts and culture.

3

Curiosity as a Method
Our work is driven by a profound curiosity and a desire to explore new ideas, perspectives, and approaches. We believe that through continuous research, learning, and innovation, we can enhance our efforts to better serve our community and the nation.

4

Generosity as an Attitude
We believe in the power of generosity in all its forms— whether of spirit, knowledge, or resources. We understand that ALMAAHH is one

component of a vast array of organizations working towards interdependent perspectives and goals. By sharing our work and collaborating with others, we aim to cultivate an inclusive and supportive environment for all. Our commitment to generosity ensures that our impact extends beyond our walls, fostering a culture of openness and shared success.

These principles guide ALMAAHH in our mission to build a future where the Latino community is fully recognized, valued, and empowered, enhancing the prosperity and cultural richness of the entire nation.

This strategic plan culminates a multiyear process involving significant efforts and collaborations. Initially, the board outlined a framework that led us to define our core mission and key tasks. We conducted a series of visioning sessions with community leaders and artists from various backgrounds and disciplines, leading to the commissioning of a conceptual design for the Arts and Culture complex. Along the way, we established successful partnerships that have provided the resources required for the organization's operations and facilitated collaborative artistic programs with several esteemed local institutions.

Through the visioning sessions, we identified the most pressing needs expressed by participants. Six key themes emerged, capturing the essence of why a complex like ours is needed: **to learn, to center our culture, to connect, to celebrate, and to sustain and suppor**t. Collectively, these themes reflect a passionate and comprehensive vision for a cultural center that represents and celebrates the diversity and richness of Houston's Latino community.

The plan outlined in the following sections serves as a guide for creating a sustainable Arts and Culture complex that aligns with the aspirations of Latino communities and provides a safe space for cultivating and sharing a sense of Latinidad with the American society. As an organization, ALMAAHH is fully committed to executing this plan and achieving its vision. However, we recognize the complexity and dynamism of the environment in which we operate and are prepared to make necessary adjustments to remain aligned with our mission.

1.   ALMAAHH Strategic definitions

1.1.   Mission: the purpose of ALMAAHH.

To showcase and accelerate Latino culture and arts by creating opportunities locally and nationally, while promoting understanding of Latinos, thus elevating Houston as the national center of Latino culture, education, and economic prosperity.

We have summarized this mission in a **shorter statement**:

> **"To create and sustain a home for the US Latinos where we express ourselves through our arts and cultures."**

1.2. Vision: our long-term goals and aspirations.

ALMAAHH is an inclusive and effective organization that leads, manages, unites, and supports the work of the Arts and Culture complex. It will be a connector among Latino arts and culture communities, as well as between these communities and the general public. It will recognize itself as part of a complex, rich, and evolving environment and will encourage its growth and positive evolution.

The state-of-the-art museum complex will be future-forward, timely, and timeless, creating opportunities for authentic representation of Latino art and culture, locally and nationally. Its built environment, digital infrastructure, programs, and collections, will connect people everywhere, making Houston the national hub for a vibrant and thriving Latino arts and culture ecosystem. The facilities will be intentionally designed to stimulate rich discourse, foster creative collaborations, and expand access through technology. ALMAAHH will attract traditional and cutting-edge artists across artistic disciplines, benefiting all residents and underscoring the incalculable value of art in today's society.

1.3. Values: what guides us.

At ALMAAHH, core values shape actions and define their purpose. These principles embody the spirit and commitment of the organization. The values are:

- Community
- Latinidad
- Sustainability
- Connection
- Legacy
- Inclusiveness
- Excellence
- Authenticity
- Celebration
- Digital forwardness
- Curiosity
- Generosity

1.4. Audience

Understanding and defining ALMAAHH's audience has been a critical aspect of the planning process. AEA Consulting, a renowned global firm specializing in the strategy and planning of cultural and creative industries, played a key role in this effort by developing the **Capital Project Planning**, which provided a strategic framework for the museum's establishment. During AEA's Visioning Sessions, the target audiences for ALMAAHH were categorized into three distinct groups: Core

Audiences, Secondary Audiences, and Others. These audience segments are outlined in the following table.

Table 1. ALMAAHH´s Target Audiences by AEA.

ALMAAHH´s Target Audiences		
Core Audiences	**Secondary Audiences**	**Others**
- Makers (includes all kinds of artists) - High schoolers - Cultural/artistic tourists - People who want more than an Instagram moment and are looking for an experience (addition post-Board meeting) Young people up to 30 years old	- Foodies - Young Families (parents with babies) - People who want to immerse themselves in Latino culture - Families (inter-generational)	- Other ethnic groups - Business travelers - Other tourists (e.g. people who come to a baseball game) - Regional travelers/from elsewhere in Texas - Culturally curious

1.5.   Site definition

The site definition is a key aspect of ALMAAHH´s strategic decision-making process, as it lays the foundation for a cultural complex that authentically reflects the needs and aspirations of the community. The process involved various mechanisms, including AEA Consulting's work on the Capital Project Planning and ALMAAHH's visioning sessions, which engaged artists and community members in shaping the vision for a future Latino Art and Cultural Complex.

This section outlines the critical considerations and criteria that guide the selection and development of the site, ensuring it not only meets the functional demands of a world-class cultural institution but also embodies the values, identity, and vision of the community it serves. The site definition is vital to ALMAAHH's mission, providing a space where art, culture, and community converge in a meaningful and impactful way.

Community participants also described the kind of place we need:

- A place with authentic and inclusive cultural representation and wide-reaching impact.
- A place that feels like "home."
- Open, accessible, communal space.
- Connected to nature.
- A place to learn, celebrate, and connect.
- Dynamic and expansive.
- Engaged and accountable leadership.

As a result of these visioning sessions, we aim to establish a landmark destination in a central location that has the potential to become a vibrant cultural hub and foster a thriving and interconnected community. The campus site will be spacious enough to support future growth, incorporate nature elements, and provide public spaces and gardens. This complex will center and contribute to the cultural and economic development of the Latino community.

AEA Consulting provided us with an extensive report to define the content and scope of the arts complex. The report highlighted that the **complex must serve as**:

- A Community Connector
- An Artist & Maker Hub
- A Platform
- A Space to Gather & Showcase

Building on this foundation, AEA Consulting conducted thorough market research and engaged in consultations, complemented by a site visit to Houston, to refine the strategic direction for ALMAAHH. Their analysis identified the East End of Houston as the most suitable location for the future arts complex. This selection was informed by several **site criteria**[1]:

1. Alignment to space plan
2. Accessibility
3. Urban prominence – opportunities to appeal to tourism
4. Connection to other cultural / gathering spaces – i.e. "not in isolation"
5. Affordability
6. Opportunity to leverage Latino cultural practices that are reflected in urban places and spaces such as plazas, mercados, and community murals and parks – all of which can express the intersection of history, cultural identity, and placemaking ("Latino Urbanism")
7. Future development opportunities
8. Connection to Latino History in Houston
9. "Steering" future growth and mitigating risks of gentrification

These criteria ensure that the chosen site meets the functional and logistical needs of ALMAAHH and aligns with its mission to serve as a community connector and a cultural platform. The matrix tool developed by AEA offers flexibility, allowing these criteria to be applied in future evaluations of potential sites as the project continues to evolve.

The full vision for a project encompasses nearly 170,000 square feet, developed in multiple phases, with a focus on both interior design and the surrounding landscapes, allowing room for further development to support a vibrant organizational future. **Phase One**, covering 60,000 square feet, will establish the core of the complex, featuring visual arts galleries, performance spaces, artist workspaces, educational programs, a library, culinary arts support, and other community areas. **Phase Two** will further expand the complex, introducing new

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[1] AEA Consulting (2024). *ALMAAHH Capital Project Planning: Final Project Definition & Feasibility Study*. p.48.

spaces that align with our mission and enhance successful areas to ensure the long-term sustainability and vitality of the complex.

Capital costs for Phase One are estimated to range between $50 million and $60 million. The organization's annual operating budget for this phase is projected at approximately $10.2 million, which includes a staff of 39. Focused on driving earned income through its spaces, the base case operating budget projects $5.2 million of earned revenue through admissions and events, memberships, educational program fees, and food & beverage and rental income.

After thorough board discussions and a detailed analysis of various potential sites across five neighborhoods, the East End has been identified as the preferred location for this future facility. Ideally, the complex will also include community, retail, and residential spaces, enhancing the surrounding area while generating additional resources to fulfill our strategic objectives.

2.   Diagnosis of the cultural landscape

At the beginning of the Strategic Planning process, ALMAAHH conducted a brief diagnosis of the current state of the arts and cultural landscape. By highlighting a short selection of museums and organizations, this diagnostic sought to cultivate an open mind toward guiding strategic decisions on the direction of the arts and cultural complex. It aimed to provide a concise overview of practices applied in the art world and the endeavors of certain organizations within the Latino framework. It is important to mention that the museums and organizations presented in this diagnosis are not being ranked or prioritized over others, nor does the selection of such institutions represent an exhaustive list. Rather, this research and samples, aimed to offer a directional guide for expanding perspectives and understanding the diverse artistic offerings available.

2.1.   Museums today: New trends and best practices.

The selected museums showcased in this diagnosis exemplify excellence and innovation in the cultural landscape, both domestically and internationally, and represent the forefront of the arts and cultural landscape in what can be termed as "state-of-the-art" institutions. By exploring the best practices, initiatives, and technological advancements that have propelled these museums to the forefront of their respective realms, ALMAAHH gains valuable insights into effective strategies for engaging audiences, fostering inclusivity, and leveraging technology to enhance the visitor experience. This comparative analysis serves as a guiding compass, steering ALMAAHH toward its goal of becoming a leading advocate of cultural enrichment and community engagement.

At the end of each selection of both national and international museums, a checklist of distinctive features is compiled for each national museum. This checklist includes elements such as immersive experiences, diversity, iconic architecture, futuristic design, advanced technology, educational value, and innovation.

2.1.1.   National

This section provides a brief examination of selected museums across the United States that are distinct and offer unique characteristics ALMAAHH can learn from. These institutions are pivotal in shaping the cultural narrative and offering diverse, innovative, and educational experiences to the public. The selection includes the Denver Art Museum (Denver, CO), known for its architectural significance and diverse collections; Seismique (Houston, TX), celebrated for its immersive, technology-driven installations; the Asian Art Museum (San Francisco, CA), which showcases extensive collections of Asian art and culture; the Los Angeles County Museum of Art (LACMA), a leader in modern and contemporary art; and the National Museum of the American Latino (Washington, DC), dedicated to preserving and presenting the rich history and contributions of the Latino community in the United States.

Denver Art Museum (Denver, CO)
Located in Denver, Colorado, the museum is known for its impressive buildings that are considered works of art in and on itself, including the Martin building designed by Italian architect Gio Ponti, and the Hamilton building, a creation of architect Daniel Libeskind, reflecting the mountain peaks surrounding Denver and its rock crystals. The museum houses a massive collection that spans African art, architecture and design, indigenous arts of North America, Asian art, modern and contemporary art, photography, and Western American art, spread throughout its 70,000 square feet of campus. The Denver Art Museum stands out for its ability to merge stunning architecture with diverse and profound art collections, offering an immersive and educational experience for all audiences.

Seismique (Houston, TX)
The Seismique Art Museum in Houston is an innovative art museum that offers a futuristic and highly interactive artistic experience. With more than 9 million LEDs, mapped projections, holograms, augmented reality, and other advanced technologies, Seismique takes visitors on an immersive journey through art and science. One of its most notable exhibits is "The Hub," which includes a 70-foot spaceship adorned with over a million LEDs. This museum distinguishes itself by creating a space where innovation knows no bounds, redefining public engagement with art.

Asian Art Museum (San Francisco, CA)
The Asian Art Museum, located in San Francisco, stands out for its impressive collection of Asian art, one of the most extensive in the West. With over 18,000 works spanning 6,000 years of history, from ancient civilizations to contemporary art, the museum is a testament to the rich cultural diversity of Asia. It distinguishes itself for its ability to blend tradition and modernity, offering exhibitions that invite reflection on Asian art and culture in contemporary contexts. The museum is recognized for its educational and inclusive approach, seeking to connect audiences with Asia's vast artistic heritage.

Los Angeles County Museum of Art (LACMA), (Los Angeles, CA)

The Los Angeles County Museum of Art (LACMA) is the largest art museum in the western United States, located in Los Angeles, California. It is distinguished by its vast collection that spans the history of art from antiquity to the present, with over 142,000 works representing various regions and periods, including American, European, Asian, Latin American, and African art. LACMA is known for its program of innovative temporary exhibitions and its commitment to contemporary art. One of its most iconic attractions is Chris Burden's "Urban Light" installation, composed of 202 restored antique street lamps that have become one of the most popular photographic spots in Los Angeles.

LACMA is currently developing a new state-of-the-art building, known as the David Geffen Galleries, which is set to become a landmark in architectural design. This new building, designed by renowned architect Peter Zumthor, will replace four older structures with a single 347,500-square-foot facility. The building will feature 110,000 square feet of gallery space, a new theater, education spaces, restaurants, a museum shop, and multi-purpose event spaces. Originally expected to open in 2024, the completion date has been pushed to 2026 due to construction delays and increased project complexities. Once finished, the building is expected to be recognized as an iconic piece of architecture, further solidifying LACMA's status as a leading cultural institution.

National Museum of the American Latino (Washington, DC)

Located in Washington, D.C., the Smithsonian's National Museum of the American Latino will be a landmark institution dedicated to showcasing the contributions of Latinos to U.S. history, art, and culture. Though still in development, the museum's Molina Family Latino Gallery, which opened in 2022 at the National Museum of American History, provides a preview of what's to come. This 4,500-square-foot gallery features bilingual exhibitions that explore the rich and diverse stories of Latinos in America. Once complete, the museum will serve as a central hub for Latino arts and culture, offering a profound and immersive experience for all visitors.

The National World War II (New Orleans)

The National World War II Museum in New Orleans, opened in 2000, stands as the United States' official museum dedicated to World War II. Renowned for its immersive exhibits, the museum offers a comprehensive narrative of the war, focusing on the U.S. military's involvement across various theaters. It highlights key moments such as the D-Day landings through artifacts, multimedia experiences, and restored military vehicles like the iconic Higgins Boat, which was instrumental in the Normandy invasion. The museum covers the European and Pacific theaters and the home front, illustrating the war's impact on daily American life. Its blend of history and cutting-edge presentations invites visitors to reflect on the courage and sacrifice of those who fought.

Image 3. Checklist of distinctive features per national museum.

NATIONAL MUSEUMS (U.S.)

	Immersive experiences	Diversity	Iconic architecture	Futuristic	Advanced technology	Educational	Innovative
Denver Art Museum	●	●	●		●		
Seismique	●			●	●	●	●
Asian Art Museum		●			●		
Los Angeles County Museum of Art		●	●			●	●
National Museum of the American Latino		●			●	●	
National WWII Museum	●				●	●	●
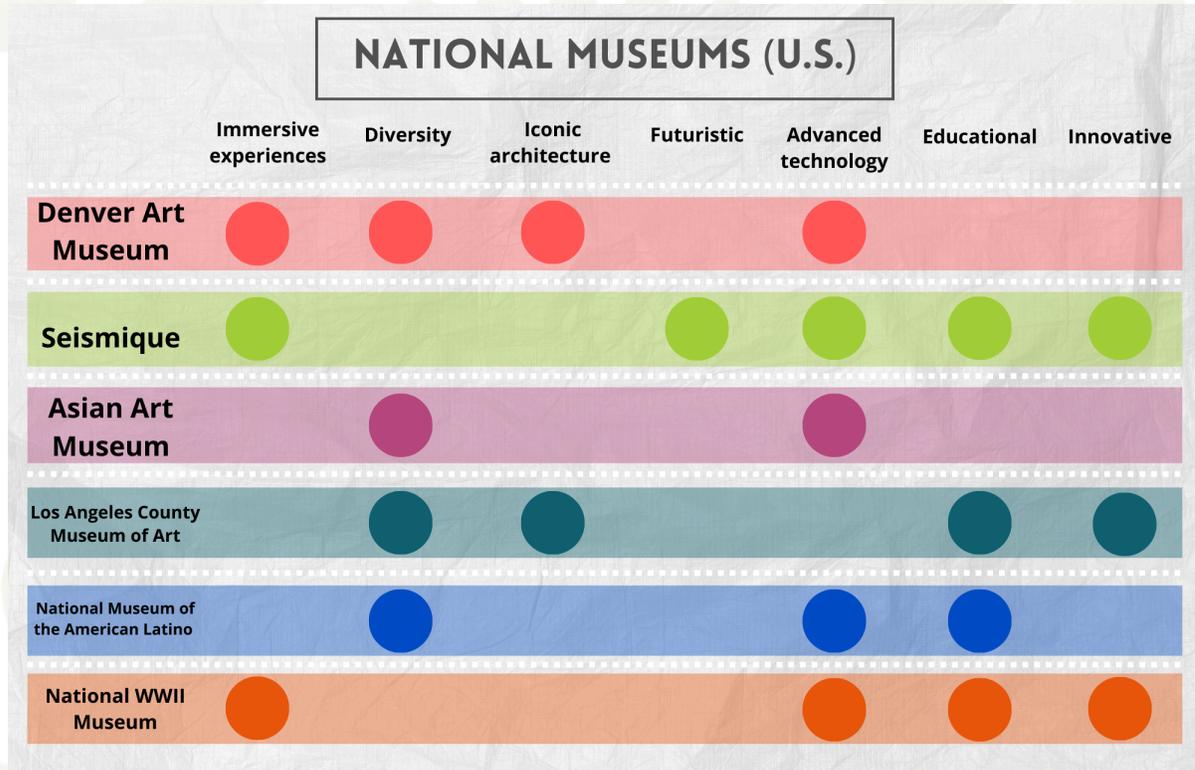
2.1.2.   International

This section delves into the selected international museums, highlighting their significant contributions to the global art and culture landscape. These institutions are at the forefront of innovation, offering visitors groundbreaking and immersive experiences that redefine the traditional museum concept. The selection includes the Atelier des Lumières in Paris, France, renowned for its digital art exhibitions and immersive environments; teamLab Borderless in Tokyo, Japan, a pioneering museum that merges art with cutting-edge technology to create interactive and borderless experiences; and The Museum of the Future in Dubai, United Arab Emirates, a visionary institution dedicated to exploring and showcasing the future of technology, innovation, and human potential.

Atelier des Lumières, Paris, France
The Atelier des Lumières is the first digital art center in Paris, inaugurated in 2018. It is located in a former 19th-century foundry and uses cutting-edge projection technology to fully immerse visitors in the works of famous artists through digital and sound exhibitions that cover the vast surfaces of the place. It stands out for its innovative approach to presenting art, allowing visitors to closely experience the masterpieces of painting and photography in an immersive environment. The exhibitions change periodically, always offering something new and exciting.

teamLab Borderless, Tokyo, Japan

teamLab Borderless is an interactive digital art museum that offers a borderless experience, where artworks move out of the rooms, communicate with other works, influence, and sometimes intermingle without clearly defined boundaries. This immersive and exploratory art space is designed to foster creativity and exploration through interaction with digital art. What makes it stand out is the way it breaks with the traditional idea of a museum, creating a dynamic digital art world that reacts to the presence and behavior of visitors, offering a unique and personalized experience that is constantly changing.

The Museum of the Future, Dubai, United Arab Emirates
Inaugurated in 2022, The Museum of the Future stands out for its futuristic architecture and focus on innovation and technology. It focuses on possible futures for humanity, exploring how science, technology, and innovation will shape the coming years through immersive and interactive experiences. Its appeal lies in its ability to merge advanced technology with creative ideas about the future, inviting visitors to imagine and explore how we might live, work, and play. Additionally, its impressive architectural design is already an icon of Dubai.

Image 4. Checklist of distinctive features per international museum.

2.2.   Our ecosystem: Latino museums in the US and Latino cultural institutions in the US, Texas, and Greater Houston.

The information provided on institutions supporting Latino art and culture in the United States serves as a valuable resource for ALMAAHH in several key ways.

First, it offers insights into established organizations and initiatives that promote and preserve Latino culture and heritage, inspiring potential partnerships and collaborative projects. Second, by highlighting the distinctive contributions of these institutions, ALMAAHH can identify best practices and innovative approaches that align with its mission and aspirations. Additionally, understanding the role of these organizations in advocating for Latino artists and communities informs ALMAAHH's broader strategy for engaging with stakeholders and fostering inclusivity within the cultural sector. Overall, this comprehensive overview empowers ALMAAHH to leverage existing networks and resources effectively, ultimately advancing its mission of celebrating and amplifying Latino art and culture.

Hispanic Heritage Foundation (HHF)

The Hispanic Heritage Foundation is a nonprofit organization established to promote Latino culture, education, and leadership within the Hispanic community in the United States. With a national presence, HHF offers programs in various areas including education, leadership, employment, and culture. It is notable for initiatives such as the Hispanic Heritage Awards, which recognize the significant contributions of Latinos in diverse fields.

Distinctive Contribution:

What makes HHF's work noteworthy is its comprehensive approach toward the development of young Latinos, offering everything from scholarships and educational workshops to national recognition platforms. Its commitment to promoting Latino culture through awards and cultural events significantly contributes to the enrichment and visibility of the Hispanic community in the U.S.

National Association of Latino Arts and Cultures (NALAC)

NALAC is a leading organization that supports and strengthens the Latino arts and culture sector in the United States and Puerto Rico. It offers grant programs, professional development, and cultural policy advocacy. With a broad network of artists, organizations, and communities, NALAC plays a crucial role in promoting the cultural and artistic diversity of Latinos.

Distinctive Contribution:

NALAC stands out for its exclusive dedication to advancing Latino artists and organizations through grants and professional development opportunities. Its leadership in cultural policy advocacy ensures that the voices of the Latino community are heard on national and international platforms, thereby fostering a more inclusive and diverse arts sector.

Latino Public Broadcasting (LPB)

LPB is an organization that funds and distributes media content that represents the diversity and richness of the Latino experience in the United States. Through its support of Latino filmmakers, LPB ensures that authentic and relevant stories reach a wide audience via public television and digital platforms.

Distinctive Contribution:

LPB's unique contribution lies in its focus on media, providing a vital platform for Latino voices to be heard and seen in the American media landscape. Its

commitment to authentic and diverse representation contributes to a greater understanding and appreciation of Latino culture across society.

The Mexican Museum

Located in San Francisco, California, The Mexican Museum is dedicated to exhibiting Mexican and Latin American art and culture from antiquity to the present. Its collection includes over 14,000 objects spanning a wide range of folk art, contemporary art, and pre-Columbian art, making the museum an important cultural resource on the West Coast.

Distinctive Contribution:
The Mexican Museum stands out for its extensive collection and focus on education and the preservation of the rich cultural heritage of Mexican and Latin American culture. By offering educational programs and exhibitions, the museum not only celebrates cultural diversity but also serves as a bridge between generations and cultures, fostering dialogue and mutual understanding.

National Endowment for the Arts (NEA)

The NEA is a federal agency that provides support and funding for artistic projects across the United States. Through its grant programs, the NEA supports a wide range of artistic disciplines, including projects that promote Latino culture and arts. Its inclusive and diverse approach ensures that artists and organizations from all communities have access to vital resources for the development and promotion of the arts.

Distinctive Contribution:
What sets the NEA apart is its significant impact on the national arts ecosystem through its funding and resources. By supporting projects that promote cultural diversity and inclusion, the NEA plays a crucial role in enriching the cultural landscape of the U.S., ensuring that the artistic expressions of all communities, including the Latino, are celebrated and preserved.

Mexic-Arte Museum

Mexic-Arte Museum, located in Austin, Texas, is dedicated to the preservation and promotion of Mexican and Latino art and culture. The museum plays a significant role in showcasing a range of artistic expressions, from traditional to contemporary works, reflecting the cultural heritage of Mexico and the Latino community in the United States. Through its exhibitions, educational programs, and community initiatives, Mexic-Arte Museum contributes to cultural understanding and appreciation, serving as a cultural hub for artists, scholars, and the public.

Distinctive Contribution:
Mexic-Arte Museum's commitment to both traditional and contemporary art forms creates a space where history and modernity converge, offering a perspective on the evolving narratives of the Latino experience. This alignment with ALMAAHH's mission to preserve and celebrate Latino heritage positions the Mexic-Arte Museum as a valuable collaborator in promoting cultural diversity and artistic expression.

The Latino Cultural Center

The Latino Cultural Center in Dallas, Texas, is dedicated to promoting Latino arts and culture. The center provides a platform for Latino artists to express their creativity and for the community to engage with the diverse cultural traditions of Latin America and the Latino diaspora. Through various programs, including exhibitions, performances, and educational workshops, the Latino Cultural Center enhances cultural awareness and fosters an environment where the arts serve as a bridge between communities.

Distinctive Contribution:
The Latino Cultural Center's approach to cultural engagement, offering a range of artistic and educational programming, highlights the richness of Latino culture. Its role as a community gathering space and promoter of cross-cultural dialogue aligns with ALMAAHH's objectives to support and amplify Latino cultural expressions. The center's commitment to inclusivity and cultural exchange makes it an important partner in preserving Latino heritage.

The Guadalupe Cultural Arts Center

The Guadalupe Cultural Arts Center, located in San Antonio, Texas, is focused on the preservation, promotion, and development of Latino arts and culture. The center offers programming that includes visual arts, theater, dance, literature, and film. It serves as a resource for both emerging and established artists, providing a space where creativity and cultural identity are supported.

Distinctive Contribution:
The Guadalupe Cultural Arts Center's support for artists and its role in preserving cultural traditions contribute to the broader Latino arts community. Its emphasis on both cultural preservation and artistic development aligns with ALMAAHH's mission, making it a relevant partner in the effort to celebrate and promote Latino cultural heritage.

Texas A&M University

Texas A&M University is a leading educational institution that plays a pivotal role in advancing Latino cultural and educational initiatives. Through its diverse programs, research centers, and community outreach, Texas A&M supports the development of Latino leaders and scholars, promoting cultural exchange and inclusivity within the academic community.

Distinctive Contribution:
Texas A&M stands out for its comprehensive commitment to diversity and inclusion, particularly in its support of Latino studies and cultural programs. The university fosters a collaborative environment that not only empowers Latino students and faculty but also contributes to the broader understanding and appreciation of Latino heritage in Texas and beyond. This alignment with ALMAAHH's mission makes Texas A&M a valuable partner in the effort to celebrate and amplify Latino culture and history.

2.3. Analysis of ALMAAHH's Strengths, Weaknesses, Opportunities, and Threats.

As part of the Strategic Planning Workshop, detailed in the following section, the board members carried out a SWOT Analysis to assess the current state of ALMAAHH, as well as the strategies and initiatives developed to manage risks and maximize opportunities by utilizing the organization's strengths. The analysis aimed to identify the institution's Strengths, Weaknesses, Opportunities, and Threats. The primary objective of this exercise was to develop strategies that leverage ALMAAHH's strengths and opportunities while effectively addressing and mitigating the identified weaknesses and threats.

The SWOT Analysis revealed several critical elements that will shape ALMAAHH's strategic approach as the institution continues to consolidate its position. In this section we show some of the most relevant elements of the exercise.

Weakness: Limitation in staffing due to budget constraints
A significant weakness identified is the limitation in staffing due to budget constraints. These financial limitations have hindered the expansion of ALMAAHH's team, restricting the institution's capacity to fully execute its strategic initiatives. To address this challenge, the development of the "Committees Creation and Operation" work line, part of ALMAAHH's strategic plan under "Securing the future of ALMAAHH"[2], will play a crucial role. This initiative focuses on establishing and maintaining dynamic committees that enhance governance by emphasizing innovation, diversity, transparency, and operations. By defining roles, recruiting members, and launching targeted activities, these committees will help optimize the use of existing resources and support the institution's growth, even within the current budgetary limitations. Periodic evaluation and redesign of these committees will ensure that they remain effective and responsive to the evolving needs of the organization, thereby addressing staffing and operational challenges more strategically.

However, it is important to note that this strategy is by no means a substitute for staffing. As ALMAAHH continues to grow and develop, the staff will expand to ensure the complex's operations are adequately supported. To achieve this, fundraising efforts will be directed toward increasing staffing levels, ensuring that operational capacity keeps pace with the institution's development. The committees serve as strategic guidance and oversight, rather than to take on operational workloads. Their role is to support the institution by enhancing governance and ensuring that strategic initiatives are aligned with ALMAAHH's long-term goals. This approach allows the organization to maintain momentum while working toward a sustainable staffing model that will fully meet the operational demands of the complex. Periodic evaluation and adjustment of these committees will ensure they remain effective and responsive to the evolving needs

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[2] The 'Securing the future of ALMAAHH' strategic pillar is one of the four key pillars of ALMAAHH's Strategic Plan. For more detailed information, please refer to Section 4.1, which outlines ALMAAHH's strategic pillars and lines of work. For specifics on the Committees Creation and Operation line of work, please see Section 4.1.4.

of the organization, addressing both immediate strategic challenges and long-term objectives. thereby addressing staffing and operational challenges more strategically

Threat: Competition with Other Cultural Institutions

The board members recognized competition with other cultural institutions in the region as a significant threat. To address this, they proposed strategies aimed at changing the perception of ALMAAHH, positioning it as a forward-looking institution and a valuable resource within the cultural landscape. This element emphasizes the importance of presenting ALMAAHH in alignment with its vision as an inclusive and effective organization that leads, manages, connects, and supports the work of the Arts and Culture complex. By establishing ALMAAHH as the future of cultural engagement and a connector within the community, the institution can differentiate itself from competitors. Additionally, the board emphasized the importance of establishing thoughtful partnerships with other cultural entities. These partnerships will not only mitigate direct competition but also create synergies that enhance ALMAAHH's role as a leader in the cultural sector.

Opportunity: Houston as a Cultural Hub

The board members identified Houston's status as a major cultural hub as a significant opportunity. To capitalize on this, they proposed strategies focused on educating the community about who ALMAAHH is and what it does. This includes building partnerships with educational institutions and other community organizations to expand the reach and impact of ALMAAHH's mission. By deepening its connections within the Houston community and growing the scope of its educational and cultural initiatives, ALMAAHH can strengthen its position as a central figure in the city's cultural landscape. These strategies are directly aligned with the vision of making Houston the national hub for Latino arts and culture, by creating opportunities for authentic representation and connecting people through innovative programs, collections, and digital infrastructure.

Strength: High-Caliber Board Members

The board members highlighted the strength of ALMAAHH in having a diverse and expert board. The wide range of expertise among the board members, who are leaders in various areas of art and culture, significantly enhances the institution's credibility and capacity. Additionally, each board member brings valuable connections, being prominent figures within their respective fields. These connections provide ALMAAHH with unique opportunities to form strategic partnerships, attract resources, and broaden its influence in the cultural sector. By leveraging the diverse skills and networks of its board, ALMAAHH is well-positioned to fulfill its vision of becoming a leading institution that connects and supports a vibrant and thriving Latino arts and culture ecosystem both locally and nationally.

By addressing these elements through targeted strategies, ALMAAHH will be well-positioned to navigate challenges, seize opportunities, and continue its path toward becoming a leading cultural institution.

3.   Our Process

The ALMAAHH Strategic Plan was developed through a structured and collaborative process, beginning with a comprehensive assessment of the arts and cultural landscape, detailed in the previous section. Key to this process was a series of workshops, including the Strategic Planning Workshop, which provided a platform for gathering insights and feedback, and the Collaborative Lines of Work Alignment Workshops, where the insights gathered were crucial for the continued development of the Strategic Plan, ensuring that it is both robust and well-aligned with the institution's objectives. These sessions enabled stakeholders to contribute valuable insights, ensuring that the plan is both inclusive and responsive to the needs of the institution and its community.

3.1.   Workshops

The workshops conducted as part of ALMAAHH's strategic planning process were essential to the development and refinement of ALMAAHH´s strategic planning. These sessions provided structured opportunities for board members and key stakeholders to collaborate, share insights, and align on the strategic priorities that will guide ALMAAHH's future. Through a combination of in-depth discussions and collaborative exercises, the workshops facilitated the creation of a strategic plan that is both reflective of the collective vision and responsive to the operational realities of the organization. Each workshop served a specific purpose in shaping the strategic direction of ALMAAHH, ensuring that different voices were heard and that the final plan was well-rounded.

3.1.1.   Strategic Planning Workshop

The Strategic Planning Workshop[3] with ALMAAHH's Board Members was designed to present and evaluate the preliminary version of ALMAAHH's Strategic Plan. This session served as a platform to gather insights, feedback, and strategic input from key stakeholders, ensuring that the plan aligns with the institution's long-term vision and goals. The workshop also aimed to foster collaborative dialogue among board members, facilitating a shared understanding of the strategic priorities and the actions necessary to achieve them. Through this review process, the strategic plan was refined to better reflect the collective aspirations and operational realities of ALMAAHH.

3.1.2.   Collaborative lines of work alignment Workshops

The Collaborative Lines of Work Alignment Workshops consisted of a series of online sessions aimed at validating and refining ALMAAHH's strategic pillars, which are addressed in the following section. These workshops, which served as a continuation and further development of the Strategic Planning Workshop, brought together board members to engage in profound discussions. The objective was to create a collective understanding and consensus on ALMAAHH's strategic directions, lines of work, and timelines.

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[3] For the full details of the workshop, please refer to the Annex section.

Building on the foundations laid during the Strategic Planning Workshop, these sessions were essential in ensuring that the strategic framework aligns with ALMAAHH's mission and long-term objectives. The information and insights generated during these workshops were for internal use only, providing a critical basis for the continued development of the Strategic Plan. This approach allowed for a comprehensive evaluation of the strategic priorities, ensuring that the final plan is both robust and well-aligned with the institution's goals.

4.   ALMAAHH Strategic Plan

The ALMAAHH Strategic Plan is a comprehensive roadmap designed to guide the institution's growth and development over the coming years. It is structured around **four key strategic pillars: Building State-of-the-Art Facilities and Infrastructure; Sustaining a Community Rooted Institution; Creating Memorable and Dynamic Experiences; and Securing the Future of ALMAAHH**. These strategic pillars are supported by a series of lines of work, which serve as the blueprint for achieving the specific goals set within each area. These lines of work outline the actions and initiatives necessary to reach the objectives of their respective strategic pillars, ensuring that ALMAAHH continues to evolve and thrive. By successfully executing these lines of work, ALMAAHH will not only meet the targets of each strategic pillar but also fulfill its broader mission and vision for the future.

4.1.   ALMAAHH´s Strategic pillars and lines of work

The strategic pillars were developed using qualitative tools, including a strategic planning workshop with board members and ongoing collaborative work with the ALMAAHH team. Each strategic pillar is accompanied by specific lines of work, objectives, SMART goals, and a time horizon spanning the remaining weeks of 2024, all of 2025, and extending into 2026-2030. There are **4 strategic** pillars **and 30 lines of work**. The following outlines the strategic pillars and their respective components.

4.1.1.   Building State-of-the-Art Facilities and Infrastructure

To secure, design and maintain modern, cutting-edge facilities and infrastructure within ALMAAHH and build a landmark destination. This encompasses ensuring that the museum's physical spaces, technological systems, and amenities are forward-thinking, innovative, and conducive to providing an optimal visitor experience. The goal is to create an environment that enhances the museum's appeal, functionality, and efficiency, ultimately enriching the overall cultural experience for visitors and stakeholders alike.

- **Site definition:** To choose the most suitable site and design the museum's physical space to maximize functionality, accessibility, and aesthetic appeal.

- **Optimal design:** To ensure that the museum's physical infrastructure, including buildings, facilities, and utilities, is well-designed, maintained, and equipped to support its operations and visitor experience.
- **Inclusiveness:** To establish a detailed inclusiveness policy addressing transportation, pricing, and physical limitations, with specific guidelines for key areas to ensure accessibility.
- **Marketplace:** To provide, directly or indirectly, a dedicated marketplace service where Latino artists can sell and share their work, providing a space that supports and promotes their cultural and artistic contributions.
- **IT tools:** To integrate and implement a system of IT tools, including secure cloud-based collaboration platforms, project management software, and data security solutions. These tools ensure security, facilitate effective teamwork, and maintain cost efficiency. By streamlining internal processes and improving communication, they significantly enhance the organization's operational efficiency.
- **Digital ALMAAHH** To develop a reliable and cost-effective unified system that links all externally used platforms, including the website, calendar, videos, and virtual ALMAAHH, ensuring seamless integration and user experience.

4.1.2. Sustaining a Community Rooted Institution

To create an inclusive cultural institution that deeply resonates with its community and reflects its diverse perspectives. To foster a sense of belonging and inclusion, where Latino voices, traditions, and artistic expressions are transmitted, discussed, and celebrated. To become an essential player in the Latino arts and culture ecosystem, supporting, highlighting, and adding to the existing and future efforts.

- **Databases:** To develop a comprehensive database[4] through proactive engagement with Latino community partnerships and organizations. This database will store critical information and also serve as a foundation for further qualitative and quantitative research, aimed at identifying and understanding the community's needs. By integrating this data-driven approach, ALMAAHH will gain valuable insights that inform the development

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[4] Data-driven tasks at ALMAAHH involve creating detailed databases from community inputs. Information on Latino artists will include detailed profiles such as artistic discipline, portfolio highlights, geographic reach, and professional history. This database will be used to create a directory that fosters visibility and opportunities for artists. For art organizations, data collection will focus on the specific fields they work in, the types of programming they offer, and their organizational structure, allowing for better collaboration and resource sharing across the community. Information from art patrons, including their preferences, donation histories, and engagement patterns, will be compiled to enhance support mechanisms and provide added value for artists by connecting them with reliable patrons. Additionally, performance and exhibition reports will be maintained, including attendance data, community feedback, and impact assessments. This integrated approach will position ALMAAHH as a key connector between artists, institutions, patrons, and the broader community, leveraging data to facilitate collaboration, secure resources, and drive the growth of the Latino arts sector.

of tailored programs and initiatives, ensuring they are relevant, effective, and aligned with the specific needs of the Latino community.

- **Newsletter:** To enhance and strategize communication within the community by implementing innovative and interactive digital newsletters that engage various age demographics, thereby maintaining strong connectivity and fostering inclusivity across all cultural groups.
- **Active calendar:** To curate a dynamic schedule of Latino arts and culture events and activities that responds to the diverse interests and needs of all visitors, ensuring inclusive engagement across various communities.
- **Artist-in-residency program:** To provide diverse participation opportunities for Latino professionals across various disciplines, including internships and partnerships with educational institutions, fostering lasting connections and community cohesion.
- **Alliance strategy:** To establish and formalize strategic alliances that support our work, creating sustainable and impactful partnerships.
- **Communication campaign:** To design and implement a comprehensive multichannel campaign to convey effectively and coherently our mission and how we are fulfilling it, engaging different actors to be part of ALMAAHH's work.
- **Networking events for creators:** To facilitate meaningful connections between Latino creators and community partners, promoting collaborative engagement, and professional growth. These events will include an educational component, allowing creators to develop new skills and enhance their expertise, while alsofostering an ecosystem of mutual support that encourages collaboration and shared learning within the Latino arts community
- **Community reporting and feedback:** To implement processes that embody the organization's commitment to actively listening and responding to input from the Latino community, ensuring their voices are heard and included.
- **Public dashboard:** To create an accessible and transparent platform for sharing key organizational metrics and progress with the community, fostering transparency and accountability.

4.1.3.   Creating Memorable and Dynamic Experiences

To create, long before the formal opening of the complex, meaningful, relevant, immersive and captivating experiences for visitors of ALMAAHH's activities and programs. It focuses on curating diverse and engaging art programs, exhibitions, and activities that leave a lasting impression, fostering a deeper connection between the audience and the complex's cultural offerings.

- **Arts and Culture programs:** To promote and support exhibits, programs and performances that bring art into public spaces, creating temporary but impactful experiences. These initiatives will be supported by the

establishment of joint and satellite exhibition and performance spaces in strategic locations, such as educational institutions and cultural centers. The combination of these approaches aims to engage a wide audience, ensuring that art is accessible in both temporary and permanent formats, and expanding the museum's reach and influence.

- **Co-created programs:** To develop programs co-created with external actors, leveraging data collection to enhance collaboration and ensure these programs provide meaningful experiences.
- **Diverse artists and exhibitions:** To curate a wide spectrum of art programs, exhibitions and performances that blend various disciplines, with a special emphasis on understanding and addressing the artistic and cultural needs of the Latino community. By featuring a wide range of artists, exhibitions and performances, ALMAAHH aims to present visitors with immersive and diverse cultural experiences that reflect and celebrate the Latino community's rich cultural heritage and contemporary expressions.
- **Video repository:** To create video content, targeting various audiences including community members, emerging artists, collectors and performers that cover topics such as art appreciation, technology in art building art collections and performance art development[5].
- **Educational programs:** To offer academic programs that provide cutting-edge knowledge and skills relevant to arts and culture sectors, while also recognizing and celebrating the contributions of the Latino community in art and culture. These programs will utilize advanced technologies to enhance participants' learning experiences, ensuring they gain a deep appreciation of the rich cultural heritage and contemporary expressions of the Latino community.
- **Cross-disciplinary works:** To facilitate interdisciplinary collaborations among artists that foster innovative and integrative artistic projects.
- **Immersive multi-sensorial exhibitions:** To design exhibitions and performances that include multi-sensorial features that enhance visitor engagement and create memorable experiences within the ALMAAHH environment.
- **Art Collection:** To create optimal ways of preserving works and objects representative and relevant for Latino arts and cultural expressions. These may include partnerships or alliances with other institutions, or the acquisition and administration of works, rights and artifacts. The key idea is to promote the preservation and growth of relevant art and culture works that showcase both visual and performing arts, by supporting Latino artists and promoting the acquisition of works that offer deeper and meaningful narratives rooted in the community.
- **Audience creation:** To promote and encourage new audiences for Latino arts and cultural products and services, including efforts to increase the number of regular visitors, collectors, donors, sponsors and consumers of cultural goods.

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[5] Including insights into staging, choreography, and composition.

4.1.4. Securing the Future of ALMAAHH

To ensure the long-term sustainability and success of ALMAAHH. To develop and implement strategies that safeguard the museum's financial stability, operational resilience, and cultural relevance for generations to come. It involves proactive planning, innovation, and adaptability to navigate challenges, seize opportunities, and position the museum as a dynamic and enduring institution within its community and beyond.

- **Capital Campaign:** To launch a capital campaign aimed at securing the financial resources necessary for the construction, long-term sustainability and growth of ALMAAHH. This campaign will emphasize ALMAAHH's unique mission and social role, establishing the organization as an essential institution for Houston and the nation.
- **Economic Sustainability Model:** To develop an economic sustainability model that includes exploring various funding sources such as foundations, city and county commitments, and federal appropriations. Additionally, the model will explore new revenue-generating opportunities to ensure financial stability and support for ALMAAHH's mission.
- **Community Ownership:** To establish a community ownership model by creating detailed membership tiers that outline access and benefits, and incorporating community input to ensure the program meets members' needs.
- **Committees Creation and Operation:** To establish and maintain dynamic committees that enhance governance by focusing on innovation, diversity, transparency, and operational effectiveness. This initiative involves defining clear committee roles, recruiting diverse and qualified members, launching targeted activities, and periodically evaluating the committees to ensure they remain effective and responsive to the evolving needs of the organization.
- **Redesign Organization:** To redesign the organizational structure, focusing on developing a staffing plan and ensuring the necessary resources are in place to support operational efficiency and effective governance. This includes creating an evolving organizational chart that outlines positions, setting a timeline for staff recruitment, and securing the resources required for their work. The goal is to have a fully prepared team and infrastructure ready to operate at every stage of the organization.
- **Operations:** To optimize the operational processes of ALMAAHH, ensuring efficient and effective management of resources, programs, and activities in alignment with the organization's strategic goals.
- **ALMAAHH 501(c)(3) Activation:** To activate and fully utilize ALMAAHH's 501(c)(3) status, ensuring compliance with legal requirements and maximizing opportunities for funding and support as a non-profit organization.

5. Roadmap 2024-2030

The ALMAAHH Roadmap 2024-2030 serves as a comprehensive guide outlining the strategic actions and initiatives the organization will undertake from October 2024 through 2030 to operationalize its strategic plan. Detailing specific activities across each line of work aligned with the four strategic pillars —Building State-of-the-Art Facilities and Infrastructure, Sustaining a Community-Rooted Institution, Creating Memorable and Dynamic Experiences, and Securing the Future of ALMAAHH—the roadmap integrates tasks and objectives for each year. By translating strategic goals into actionable plans, facilitating monitoring and evaluation, and optimizing resource allocation. The following tables present the detailed roadmap for 2024-2030 for each strategic pillars.

Table 2. ALMAAHH´s Roadmap 2024-2030.

Line of work	Calendarized Tasks				
	Oct- Dec 2024	2025	2026	2027	2028-2030
Building State-of-the-Art Facilities and Infrastructure					
Site definitions	Conditional acceptance of lot 1, conceptual plan, prenegotiation talks for additional land, approach to potential donors of additional land	Due dilligence of lot 1, Environmental and legal procedures prior to project permit. Negotiations for additional land. Basic due dilligence of additional land. Conceptual design and project shared with key stakeholders. Project defined.	Project definition, definitive permits.	Preliminary construction works	Construction
Optimal design		Reinforce planning committee, Define criteria.	Project selection, permits and works	Criteria for interior design definitions	Interior design works

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Line of work	Calendarized Tasks				
	Oct- Dec 2024	2025	2026	2027	2028-2030
Inclusiveness				Definition of inclusiveness criteria for facilities, infrastructure and programs	Inclusiveness policies and designs applied
Marketplace				Analysis of existing platforms and recommendations report	Design, adaptation or agreements for optimal marketplace
IT Tools			New system requirements defined and approved	New IT tools working	New system requirements defined and approved, ready for opening
Digital ALMAAHH			System development	Digital ALMAAHH launch	Design criteria and features for after opening phase
Sustaining a Community-Rooted Institution					
Databases		Define platform settings and start first trials. Monthly message/ announcement/ invitation	Monthly message/ announcement/ invitation. Engagement campaign. Review and define definitive platforms and processes.	Platform running	Engagement campaign for opening phase

Line of work	Calendarized Tasks				
	Oct- Dec 2024	2025	2026	2027	2028-2030
Newsletter		Q1: final definitions and design. Launch Newsletter in Q3	Bimonthly publication.	Bimonthly publication.	Bimonthly publication, review for post-opening phase.
Active calendar	Launch Calendar in Hispanic Heritage Month with current capabilities.	Evaluate and refine content and processes.	Automated updating mechanism	Calendar running	Review for post-opening phase
Artist-in-residency program				Design program and set up agreements for allocating artists	Start 2028-2030 program and redesign for post-opening phase
Alliances strategy	Review and update alliances map and agenda	Update map for "maintenance" and renewal of alliances	Update map for "maintenance" and renewal of alliances	Update map for "maintenance" and renewal of alliances	Redesign strategy for post-opening phase and implement
Communications campaign	Design renaming path, define target and how to measure, design of campaign rationale, design PR strategy and presentations, research key national and local influencers.	Communications campaign: what is ALMAAHH, why it is relevant, why arts, why Latinos. Preparation for World Cup 2026.	Launching in World Cup 2026. Reinforce communications campaign. Design rebranding path	Communications campaign: what the complex will be, programs, relevance	Communications campaign: what the complex will be, programs, relevance. Redesign and launch for opening and post-opening phase.
Networking events for creators		First 2 networking events	Consolidation of bi-annual networking events.	Consolidation of bi-annual networking events.	Bi-annual networking events, impact evaluation and review. Redesign for post-opening phase.

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Line of work	Calendarized Tasks				
	Oct- Dec 2024	2025	2026	2027	2028-2030
Community reporting and feedback	Define targets. Write and present report. Design tools and define preliminary topics for survey or focus groups (plan, agenda 2025, relationship with galleries, use of technology, collaboration with other artists and disciplines, needs, ideas). Launch of first exercise.	At least 3 consultation exercises, evaluation and review. (artists, community and funders)	At least 3 consultation exercises, evaluation and review. (artists, community and funders)	At least 3 consultation exercises, evaluation and review. (artists, community and funders)	At least 3 consultation exercises per year, evaluation and review. (artists, community and funders). Redesign for sustainable model for post-opening phase.
Public Dashboard				Design dashboard for construction phase based on key stakeholders' interests	Launch and run dashboard and design for post-opening phase.
Creating Memorable and Dynamic Experiences					
Arts and culture programs	Launch and coordinate MFAH Fall Festival project. Define potential activities for 2025 and process for curatorial work.	Exhibition in alternate locations, including Lone Star. Definition of World Cup presence and launch creation in second semester.	New venues and alliances, new program. Launching in World Cup 2026.	New venues and alliances, new program.	New venues and alliances, new program. Design program for post-opening phase.
Cocreated programs		Define activities suceptible for cocreation (campaigns, works	Launch at least 2 cocreation activities per year	Launch at least 2 cocreation activities per year	Launch at least 2 cocreation activities per year. Design new

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Line of work	Calendarized Tasks				
	Oct- Dec 2024	2025	2026	2027	2028-2030
		selection, tik-tok channel to be used by artists)			co-creation model for post-opening phase.
Diverse artists and exhibitions		Set a minimum percentage for geographical origin, maturity, gender. Research scope of panlatinidad (nations, languages, cultures). Artists database.	Application of criteria to artistic programs and feedback for review of criteria	Application of criteria to artistic programs and feedback for review of criteria	Application of criteria to artistic programs and feedback for review of criteria. Design of new policy for post-opening phase.
Videos repository		Define platform, process and video content for audience (el ALMA del Barrio, emerging artists, arts, art appreciation) collectionists (how to build an art collection), artists (technology, art as business). Launch first videos starting September.	Refine process and content based on feedback, monthly videos.	Refine process and content based on feedback, monthly videos.	Refine process and content based on feedback, monthly videos. Define new contexts and processes for post-opening phase.
Educational programs		Continue with ALMAAHH Beyond Borders program. Definition and launching of first artists lectures in colleges. Continuing program based on feedback. Benchmark current courses and analyze potential	Design educational program: targets, content, location, alliances, communication.	New courses program launch and operation.	Program operation, evaluation and redesign for post-opening phase.

Line of work	Calendarized Tasks				
	Oct- Dec 2024	2025	2026	2027	2028-2030
		collaborations. Design of 2026 program.			
Cross-discipli nary works			Design program.	Launching of cross-disciplinary program.	Program operation, evaluation and redesign for post-opening phase.
Immersive multisensorial exhibitions				Define criteria, potential partners, design program.	Pilot program launch, design for post-opening phase.
Art collection				Define criteria and design collection and preservation strategies.	Launch collection and preservation campaign.
Audience creation			Design targets, content, program.	Launch program.	Program operation and design for post-opening phase.
Securing the Future of ALMAAHH					
Capital Campaign	Define conditions for retaking capital campaign consultancy services, open alternative paths for funding	Capital Campaign and alternative paths running	Capital Campaign and alternative paths running	Capital Campaign and alternative paths running	Capital Campaign for operations launch and design post-opening strategy.

Line of work	Calendarized Tasks				
	Oct- Dec 2024	2025	2026	2027	2028-2030
Economic Sustainability model	Refine budget and cash flow.	Financial sustainability model defined. Design preliminary Business model.	Define partnerships, specific roadmap.	Development	Development, consolidation and review for post-opening phase.
Community ownership	Redesign strategy considering best practices, current capabilities and operations after 2030	Launching of new crowdfunding strategy	Crowdfunding strategy consolidation	Crowdfunding strategy consolidation	Design post-opening strategy.
Board and committees operation	Definition of new or reviewed committees	Launching, recruitment and operation of Committees.	Committees consolidation, evaluation and recruitment of new members.	Committees consolidation	Design post-opening committees and recruitment.
Redesign organization	Organizational chart approved, hiring process	Phase 2, hiring processes and organizational consolidation.	Organization consolidation.	Phase 3, hiring processes and organizational consolidation.	Organization consolidation and design of new operational structure post-opening. Hiring processes.
Operations		To define processes to be manualized. Define scope and initial topics (priority areas, priority processes, specific procedures and rules (non-compete, conflict of interests, non-disclosure, ethics policy). Priority processes	Operations manualized.	Operations manual evaluation and review.	Post-opening operations, processes and organizational chart designed.

Line of work	Calendarized Tasks				
	Oct- Dec 2024	2025	2026	2027	2028-2030
		and protocols designed and approved.			
ALMAAHH legal entities	Path defined and documentation ready for 501 (c) (3).	Non-for-profit working and evaluation of potential new entities required	Compliance review of entities.	Legal and institutional design defined.	Legal entities working and optimized.

6. Evaluation and Measurement

This section outlines the comprehensive system established to monitor the progress and effectiveness of ALMAAHH's strategic pillars and their corresponding lines of work. This system[6] is designed to provide ongoing oversight and ensure that each strategic initiative aligns with the institution's overarching goals and objectives. By implementing a structured approach to evaluation, ALMAAHH can track its efforts with precision, allowing for data-driven decision-making and timely adjustments. The system ensures that all actions taken under the strategic plan are measurable, trackable, and transparent, enabling the institution to demonstrate accountability and effectiveness in achieving its mission.

The evaluation system comprises a total of **221 indicators,** categorized as follows:

- 45 Process Indicators: These measure the implementation efficiency of activities and processes, providing insights into how effectively ALMAAHH is executing its strategic plan.
- 82 Outcome Indicators: These evaluate the short- to medium-term results of activities, indicating progress toward the objectives of each line of work.
- 94 Impact Indicators: These assess the long-term effects and changes resulting from ALMAAHH's initiatives, measuring progress toward achieving the purposes of each line of work.

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[6] In the appendix 8.2, you will find a table defining the key components included in the indicator table.

The following table presents the key components of the evaluation system, specifically the objectives and purposes of each line of work, along with the corresponding number of indicators: process, outcome, and impact. For each purpose, impact indicators have been developed to measure the extent to which the intended long-term effects are being achieved. Likewise, process and outcome indicators have been established to assess the achievement of the objectives, focusing on the effectiveness of activities and their immediate results. For an in-depth review of the complete indicator system, please refer to the Appendix section[7].

Table 3. Objetive, purpose and number of indicators of ALMAAHH´s Lines of Work.

Strategic Pillar	Line of work	Objective	Purpose	Indicators (process, outcome, impact)
BUILDING STATE-OF-THE-ART FACILITIES AND INFRASTRUCTURE	**Site definitions**	To control land required considering different phases, accessibility, and business plan.	To create a landmark destination for Houstonians and visitors regarded as an anchor of a new cultural district that improves the lives of Latinos in the area.	**3 process indicators 5 impact indicators**
	Optimal design	To achieve a world-class design, accessible, multi-use site (museum, shop, dining, open space, library, archive, suitable renting), sustainable, following a set of criteria defined.	To create an iconic, environmentally responsible venue that serves as a beacon for Latino arts and culture regarded as "home" by US Latinos.	**6 process indicators 3 impact indicators**
	Inclusiveness	To create activities, programs, and facilities accessible for people with a range of disabilities, meet the needs of different generations, and welcome people of diverse backgrounds.	To have a place where everyone feels welcomed.	**1 process indicator 1 outcome indicator 3 impact indicators**

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[7] For a detailed version of the indicator system, you can review the Excel file at the following link or in the Appendix section.

Strategic Pillar	Line of work	Objective	Purpose	Indicators *(process, outcome, impact)*
	Marketplace	To become an effective source of support for artists and organizations in their art trade efforts.	To improve comercialization conditions for Latino creators.	**1 process indicator 1 outcome indicator 5 impact indicators**
	IT tools	To have an efficient and effective system for internal remote work, that provides acceptable security, facilitates teamwork, and is cost-efficient.	To have an efficient and effective organization.	**1 process indicator 1 outcome indicator 2 impact indicators**
	Digital ALMAAHH	To have a reliable, cost-effective, unified linked system between all externally used platforms (web page, calendar, videos, virtual ALMAAHH).	To provide a seamless, user-friendly digital experience that enhances ALMAAHH's online presence and accessibility.	**1 outcome indicator 2 impact indicators**
SUSTAINING A COMMUNITY ROOTED INSTITUTION	**Databases**	To have a reliable updated database of Latino art and culture creators, consumers and supporters.	To have a permanent and growing community of Latino arts and culture consumers, creators and supporters.	**1 outcome indicator 4 impact indicators**
	Newsletter	To publish an influential and attractive bimonthly newsletter.	To have the most influential digital space about Latino arts and culture.	**1 process indicator 2 outcome indicators 3 impact indicators**
	Active calendar	To permanently have an updated and relevant Latino Arts and Culture calendar in Greater Houston that is recognized as the best calendar on the subject.	To become the go-to source for Latino cultural events, increasing awareness and participation in the community.	**6 process indicators 3 impact indicators**

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Strategic Pillar	Line of work	Objective	Purpose	Indicators *(process, outcome, impact)*
	Artist-in-residency program	To have a reputed, practical, useful program that can attract talented Latino artists, provide them with updated tools and opportunities, and improve their success probabilities.	To nurture and elevate the next generation of Latino artists, contributing to the vibrancy and sustainability of the Latino arts scene.	**1 outcome indicator 4 impact indicators**
	Alliance strategy	To have an effective network of local and national allies that support our mission and regard our relationship as a valuable asset for their own ends.	To create a strong support system that amplifies ALMAAHH's impact and extends its reach beyond Houston.	**1 process indicator 12 outcome indicators 2 impact indicators**
	Communications campaign	To positively position ALMAAHH, its goals, and the project among a significant amount of Houstonians.	To build broad-based community support and enthusiasm for Latino arts and culture and for Latino cultural contributions to the US.	**5 outcome indicators 2 impact indicators**
	Networking events for creators	To effectively support the creation of useful networks for artists and cultural organizations through events organized by ALMAAHH or in collaboration with other organizations.	To create a support network and ecosystem for Latino creators.	**1 outcome indicator 4 impact indicators**
	Community reporting and feedback	To accurately receive useful feedback about our activities from the different communities we serve.	To be a community rooted institution acquiring practical guidance and strenght.	**1 process indicator 9 outcome indicators 2 impact indicators**
	Public dashboard	To have a mechanism for publicizing basic information about ALMAAHHs work that satisfies the general information needs of our key stakeholders.	To be a transparent trustworthy organization.	**2 process indicators 2 outcome indicators 2 impact indicators**

Strategic Pillar	Line of work	Objective	Purpose	Indicators *(process, outcome, impact)*
CREATING MEMORABLE AND DYNAMIC EXPERIENCES	**Arts and culture programs**	To create and promote activities that support our mission.	To become a relevant and permanent actor of the Latino arts and culture ecosystem.	3 outcome indicators 5 impact indicators
	Co-created programs	To create programs in collaboration with other organizations combining resources and capabilities to support our mission.	To position ALMAAHH as a key supporter and link between Latino arts and culture ecosystem and other organizations and audiences.	1 outcome indicator 5 impact indicators
	Diverse artists and exhibitions	To have programs that reflect the diversity of US Latino artists and communities.	To showcase the wide diversity of Latino heritages, fostering cross-cultural understanding and appreciation.	2 process indicators 2 outcome indicators 1 impact indicator
	Videos repository	To create, manage, and share, independently or in collaboration with other organizations, a repository of videos with valuable content for our different audiences and communities that aligns with our mission.	To have a relevant digital channel that supports ALMAAHH's mission.	2 process indicators 1 outcome indicator 3 impact indicators
	Educational programs	To launch, independently or in collaboration with other organizations, educational programs, courses, or lectures with valuable content for our different audiences and communities that aligns with our mission.	To have a recognized educational program that supports ALMAAHH's mission.	2 process indicators 3 outcome indicators 3 impact indicators
	Cross-disciplinary works	To create conditions and opportunities for	To osition ALMAAHH as a cutting-edge institution that	2 process indicators 1 outcome indicator

Strategic Pillar	Line of work	Objective	Purpose	Indicators *(process, outcome, impact)*
		cross-disciplinary works and exhibits, and to facilitate their showcasing.	fosters innovation in arts and cultural creation.	**2 impact indicators**
	Immersive multi-sensorial exhibitions	To create conditions and opportunities for multisensorial works and exhibits, and to facilitate their showcasing.	To position ALMAAHH as a cutting-edge institution that fosters innovation in arts and cultural creation.	**1 process indicator 2 outcome indicator 2 impact indicators**
	Art collection	To create optimal ways of preserving works and objects representative and relevant for Latino arts and cultural expressions.	To preserve and showcase the rich heritage of Latino arts and culture for future generations.	**1 process indicator 4 outcome indicator 4 impact indicators**
	Audience creation	To develop activities focused on the generation of consumers, attendants, collectors, and sponsors of Latino arts and culture.	To cultivate a robust ecosystem of support for Latino arts and culture, ensuring long-term sustainability and growth.	**6 outcome indicator 4 impact indicators**
SECURING THE FUTURE OF ALMAAHH	**Capital Campaign**	To obtain funding to acquire and develop land, build the complex, and secure future operations.	To actively engage the Houston, Texas, and US societies in ALMAAHH's mission.	**3 process indicators 9 outcome indicators 4 impact indicators**
	Economic Sustainability model	To create and manage a profitable model that can support the future operation of the complex.	To become a benchmarking model for financial sustainability.	**3 process indicators 2 outcome indicators 3 impact indicators**
	Community ownership	To design and manage programs oriented to obtaining additional funding while creating engagement and a sense of belonging in different	To build a broad base of community support that contributes both financially and through active participation in ALMAAHH's	**2 outcome indicators 2 impact indicators**

Strategic Pillar	Line of work	Objective	Purpose	Indicators *(process, outcome, impact)*
		communities, groups, and the general population.	mission, while creating a deep sense of ownership of the project.	
	Board and comitteees operation	To have an active, efficient, relevant, collaborative board in its 3 dimensions: as individuals, as a board, and as a set of committees.	To be a relevant, influential and reputed institution.	**1 process indicator** **1 outcome indicator** **3 impact indicators**
	Redesign organization	To design an efficient organization capable of fulfilling its tasks towards the mission.	To create a team of loyal long term ambassadors of ALMAAHH and its mission.	**1 process indicator** **3 outcome indicator** **2 impact indicators**
	Operations	To design and run efficient and effective processes following the values of ALMAAHH.	To have process clarity and consistency.	**2 process indicators** **2 outcome indicators** **3 impact indicators**
	ALMAAHH legal entities	To have a not-for-profit organization properly working.	To have a non-for-profit organization properly working.	**1 process indicator** **2 outcome indicators** **2 impact indicators**

ALMAAHH

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8. Appendix

8.1. Strategic Planning Workshop with Board Members

8.1.1. Objective

The objective of the session was to update the strategic planning of the ALMAAHH Museum through a participatory workshop with the board members. This activity

aimed to integrate diagnostic results, validate key elements, define lines of action, align the team, visualize the future, and identify expectations and doubts, to establish a consensual direction and priorities for the museum´s future development.

Table 4. Details of the Strategic Planning Workshop with Board Members.

Workshop time	6 hours. 30-minute lunch break
Date	March 2, 2024
Location	Leonel Castillo Community Center
Participants	14 participants

8.1.2.   Work Agenda

The workshop included six activities, each of which are outlined below. However, the Big Ideas Vignette and ALMAAHH's Guardians activities were not carried out due to time constraints.

Table 5. Overview of the activities of the Strategic Planning Workshop with Board Members.

ACTIVITY 1: ALMAAHH´s Personification	
Summary	In this activity, participants will personify ALMAAHH by drawing a creative element such as an object, a character or any other symbol that reflects ALMAAHH as an organization.
Possible scopes	To create a visual representation of ALMAAHH personified as an abstract entity, such as a superhero, a sculpture, a character, or other creative concepts, reflecting its mission, vision, values, target audience, and target artists.
ACTIVITY 2: SWOT Analysis	
Summary	The SWOT analysis entails assessing the Strengths, Weaknesses, Opportunities, and Threats of the ALMAAHH organization.
Possible scopes	Validate the SWOT analysis conducted by survey participants and develop a new one that integrates various perspectives, aiming to achieve a unified and consensus-driven approach. Additionally, design strategies that take advantage of the strengths and opportunities, while mitigating identified weaknesses and threats.
ACTIVITY 3: Empathy Map	
Summary	The activity focuses on understanding and addressing the needs of ALMAAHH's diverse audience profiles. Participants work in teams, analyzing specific characteristics of each profile and proposing strategies to represent them, attract them, and maintain their interest in the long term. Using a collaborative Jamboard,

	concrete ideas are developed for each key question. Finally, the proposed strategies are reviewed and discussed, concluding with a commitment to implementation and follow-up.
Possible scopes	Understand the target audience profiles identified in previous exercises, allowing a deeper exploration of their needs, desires, concerns, and behaviors. Based on this detailed understanding, we seek to generate specific strategies to effectively integrate these stakeholders into the ALMAAHH context. These strategies are designed to establish meaningful connections, attract their interest and commitment, as well as to maintain active and continuous participation over time.
Avatars	**Maria Rodriguez**, aged 65, is a native of Puerto Rico who enjoys exploring various cultures. She has a broad interest in how culture is expressed through art and enjoys immersing herself in diverse artistic experiences. Despite living in Puerto Rico her whole life, Maria has a curiosity about different cultural expressions worldwide and seeks opportunities to engage with art from various traditions. **Jose Lopez**, aged 48, is originally from Mexico. He has been working as a janitor in an office building in Houston for 25 years. Due to his undocumented migrant status, he hasn't been able to return to Mexico. Despite this, Juan is committed to ensuring that his family stays connected to their Mexican roots. He actively seeks opportunities for his family to engage in activities celebrating Mexican culture, fostering a sense of connection and belonging within the family unit. **Ana Garcia**, aged 17, born in El Salvador. Ana is a diligent student with excellent grades who has a strong passion for art and culture. Despite facing challenges, such as financial constraints, Ana remains focused on her education and dreams of pursuing a career in the arts. **Carlos Martinez**, aged 16, of Colombian descent. Carlos, a high school student from a low-income neighborhood in Houston, has a troubled past involving graffiti-related incidents that led to issues with the authorities. Despite his past mistakes, Carlos is determined to turn his life around. He possesses a natural talent for art and finds comfort in expressing himself through painting and drawing. **Laura Gonzalez**, aged 27, was born in Colombia and has lived in the United States for her entire life. Laura discovered her passion for art as a means to cope with depression. Through her oil paintings, she seeks to explore her Colombian heritage, reflect on her experiences in American society, and express the mental health challenges she has encountered. Despite primarily using Instagram as her platform, Laura is eager to expand her reach and find new opportunities to showcase her art.

- **Miguel Rodriguez**, a 34-year-old visual artist born in the United States to Guatemalan parents, specializes in cutting-edge visual arts. His work pushes the boundaries of traditional art forms, utilizing technology and multimedia elements to create immersive experiences. Inspired by the fusion of culture and technology, Carlos explores themes of identity, memory, and human connection through his artwork. Despite his innovative approach, Carlos faces challenges in finding suitable spaces to showcase his art. To broaden his reach, he actively engages with online platforms like TikTok, where he shares glimpses of his work and connects with a global audience, hoping to attract opportunities for exhibitions and collaborations.
- **Alexandra Davis**, a 35-year-old businesswoman who was born and raised in New York City, finds herself with some free time to explore Houston. As an influential content creator focused on lifestyle and recommendations, she has cultivated a platform of 80,000 followers on Instagram. With an interest in visual arts, she seeks to immerse herself in the city's vibrant cultural scene.
- **Juan Martinez**, aged 30, is a Cuban-American father living in Houston with his wife and two children. Having resided in the city for the past 10 years. As a middle-class family, they prioritize spending quality time together and creating memorable experiences for their children, aged 8 and 6. Juan and his wife actively seek out recreational activities that engage their children's senses and foster their curiosity. Their goal is to provide their children with enriching experiences that contribute to their holistic development and create lasting family memories.

ACTIVITY 4: Alliances Marketplace

Summary	The activity focuses on scoping and evaluating potential collaborations for ALMAAHH. Each participant receives a matrix with potential partnership initiatives and scores them using specific criteria. After learning about potential partnerships through infographic cards, they strategically assign resources to prioritize the best options. Participants collaborate to determine how these partnerships can advance the success of the ALMAAHH museum project.
Possible scopes	Identify and prioritize the potential partnerships that ALMAAHH should have for its development as an organization and museum.

ACTIVITY 5: Big Ideas Vignette

Summary	Participants team up and are assigned a specific strategic line of action. Each team creates SMART objectives that incorporate ALMAAHH's mission, vision, and values. Teams present their objectives visually through vignettes and engage in discussions to identify the most relevant and striking objectives.

Possible scopes	The goal of the activity is to develop SMART objectives aligned with ALMAAHH's strategic directions: Creating memorable and Dynamic Experiences, Building state-of-the-art Facilities and Infrastructure, A Museum that Belongs, and Securing the future of ALMAAHH. Participants will work in teams to create specific, measurable, achievable, relevant, and time-bound (SMART) objectives that contribute to making these strategic pillars a reality.
ACTIVITY 6: ALMAAHH´s Guardians	
Summary	The activity provides board members with the opportunity to engage in an introspective exercise focused on their contribution to ALMAAHH as an organization. Through a process of individual reflection and brainstorming, participants will explore how they can use their skills and resources to support ALMAAHH's short, medium, and long-term goals.
Possible scopes	To promote personal reflection among board members on how they can contribute in a meaningful way to the continued success of ALMAAHH. By identifying their personal strengths, resources, and a personal mission related to ALMAAHH, participants will be able to develop specific and realistic ideas on how they can play an active role in the advancement of the institution. This activity seeks to encourage a sense of individual commitment and responsibility to ALMAAHH's mission and vision, as well as to strengthen board members' connection to the organization.

8.1.3.   Outcomes

During the Strategic Planning Workshop, the activities cultivated a collaborative environment with the board members to design a total of **42 different initiatives** covering various aspects. These initiatives were categorized according to ALMAAHH's strategic pillars.

Table 6. Alignment of initiatives with ALMAAHH's strategic pillars of action

STRATEGIC PILLAR	INITIATIVES
	Selection of optimal physical location and design
STATE-OF-THE-ART	• Ensure easy and free transportation to the centrally located ALMAAHH campus for tourists. • Establish ALMAAHH as a destination for dining, shopping, and leisure activities. • Foster public space and placemaking initiatives to create a welcoming environment. • Include an ALMAAHH Library as a focal point for learning and engagement. • Design a central campus with distributed events and diverse programming for people of all ages. This design should incorporate playgrounds, green spaces, gardens, and plazas for gathering and celebration. Implement flexible space arrangements, such as room dividers, to accommodate various activities.

FACILITIES AND INFRASTRUCTURE	**A national landmark destination**
	- Ensure affordability and family-friendliness, offering small gift shop items and immersive experiences. Integrate culinary experiences to enhance visitor engagement. - Prioritize high-quality content, arts, and programming to establish ALMAAHH as a landmark destination. Define criteria for design excellence, leveraging a high-profile design-oriented committee and a global call for projects. - Develop welcoming landscape features to attract visitors and enhance the overall experience.
	Optimal built infrastructure
	- Design an inviting space that represents diverse cultures and demographics, avoiding intimidation. - Consider sustainability by minimizing high ceilings to reduce energy consumption. - Establish an overseeing committee, monitoring dashboard, and risk analysis plan for effective management. - Develop a marketplace within the facility for enhanced engagement. - Ensure safety and security measures are in place to maintain a welcoming environment. - Incorporate archives and a library to enrich the visitor experience. - Offer event rental services to diversify revenue streams and community engagement opportunities.
	Digital platform, characteristics and content
	- Ensure seamless connectivity between outdoor and indoor spaces for a cohesive experience. - Make digital content accessible beyond the physical premises, aligned with interdisciplinary learning objectives for educational integration. - Benchmark and analyze potential alliances, establishing a collaborative platform for artists to share and engage with their work, potentially through a marketplace model. - Incorporate studio and makerspaces, both digital and analog, to foster creativity and innovation within the community.
	Community engagement strategies
	Launch campaigns celebrating diversity and strength, highlighting Hispanic heritage month as a key example.

SUSTAINING A COMMUNITY ROOTED INSTITUTION	- Foster a space conducive to learning, collaboration, and pride through cultural exchange, targeting understanding among Latinos from various backgrounds. - Educate and guide younger generations about Latino culture and heritage while centering on present and future Latino arts and culture. - Utilize art as a medium to connect people, foster community, inspire creativity, drive societal representation, and spark change. - Ensure family-friendly, flexible hours, and language accessibility. - Offer honorary memberships and internship opportunities for school credit. - Communicate board diversity for credibility and viability. - Facilitate cultural exchanges, youth workshops, and engagement in spaces frequented by working-class Latinos. - Develop strategic communication strategies, engage local artists, partner with schools, and capitalize on major events and venues to amplify Latino art and culture presence.
	Perceived uniqueness
	- Establish an artist residency program leveraging ALMAAHH's alliances before building construction. - Foster creativity, including graphic design, and promote a vibe that integrates green and public spaces with formal cultural and educational areas. - Embrace Houston's Tejano identity and highlight the uniqueness of ALMAAHH for various target audiences. Host exclusive events catering to the wealthy Latino population, featuring renowned and emerging artists. - Expand reach to local, national, and international artists to attract tourists and engage the community at large.
	Productive alliances
	- Board members should leverage their connections and expertise to expand outreach efforts. - Identify influential Latinos in other institutions to raise awareness of ALMAAHH. - Efficiently map and assign board roles to maximize effectiveness. - Build partnerships with schools, universities, and organizations to broaden support and collaboration. - Collaborate with GHP and Houston First Corporation to extend ALMAAHH's reach internationally. Organize university panels on Latino power, influence, and art to foster dialogue and engagement.

- Implement programs to support artists in selling their work and contribute to cultural and economic vitality.
- Cultivate connections with Latino communities and schools to ensure inclusivity and relevance.
- Explore indigenous agricultural practices to enrich cultural offerings.
- Show appreciation to stakeholders with thoughtful gifts and strategically seek new allies to expand ALMAAHH's network.

Image coherences and marketing strategy

- Craft a unified narrative grounded in the concept of ALMAAHH, representing both tradition and innovation across diverse artistic disciplines.
- Ensure bilingual content with authentic Spanish-speaking accents to resonate with our diverse audience.
- Foster associations with both high culture and grassroots communities to embody the art and culture of all communities.
- Collaborate with existing artists' groups, including writers' groups, and recruit influencers to amplify our presence on social media platforms.
- Develop incentives for artists and organizations to share events and social media posts, setting concrete metrics for engagement and participation.

Multidisciplinary art programs and exhibitions:

- Engaging programming, including pop-ups, satellite and joint exhibits, performances, workshops, and classes spanning various artistic disciplines. This encompasses immersive, experiential, and educational activities for diverse audiences, including youth programs and initiatives aimed at integrating different disciplines.
- Offer diverse arts experiences through pop-ups, satellite exhibits, and joint exhibitions.
- Provide engaging performances and workshops covering a spectrum of arts, from culinary arts to poetry readings.
- Facilitating co-creation of programming and networking opportunities, including low or free programs during cultural celebrations.
- Encourage collaboration between different artistic disciplines and leveraging STEAM concepts and Houston's strengths in various fields.

Supporting activities

- Embrace innovation through a digital-first approach, incorporating immersive, multisensory experiences,

CREATING MEMORABLE AND DYNAMIC EXPERIENCES

and integrating technology such as VR, AR, and digital galleries. This includes benchmarking best practices globally, designing innovative experiences, and collaborating with tech companies.

- Establish an artist collaboration space on ALMAAHH's TikTok channel for co-created content. Providing diverse educational programs and workshops, including sessions on the business of art, technology in the arts, and audience engagement.
- Offer immersive experiences and youth programs aimed at fostering creativity and artistic appreciation.
- Collaborate with high schools and educational institutions to integrate ALMAAHH into existing programs, such as the National Art Honor Society, and involve students and staff in generating ideas.
- Conduct research and educational programs to further enhance arts education and engagement.

Constant innovation program

- Establish a digital-first approach by assigning a permanent benchmarking specialist to research global best practices and design strategies for implementation.
- Formulate an "*innovation board*" to offer critical suggestions for improvement, integrating innovation as an evaluation criterion in both public and internal assessments.
- Create interactive spaces for creators to collaborate and cross-pollinate ideas, fostering integration between digital and in-person experiences.

The experience for virtual and physical visitors

- Create immersive, diverse, and educational programs, including youth programs, with continuously changing programming.
- Ensure inclusivity in experiences like VR for individuals wearing glasses.
- Design customer journey mapping and "truth moments" for personalized experiences, offering 30-minute to 1-2-hour routes tailored to preferences. Incorporate interactive elements such as voting for the best work and integrating video games for engaging art experiences. Utilize augmented reality images during construction and establish alliances with tech companies to test devices and products in an arts environment.
- Encourage artists to develop multisensory and augmented reality works for a gallery experience that is immersive, experiential, and digital.

Art collection

- Implement frequently changing exhibits and events showcasing various artistic disciplines, such as visual arts, performing arts, literature, culinary arts, and more.
- Foster cross-pollination and integration between digital and in-person experiences.
- Validate and recognize the diversity within Latino artists in Texas.
- Solicit donations of artworks from large companies based on size and include material donations in funding campaigns.
- Encourage curated artists to donate works, highlighting the benefits of being associated with ALMAAHH.

SECURING THE FUTURE OF ALMAAHH

Funding strategies

- Develop a dual-pronged fundraising approach focusing on Operations and Capital Campaign.
- Seek support from various sources, including individual donors, foundations, and government entities.
- Set specific fundraising targets for each category, leveraging monthly donations from individual donors and targeted contributions from top foundations.
- Launch a crowdfunding campaign with virtual representations of named halls and artworks, alongside a digital marketplace for fundraising.
- Aim for self-sufficiency through accessible funding models, including securing commitments from local and national philanthropic entities.
- Execute a thorough feasibility study and implement a strategic fundraising campaign with defined giving levels and value propositions.
- Secure anchor gifts and major contributions from Latino donors to support the Capital Campaign.

Political and social support

- Empower the board to serve as ambassadors, engaging with key stakeholders and advocating for ALMAAHH's economic impact on the city.
- Develop targeted outreach efforts to governmental and civic leaders, emphasizing the economic benefits of art and culture.
- Establish a platform to address issues bridging political and social divides, recognizing art's inherently political nature.
- Engage influencers and elected officials through targeted programs, events, and social media campaigns.
- Foster support from elected officials through strategic communication efforts, including op-ed

- letters and public recognition.
- Cultivate relationships with consular representatives to amplify ALMAAHH's presence and host art salon events.
- Organize panel discussions highlighting the intersection of Latino art and social movements, promoting awareness and relevance.

Internal governance

- Promote inclusivity by opening board opportunities to qualified individuals regardless of existing connections.
- Establish operating rules and clear protocols for board members, focusing on goal-setting and achievement reporting.
- Ensure transparency and accountability by publishing organizational information and financial documents.
- Formulate a communications committee to devise a comprehensive plan and strategy.
- Create an arts committee comprising representatives from various artistic disciplines to serve as the curatorial board.
- Define committee work and specific objectives to streamline operations and enhance effectiveness.

Transparency

- Implement a public dashboard showcasing financial and material achievements for transparency.
- Publish condensed actions on the organization's website for easy access and understanding.

Financial order

- Establish financial stewardship protocols for ALMAAHH, ensuring accessibility and continuity during personnel changes. Implement best practices for financial controls.
- Formulate a committee to develop the 2024-2027 budget, to be presented for approval in June. Conduct an external audit annually with professional staff.

Audience creation

- Establish a comprehensive database to capture supporter information.
- Collaborate with partners to compile lists and create a Latino artist registry and calendar.
- Develop a strategic engagement system tailored to audience interests.

	• Offer value through free event tickets. • Expand educational programs for schools and diverse audience segments.

8.2. Elements of the Indicator System for ALMAAHH Strategic Lines of Work.

Element	Definition
Indicator	A specific metric used to evaluate progress toward achieving the work line's objectives.
Description	An explanation of what the indicator measures and its relevance.
Formula	The method used to derive the indicator.
Type	Classification of the indicator as Process, Outcome, or Impact: **Process** indicators measure the activities or tasks completed to achieve an objective. **Outcome** indicators assess the results or changes that occur as a direct effect of the process. **Impact**[8] indicators evaluate the long-term effects.
Unit of Measurement	The unit in which the indicator is measured
Frequency	The regularity with which the indicator is measured.
Completion rate	The anticipated timeframe for reaching the target (2024, 2025, 2026-2030).
Area responsible for periodic measurement and monitoring	The department or team accountable for monitoring and reporting the indicator.
Source	The origin or data source to gather the information for the indicator.

8.3. ALMAAHH Indicators System.

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[8] The impact indicators were designed to measure the purpose of the work lines and would be implemented once ALMAAHH begins its operations.

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Strategic Line	Line of work	Objective and Purpose		Goal	#	Indicator	Description	Formula	Type (Process, Outcome, or Impact)	Unit of measurement (target value)	Frecuency	Completion date	Source
Building State-of-the-Art Facilities and Infrastructure	Site definitions	Objective	To control land required considering different phases, accessibility, business plan.	2024: To secure land, to have conceptual project, to have clear phases and scopes.	1	Percentage of land acquisition completed (2024)	Measures the proportion of total land required that has been secured by the end of 2024.	(Area of Land Acquired / Total Land Required) x 100	Process	%	Quarterly	2024 Q3	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial
					2	Conceptual project completion rate	Tracks the progress in developing the conceptual project, including the definition of phases and scopes, by the end of	(Completed phases/total planned phases)x 100	Process	%	Quarterly		Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial
				2025: to secure land for complete project, land due diligence	3	Completion Rate of Land Due Diligence Reports	Assesses the progress in completing all required land due diligence reports by the end of 2025.	(Number of Completed Due Diligence Reports / Total ...	Process	%	Quarterly	2025	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial
				2026: Legal control over land	4	Percentage of Land Parcels with Completed Legal Documentation	Measures the proportion of land parcels for which all necessary legal documentation (e.g., titles, contracts) has been completed.	(Number of Land Parcels with Completed Legal Documentation / Total Number of Land Parcels) x 100	Process	%	Semi-annually	2026–2030	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial
		Purpose	To create a landmark destination for Houstonians and visitors regarded as an anchor of a new cultural district that improves the lives of Latinos in the area.		5	Percentage Increase in the number of visitors to the East End	Measures the growth in the number of visitors to the East End district, indicating its success as a landmark destination.	(Number of Visitors to ALMAAHH Post-Establishment – Number of Visitors to East End Pre-ALMAAHH Establishment) / Number of Visitors to East End Pre-ALMAAHH Establishment x 100	Impact	%	Anually	Q4	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
					6	Percentage of Latinos Reporting Positive Impact in their quality life	Measures the percentage of local Latinos who report that ALMAAHH has improved their quality of life, reflecting the impact of the site on the community.	(Number of Latinos Reporting Positive Impact / Total Surveyed Latinos) x 100	Impact	%	Anually	Q4	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
					7	Increase in Revenue of Local Businesses	Measures the economic impact of ALMAAHH by tracking the increase in revenue for businesses located near the site.	(Revenue After ALMAAHH Establishment – Revenue Before ALMAAHH Establishment) / Revenue Before ALMAAHH Establishment x 100	Impact	%	Anually	Q4	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
					8	Percentage of Latinos Participating in ALMAAHH Programs	Measures the percentage of the local Latino population actively participating in programs and events hosted by ALMAAHH, reflecting its role in community engagement.	(Number of Latino Participants / Total Latino Population in the Area) x 100	Impact	%	Anually	Q4	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
					9	Number of Positive Media Mentions and Recognitions	Measures the level of recognition ALMAAHH receives from media outlets and public institutions, indicating its status as a landmark destination.	Number of Positive Media Mentions and Recognitions	Impact	Number	Anually	Q4	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
	Optimal design	Objective	To achieve a world-class design, accessible, multi-use site (museum, shop, dining, open space, library, archive, suitable renting), sustainable, following a set of criteria defined.	2025: conceptual project and business plan drafts	10	Conceptual project completion rate	Measures the progress in completing the conceptual project by the end of 2024.	(Completed Tasks for Conceptual Project / Total Tasks for Conceptual Project) x 100	Process	%	Monthly	2024	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
					11	Business Plan completion rate	Measures the progress in completing the business plan by the end of 2024.	(Completed Tasks for Business Plan / Total Tasks for Business Plan) x 100	Process	%	Monthly	2024	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
				2026: design criteria approved by board, design team defined	12	Board Approval of Design Criteria	Tracks the percentage of design criteria approved by the board by the end of 2025.	(Number of Approved Criteria / Total Criteria Proposed) x 100	Process	%	Quarterly	2025	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
					13	Design completion rate	Measures the percentage of the final design that has been completed by the end of 2026.	(Completed design elements/total design elements) x100	Process	%	Quarterly	Q4	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
				2027: defined design, permits	14	Permit acquisition rate	Tracks the percentage of necessary permits acquired for construction by the end of 2026.	(Number of Permits Acquired / Total Permits Required) x 100	Process	%	Quarterly	Q4	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
					15	Construction milestone completion	Measures the percentage of construction milestones completed from 2027 to 2030.	(Number of Milestones Completed / Total Milestones Planned) x 100	Process	%	Anually	Q4 Q4 Q4 Q4	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
		Purpose	To create an iconic, environmentally responsible venue that serves as a beacon for Latino arts and culture regarded as "home" by US Latinos.		16	Perception of ALMAAHH as a Cultural Hub for US Latinos	Measures the overall perception of ALMAAHH as a key venue for Latino arts and culture among US Latinos.	(Number of Respondents Identifying ALMAAHH as a Cultural Hub / Total Surveyed Population) x 100	Impact	%	Anually	Q4	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
					17	Environmental Performance Based on Sustainability Standards	Measures ALMAAHH's environmental performance according to recognized sustainability benchmarks, including carbon footprint reduction, energy efficiency, waste management, and water usage, compared to best practices in the field.	(ALMAAHH's Environmental Performance Metrics / Sustainability Benchmark Metrics) x 100	Impact	%	Anually	Q4	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
					18	Number of Positive Media Mentions and Public Recognitions	Measures the level of recognition ALMAAHH receives from media outlets and public institutions, indicating its status as a landmark destination.	Number of Positive Media Mentions and Recognitions	Impact	Number	Anually	Q4	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
	Inclusiveness	Objective	To create activities, programs and facilities accessible for people with a range of disabilities, meet the needs of different generations, and welcome people of diverse backgrounds.	2025: criteria and scope defined and monitoring mechanism in work	19	Completion rate of accessibility criteria and scope	Measures the progress toward the finalization of the accessibility criteria and scope document by the end of 2025.	(Completed Sections of Document / Total Sections) x 100	Process	%	Quarterly	2025	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
				Yearly reports 2025-2030	20	Annual accessibility policy report completion	Measures the completion and submission of yearly reports on accessibility policies from 2025 to 2030.	(Number of Reports Submitted / Total Reports Planned) x 100	Outcome	%	Anually	Q4 Q4 Q4 Q4 Q4	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
		Purpose	To have a place where everyboy feels welcomed.		21	Diversity Index of Visitor Demographics	Measures the diversity of visitors in terms of age, gender, ethnicity, and socio-economic background to assess how well ALMAAHH attracts a broad and inclusive audience. Data will be collected through post-visit surveys.	(Diversity Score Based on Demographic Categories Collected via Survey)	Impact	Index	Anually	Q4	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
					22	Percentage of Visitors Reporting Satisfaction with Accessibility	Measures the satisfaction level of visitors with physical, informational, and programmatic accessibility at ALMAAHH.	(Number of Visitors Satisfied with Accessibility / Total Surveyed Visitors) x 100	Impact	%	Anually	Q4	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
					23	Percentage of Visitors Returning to ALMAAHH	Measures the percentage of visitors who return for subsequent visits, indicating that they felt welcomed and included enough to return.	(Number of Repeat Visitors / Total Visitors) x 100	Impact	%	Anually	Q4	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
	Marketplace	Objective	To become an effective source of support for artists and organizations in their art trade efforts.	2025: report on feasibility of ALMAAHH marketplace and benchmarking analysis	24	Feasibility report completion	Measures the progress in completing the feasibility report for the ALMAAHH marketplace by the end of 2025.	(Percentage of Report Completed / 100) x 100	Outcome	%	Bimonthly	2025	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
				2026: if viable, a report on scope and marketplace design. If not, alternatives report and process design.	25	Marketplace scope and design definition	Tracks the progress in defining the scope and design of the marketplace if the feasibility is confirmed in 2026.	(Completed Sections of Marketplace Design / Total Sections) x 100	Process	%	Quarterly	Q1	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
				2027: if viable, marketplace working. If not, support mechanisms and processes defined.	26	Marketplace operational status	Measures the progress in making the marketplace fully operational by the end of 2027.	(Marketplace Operational Milestones Achieved / Total Milestones) x 100	Impact	%	Quarterly	Q4	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
		Purpose	To improve comercialization conditions for Latino creators.		27	Percentage Increase in Sales for Latino Creators	Measures the growth in the sales revenue of Latino creators participating in the marketplace, reflecting improved commercialization conditions.	(Sales Post-Marketplace - Sales Pre-Marketplace) / Sales Pre-Marketplace x 100	Impact	%	Anually	Q4	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
					28	Percentage of Latino Creators Reporting Improved marketing Conditions	Measures the percentage of Latino creators who report better marketing opportunities and conditions as a result of participating in the marketplace. Data collected through surveys.	(Number of Creators Reporting Satisfaction / Total Creators Surveyed) x 100	Impact	%	Anually	Q4	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
					29	Growth in Number of Latino Creators Using the Marketplace	Tracks the increase in the number of Latino creators participating in the marketplace, indicating its success in attracting more creators.	(Number of Creators Post-Marketplace – Number of Creators Pre-Marketplace) / Number of Creators Pre-Marketplace x 100	Impact	%	Anually	Q4	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
					30	Percentage of Customers Engaging with Latino Creators	Measures the level of customer engagement (purchases, inquiries) with Latino creators in the marketplace, reflecting improved visibility and opportunities for the creators.	(Number of Customers Engaging with Creators / Total Customers) x 100	Impact	%	Anually	Q4	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
	IT tools	Objective	To have an efficient and effective system for internal remote work, that provides acceptable security, facilitates teamwork and is cost-efficient.	2025: assessment of current software and processes, new system working	31	Software and process assessment completion	Measures the completion of the assessment of current software and processes for remote work by mid-2025.	(Number of Completed Assessment Criteria / Total Assessment Criteria) x 100	Process	%	Monthly	2025	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
					32	New remote work system implementation	Tracks the progress in implementing the new system for remote work by the end of 2025.	((Number of Completed Milestones) / Total Implementation Milestones) x 100	Outcome	%	Monthly	2025	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
		Purpose	To have an efficient and effective organization.		33	Percentage of Strategic Plan Fulfilment	Measures the completion rate of the strategic plan's goals and objectives, comparing actual achievements to planned targets.	(Number of Objectives Achieved / Total Planned Objectives) x 100	Impact	%	Anually	Q4	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
					34	Cost Efficiency: Reported vs Programmed Costs	Tracks the variance between actual costs incurred and the costs initially programmed in the strategic plan, measuring budget adherence.	(Reported Costs - Actual Costs) / Programmed Costs x 100	Impact	%	Anually	Q4	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
	Digital ALMAAHH	Objective	To have a reliable, cost-effective, unified linked system between all externally used platforms (web page, calendar, videos, virtual ALMAAHH).	2025: assesment of current software and processes, new system working	35	Assessment and system implementation for digital platforms	Measures the progress in assessing and implementing a unified system for all external platforms by December 2025. This includes platform development adn funcitioning, data migration, and testing.	((Number of Completed Steps) / Total Required Steps) x 100	Outcome	%	Monthly	2025	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
		Purpose	Provide a seamless, user-friendly digital experience that enhances ALMAAHH's online presence and accessibility.		36	Percentage of Website Accessibility Compliance	Tracks the website's compliance with recognized web accessibility standards (e.g., WCAG 2.1), ensuring that the digital platform is accessible to all users.	(Number of Accessibility Features Implemented / Total Required Accessibility Features) x 100	Impact	%	Anually	Q4	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
					37	Percentage Increase in Online Engagement	Measures the growth in user interactions, including time spent on the website, number of page views, and interactions with digital content, reflecting enhanced digital presence.	(Engagement Metrics Post-Implementation - Engagement Metrics Pre-Implementation) / Engagement Metrics Pre-Implementation x 100	Impact	%	Anually	Q4	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.

Sustaining a Community Rooted Institution

Category	Type	Description	Target	#	Indicator	Definition	Formula	Indicator Type	Unit	Frequency	Source
Databases	Objective	To have a reliable updated database of Latino art and culture creators, consumers and supporters.	2024–2029: 1,500 new names per year.	38	Annual contact acquisition	Measures the number of new contacts added to the database each year.	Number of contacts added per year	Outcome	Number	Annually	
	Purpose	To have a permanent and growing community of Latino arts and culture consumers, creators and supporters.		39	Percentage Growth in the Database of Latino Arts and Culture Participants	Measures the increase in the number of Latino arts and culture consumers, creators, and supporters in the database.	(Number of Participants Post-Period – Number of Participants Pre-Period) / Number of Participants Pre-Period x 100	Impact	%	Annually	
				40	Percentage of Retained Latino Arts and Culture Community Members	Tracks the retention rate of consumers, creators, and supporters in the database over time, ensuring a stable and permanent community.	(Number of Members Retained / Total Members in Database) x 100	Impact	%	Annually	
				41	Percentage of Database Members Engaged in Events or Programs	Measures the level of engagement of the Latino arts and culture community members in ALMAAHH's programs and events.	(Number of Engaged Members / Total Members in Database) x 100	Impact	%	Annually	
				42	Diversity Index of Latino Creators and Supporters in the Database	Measures the diversity (in terms of age, gender, location, and artistic discipline) of Latino creators and supporters in the database.	(Diversity Score of Creators and Supporters Based on Demographics)	Impact	Index	Annually	
Newsletter	Objective	To publish an influential and attractive bimonthly newsletter.	2024: process design to create newsletter, resources assessment	43	Newsletter process design completion	Measures the completion of the newsletter creation process design and resource assessment by the end of 2024.	(Number of Completed Steps: Process Design, Resource Assessment / Total Required Steps) x 100	Process	%	Monthly	
			2025 Q1: newsletter format approved	44	Newsletter Format approval	Tracks the approval of the newsletter format by the end of Q1 2025.	(Approval Status: Approved/Not Approved)	Outcome	Binary (Yes/No)	Monthly	
			2025 Q3-2029: bimonthly publication	45	Bimonthly newsletter publication	Measures the consistency of the newsletter publication every two months from Q3 2025 to 2029.	(Number of Newsletters Published / Total # of Scheduled Publications) x 100	Outcome	%	Bimonthly	
	Purpose	To have the most influential digital space about Latino arts and culture.		46	Percentage Growth in Newsletter Subscribers	Measures the increase in the number of subscribers to the newsletter, reflecting its growing influence in the Latino arts and culture space.	(Number of Subscribers Post-Period – Number of Subscribers Pre-Period) / Number of Subscribers Pre-Period x 100	Impact	%	Annually	
				47	Percentage of Subscribers Engaging with Newsletter Content	Measures the level of engagement with the newsletter, such as open rates, click-through rates, and shares, indicating its influence on subscribers.	(Number of Engaged Subscribers / Total Subscribers) x 100	Impact	%	Annually	
				48	Relative Engagement Rate Compared to Other Latino Cultural Newsletters	Measures how ALMAAHH's newsletter engagement (open rates, click-through rates, shares) compares to other leading Latino cultural newsletters in Houston.	ALMAAHH's Engagement Metrics / Average Engagement Metrics of Competitor Newsletters) x 100	Impact	%	Annually	
Active Calendar	Objective	To permanently have an updated and relevant Latino Arts and Culture calendar in Greater Houston that is recognized as the best calendar on the subject.	2024 Q3: updated calendar, 2024: dedicated staff	49	Calendar update completion	Measures the completion of updating the Latino Arts and Culture calendar by the end of Q3 2024.	Number of events added in ALMAAHH calendar per month	Process	Number	Monthly until Q3 2024	
				50	Hiring completion rate	Measures the progress in hiring dedicated staff for the calendar project.	(Number of Hired Staff / Total Staff Required) x 100	Process	%	Monthly	
				51	Role assignment completion rate	Measures the completion of assigning specific roles to the trained staff.	(Number of Role Assignments Completed / Total Staff) x 100	Process	%	Monthly	
			2025 Q1: design new process	52	New process design for calendar management	Measures the progress of designing a new process for managing the calendar by the end of Q1 2025.	(Number of Completed Process Design Steps / Total Required Steps) x 100	Process	%	Monthly until Q1 2025	
				53	Content management setup completion rate	Measures the progress in establishing the content management system for the calendar.	(Number of Content Management Tasks Completed / Total Required Tasks) x 100	Process	%	Monthly	
				54	User access setup completion rate	Tracks the progress in configuring user access and permissions for the calendar system.	(Number of User Access Tasks Completed / Total Required Tasks) x 100	Process	%	Monthly	
	Purpose	Become the go-to source for Latino cultural events, increasing awareness and participation in the community.		55	Percentage of Target Audience Aware of Latino Cultural Events Through the Calendar	Measures the percentage of the audience who learned about specific Latino cultural events through ALMAAHH's calendar.	(Number of Respondents Who Became Aware Through the Calendar / Total Respondents Surveyed) x 100	Impact	%	Annually	
				56	Percentage of Users Satisfied with Event Information	Measures the satisfaction of users regarding the clarity, accuracy, and usefulness of the event information provided on the calendar. Data collected via post-event or user surveys.	(Number of Satisfied Users / Total Surveyed Users) x 100	Impact	%	Annually	
				57	Reach of Calendar	Tracks the number of individuals reached by the Active Calendar, including online views (digital reach) and offline mentions (e.g., printed materials, word of mouth).	(Number of Impressions (Digital and Physical)	Impact	Number	Quarterly	
Artist-in-residency program	Objective	To have a reputed, practical, useful program that can attract talented Latino artists, provide them with updated tools and opportunities and improve their success probabilities.	To allocate at least 2 artists per year in 2028 and 2029 and 3 in 2030.	58	Artist allocation completion rate	Tracks the completion of artists allocated to the residency program each year, starting in 2028.	Number of artists allocated per year	Outcome	Numer	Annually	
	Purpose	Nurture and elevate the next generation of Latino artists, contributing to the vibrancy and sustainability of the Latino arts scene.		59	Percentage Increase in Number of Exhibitions and Income Post-Residency	Measures the growth in the number of exhibitions and the income generated by artists after completing the residency program.	(Number of Exhibitions and Income Post-Residency – Number of Exhibitions and Income Pre-Residency) / Number of Exhibitions and Income Pre-Residency x 100	Impact	%	Annually	
				60	Percentage of Artists Continuing Full-Time Artistic Careers	Tracks the sustainability of the careers of Latino artists after completing the residency program, reflecting its long-term impact.	(Number of Artists Pursuing Full-Time Artistic Careers Post-Residency / Total Residency Participants) x 100	Impact	%	Annually	
				61	Percentage of Residency Projects Contributing to Latino Arts and Culture	Measures the percentage of projects created during the residency that directly contribute to the Latino arts and culture scene, such as through public exhibitions, performances, or community engagement.	(Number of Latino Culture Projects / Total Residency Projects) x 100	Impact	%	Annually	
				62	Diversity Index of Residency Participants	Tracks the diversity of artists participating in the residency program in terms of gender, age, ethnicity, and artistic discipline, ensuring a broad and inclusive representation of Latino artists.	(Diversity Score Based on Demographic Categories)	Impact	Index	Annually	
Alliance strategy	Objective	To have an effective network of local and national allies that support our mission and regard our relationship as a valuable asset for their own ends.	2024: define key alliances, 50% approached	63	Number of key alliances approached	Measures the number of key alliances that have been identified and defined by the end of 2024.	Number of alliances	Process	Number	Quarterly	
				64	Number of Democratic Party Officials Engaged	Measures the number of public officials from the Democratic Party actively engaged by the end of 2025.	Number of Public Officials Engaged	Outcome	Number	Quarterly	
			2025: 90% approached, 10% engaged actively, at least 1 public official from both parties	65	Number of Republican Party Officials Engaged	Measures the number of public officials from the Republican Party actively engaged by the end of 2025.	Number of Democratic Party Officials Engaged	Outcome	Number	Quarterly	
				66	Percentage of key alliances approached (2025)	Measures the percentage of key alliances that have been approached by the end of 2025.	Number of Republican Party Officials Engaged	Outcome	Number	Quarterly	
				67	Percentage of Key Alliances Actively Engaged (2025)	Measures the percentage of key alliances that have been approached by the end of 2025.	(Number of Alliances Approached / Total Alliances) x 100	Outcome	Number	Quarterly	
			2026: 15% engaged actively, at least 1 public official from both parties in Houston, Harris and Texas	68	Number of Democratic Party Officials Engaged in Houston, Harris and Texas	Measures the number of public officials from the Democratic Party actively engaged in Houston, Harris, and Texas by the end of 2026.	Number of Democratic Party Officials Engaged	Outcome	Number	Quarterly	
				69	Number of Republican Party Officials Engaged in Houston, Harris, and Texas	Measures the number of public officials from the Republican Party actively engaged in Houston, Harris, and Texas by the end of 2026.	Number of Republican Party Officials Engaged	Outcome	Number	Quarterly	
				70	Percentage of key alliances approached (2026)	Measures the percentage of key alliances that have been approached by the end of 2026.	Number of Republican Party Officials Engaged	Outcome	Number	Quarterly	
				71	Percentage of Key Alliances Actively Engaged (2026)	Measures the percentage of key alliances that are actively engaged by the end of 2026.	(Number of Actively Engaged Alliances / Total Alliances) x 100	Outcome	Number	Quarterly	
			2027: 20% engaged actively, at least 1 public official from both parties in Houston, Harris, Texas and Congress	72	Number of Democratic Party Officials Engaged in Houston, Harris, Texas, and Congress	Measures the number of public officials from the Democratic Party actively engaged in Houston, Harris, Texas, and Congress by the end of 2027.	Number of Democratic Party Officials Engaged	Outcome	Number	Quarterly	
				73	Number of Republican Party Officials Engaged in Houston, Harris, Texas, and Congress	Measures the number of public officials from the Republican Party actively engaged in Houston, Harris, Texas, and Congress by the end of 2027.	Number of Republican Party Officials Engaged	Outcome	Number	Quarterly	
				74	Percentage of key alliances approached (2027)	Measures the percentage of key alliances that have been approached by the end of 2025.	Number of Republican Party Officials Engaged	Outcome	Number	Quarterly	
				75	Percentage of Key Alliances Actively Engaged (2027)	Measures the percentage of key alliances that are actively engaged by the end of 2027.	(Number of Actively Engaged Alliances / Total Key Alliances) x 100	Outcome	Number	Quarterly	
	Purpose	Create a strong support system that amplifies ALMAAHH's impact and extends its reach beyond Houston.		76	Percentage of Programs or Events Extended Beyond Houston	Measures the percentage of ALMAAHH's programs, events, or initiatives that have been replicated or hosted in regions outside of Houston, reflecting the expansion of ALMAAHH's reach through alliances.	(Number of Programs or Events Beyond Houston / Total Programs) x 100	Impact	%	Annually	
				77	Percentage of ALMAAHH's Total Budget Supported by Alliances	Tracks the financial and resource contributions from strategic alliances to support ALMAAHH's operations and expansion.	(Alliance Contributions / Total ALMAAHH Budget) x 100	Impact	%	Annually	
Communications campaign	Objective	To positively position ALMAAHH, its goals and the project among a significant amount of Houstonians.	2027: 3% of Houstonians know about ALMAAHH	78	Number of Houstonians who know about ALMAAHH	Measures the numbers of Houstonians who are aware of ALMAAHH at the end of each year (2027, 2028, and 2029).	Number of Houstonians who know about ALMAAHH	Outcome	Number	Annually	
				79	Public Awareness via Social Media	Measures the percentage of Houstonians who, at the end of each year (2027, 2028, and 2029), became aware of ALMAAHH through social media, relative to the total number of individuals aware of ALMAAHH in that same year.	(Number of Houstonians Aware via social media / Total Houstonians Aware of ALMAAHH) x 100	Outcome	%	Annually	
			2028: 6% of Houstonians know about ALMAAHH, 50% positive opinion	80	Public Awareness via TV	Measures the percentage of Houstonians who, at the end of each year (2027, 2028, and 2029), became aware of ALMAAHH through TV, relative to the total number of individuals aware of ALMAAHH in that same year.	(Number of Houstonians Aware via TV / Total Houstonians Aware of ALMAAHH) x 100	Outcome	%	Annually	
				81	Public Awareness via Radio	Measures the percentage of Houstonians who, at the end of each year (2027, 2028, and 2029), became aware of ALMAAHH through Radio, relative to the total number of individuals aware of ALMAAHH in that same year.	(Number of Houstonians Aware via Radio / Total Houstonians Aware of ALMAAHH) x 100	Outcome	%	Annually	
			2029: 12% of Houstonians know about ALMAAHH, 90% positive opinion	82	Public Awareness via Word of Mouth	Measures, at the end of each year (2027, 2028, and 2029), the percentage of Houstonians who became aware of ALMAAHH through word of mouth, relative to the total number of individuals aware of ALMAAHH in that same year.	(Number of Houstonians Aware via Word of Mouth / Total Houstonians Aware of ALMAAHH) x 100	Outcome	%	Annually	
	Purpose	Build broad-based community support and enthusiasm for Latino arts and culture and for Latino cultural contributions to the US.		83	Percentage Increase in Public Support for Latino Cultural Projects and Initiatives	Measures the growth in public support (e.g., donations, advocacy, participation) for Latino-led cultural initiatives as a direct result of the communications campaign.	(Number of Public Supporters Post-Campaign / Number of Public Supporters Pre-Campaign) x 100	Impact	%	Annually	
				84	Post-event Survey Response Rate	Measures the percentage of attendees who completed the post-event survey, indicating engagement and feedback collection.	(Number of Surveys Completed / Total Event Attendees) x 100	Impact	%	After each event	
Networking events for creators	Objective	To effectively support the creation of useful networks for artists and cultural organizations through events organized by ALMAAHH or in collaboration with other organizations.	2025–29: 1 networking event per semester (artists-collectors, artists-artists, artists-galleries), ensuring events are useful for all participants. Post-event surveys will collect feedback to improve future sessions.	85	Networking event completion rate	Measures the completion of scheduled networking events per semester from 2025 to 2029.	(Number of Networking Events Held / Total Scheduled Events) x 100	Outcome	%	Semi-annually	
	Purpose	Create a support network and ecosystem for Latino creators.		86	Number of Latino Creators Participating in Networking Events	Tracks the total number of Latino creators who attend networking events, reflecting the reach of the events.	Total Number of Participants	Impact	Number	Per event	
				87	Percentage of Participants Satisfied with Networking Opportunities	Measures participant satisfaction with the networking opportunities provided at the events, through post-event surveys.	(Number of Satisfied Participants / Total Surveyed Participants) x 100	Impact	%	Per event	
				88	Number of Participants Who Gained Access to Support Services	Tracks the number of creators who gained access to support services (funding, mentorship, resources) as a result of attending networking events, collected via follow-up surveys.	(Total Number of Participants with Access to Support Services	Impact	Number	Annually	
				89	Number of Professional Relationships Lasting Over 12 Months	Measures the number of participants who report forming professional relationships lasting more than 12 months as a direct result of networking events. Data collected through follow-up surveys conducted one year after the event.	Total Number of Long-Term Relationships (Over 12 Months)	Impact	Number	Annually	
Communities reporting and feedback	Objective	To accurately receive useful feedback about our activities from the different communities we serve.	2024: definition of communities to consult and general tools to be used	90	Number of communities defined	Measures the number of different communities that have been identified for consultation by the end of 2024.	Number of Audiences Defined	Process	Number	Monthly	
				91	Number of Surveys Conducted	Measures the number of surveys used to gather feedback from artists and the community.	Number of Surveys Conducted	Outcome	Number	Annually	
				92	Number of Focus Groups Held	Measures the number of focus groups used to gather in-depth perspectives from the community.	Number of Focus Groups Held	Outcome	Number	Annually	
				93	Number of Interviews Conducted	Measures the number of interviews used to obtain detailed insights from artists and community leaders.	Number of Interviews Conducted	Outcome	Number	Annually	
				94	Number of Online Feedback Platforms Used	Measures the number of online platforms (e.g., ALMAAHH website) used for continuous community engagement.	Number of Online Platforms Used	Outcome	Number	Annually	
				95	Number of Community Forums Held	Measures the number of community forums (e.g., town halls or public meetings) used for open discussions with the community.	Number of Community Forums Held	Outcome	Number	Annually	
				96	Number of Qualitative Tools Used	Measures the total number of qualitative tools (e.g., focus groups, interviews, community forums) utilized in gathering feedback.	Number of Qualitative Tools Used	Outcome	Number	Annually	
				97	Total Number of Quantitative Tools Used	Measures the total number of quantitative tools (e.g., surveys, online platforms with quantifiable data) utilized in gathering feedback.	Number of Quantitative Tools Used	Outcome	Number	Annually	
			2025 Q3-2029: Three consultations per year, with a 30% response rate.	98	Annual consultation completion	Tracks the completion of at least one consultation with artists and community members each year from 2025 to 2029.	(Number of Consultations Completed)	Outcome	Number	Annually	
				99	Consultation Response Rate	Tracks the percentage of respondents who participated in each consultation, ensuring the 30% response rate is achieved.	(Number of Responses Received / Total Consultations Sent) x 100	Outcome	%	Annually	
	Purpose	To be a community rooted institution acquiring practical guidance and strength.		100	Percentage of Community Members Actively Participating in Feedback	Measures the percentage of community members engaging in feedback mechanisms (surveys, forums, focus groups) to provide practical guidance to the institution.	(Number of Participants in Feedback / Total Community Members Engaged) x 100	Impact	%	Annually	
				101	Number of Community-Driven Projects Supported by the Institution	Tracks the number of initiatives proposed or driven by the community that have been adopted and supported by the institution.	Total Number of Community-Driven Initiatives	Impact	Number	Annually	
Public dashboard	Objective	To have a mechanism for publicizing basic information about ALMAAHH's work that satisfies general information needs from our key stakeholders.	2027: define dashboard content and channels	102	Number of Dashboard Content Areas Defined	Measures the number of content areas identified and defined for the public dashboard by the end of Q1 2026.	Number of Content Areas Defined	Process	Number	Monthly	
				103	Number of Channels Identified for Dashboard Delivery	Measures the number of channels identified and defined for delivering the public dashboard by the end of Q1 2026.	Number of Channels Defined	Process	Number	Monthly	
			2030: Public dashboard working	104	Dashboard Operational Status	Measures the percentage of the dashboard's functionalities that are fully operational, including data accuracy, user accessibility, and real-time updates.	(Number of Fully Operational Features / Total Dashboard Features) x 100	Outcome	%	Quarterly	
				105	Frequency of Information on Dashboard	Measures the delay between the occurrence of events and the posting of information on the dashboard, ensuring information is no more than one month old.	(Number of Days Between Event and Posting / 30) x 100	Outcome	%	Quarterly	
	Purpose	To be a transparent trustworthy organization.		106	Percentage of Key Metrics Published on Time via Dashboard	Measures the percentage of financial, operational, and performance metrics made available to the public in a timely manner through the dashboard.	(Number of Metrics Published on Time / Total Metrics to be Published) x 100	Impact	Number	Quarterly	
				107	Percentage of Community Members Reporting Trust in ALMAAHH's Transparency	Measures the percentage of the community that expresses confidence in ALMAAHH's transparency based on the information provided via the public dashboard. Data collected through surveys.	(Number of Respondents Reporting Trust / Total Surveyed Respondents) x 100	Impact	Number	Annually	

Strategic Line	Line of work	Objective and Purpose		Goal	Indicator	Description	Formula	Type (Process, Outcome, or Impact)	Unit of measurement (target value)	Frecuency	Source
Creating Memorable and Dynamic Experiences	**Arts and culture programs**	Objective	To create and promote activities that support our mission.	1 in 2025 and 2026	Number of programs/activities conducted	Measures the number of arts and culture programs or activities conducted each year from 2026 to 2026.	Number of programs/activities conducted	Outcome	Number	Anually	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
				2 in 2027 to 2019.	Number of programs/activities conducted	Measures the number of arts and culture programs or activities conducted each year from 2027 to 2029.	Number of programs/activities conducted	Outcome	Number	Anually	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
				Active spaces in 3 satellite spaces by 2030	Number of Active Satellite Spaces	Measures the number of satellite spaces that are active and hosting arts and culture programs by 2030.	Number of Active Satellite Spaces	Outcome	Number	Anually	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
		Purpose	To become a relevant and permanent actor of the Latino arts and-culture ecosystem.		Total Number of Programs Hosted Annually	Tracks the total number of arts and culture programs hosted by ALMAAHH each year, reflecting its growing relevance as a key player in the Latino arts and culture ecosystem.	Total Number of Programs Hosted Annually	Impact	Number	Anually	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
					Percentage Increase in Latino Arts and Culture Programs Hosted by ALMAAHH	Measures the growth in the number of arts and culture programs hosted by ALMAAHH, reflecting its increasing relevance in the Latino arts and culture ecosystem.	(Number of Programs in the Current Year / Number of Programs in the Previous Year) x 100	Impact	%	Anually	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
					Diversity Index of Arts and Culture Programs	Measures the diversity of ALMAAHH's programs in terms of types of art forms (visual arts, music, theater, etc.) and cultural focus, ensuring the institution's broad impact within the Latino arts ecosystem.	Diversity Score Based on Program Categories	Impact	Index	Anually	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
					Number of Recognitions or Partnerships with Key Latino Cultural Institutions	Tracks the number of formal recognitions or partnerships formed with other major Latino cultural institutions, indicating ALMAAHH's increasing role in the ecosystem.	Total Number of Recognitions or Partnerships	Impact	Number	Anually	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
					Percentage of Arts and Culture Programs Running Continuously for Over 3 Years	Measures the sustainability of ALMAAHH's arts and culture programs by tracking the percentage of programs that have been maintained for over three years.	Number of Programs Running Over 3 Years / Total Programs) x 100	Impact	%	Anually	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
	Co-created programs	Objective	To create programs in collaboration with other organizations combining resources and capabilities to support our mission.	1/3 of activities co-created with external actors from 2025.	Percentage of Co-created Activities	Measures the percentage of arts and culture activities that are co-created with external actors starting in 2025.	(Number of Co-created Activities / Total Activities) x 100	Outcome	%	Anually	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
					Percentage Increase in Co-Created Programs with Other Organizations	Measures the growth in the number of programs co-created between ALMAAHH and other organizations, indicating its role as a connector within the Latino arts and culture ecosystem.	(Number of Co-Created Programs in Current Year / Number of Co-Created Programs in Previous Year) x 100	Impact	%	Anually	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
		Purpose	To position ALMAAHH as a key supporter and link between Latino arts and culture ecosystem and other organizations and audiences.		Number of Partnerships with Organizations	Tracks the variety of organizations (cultural institutions, educational entities, government agencies) partnering with ALMAAHH to co-create programs over the course of a year.	Total Number of Partnerships	Impact	Number	Anually	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
					Percentage Increase in Audience Reach Through Co-Created Programs	Measures the growth in the size of audiences reached through co-created programs, comparing audience sizes from one year to the previous year.	(Audience in Current Year / Audience in Previous Year) x 100	Impact	%	Anually	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
					Percentage of Partner Organizations Satisfied with Co-Created Process	Measures the satisfaction of organizations that co-create programs with ALMAAHH, based on surveys conducted after the completion of each program.	(Number of Satisfied Partners / Total Partner Organizations) x 100	Impact	%	Per event	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
					Percentage of Stakeholders Recognizing ALMAAHH as a Key Supporter of Latino Arts and Culture	Measures the percentage of stakeholders (artists, organizations, community members) who view ALMAAHH as a key institution linking the Latino arts and culture ecosystem with other organizations and audiences. Data collected through annual stakeholder surveys.	(Number of Stakeholders Recognizing ALMAAHH / Total Surveyed Stakeholders) x 100	Impact	%	Anually	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
	Diverse artists and exhibitions	Objective	To have programs that reflect the diversity of US Latino artists and communities.	2026: define diversity criteria	Number of Diversity Criteria Established	Measures the number of different artistic disciplines identified and defined for inclusion in ALMAAHH programs.	Number of Artistic Disciplines	Process	Number	Quarterly	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
					Comprehensiveness of Artistic Discipline Criteria	Assesses the extent to which the identified artistic disciplines cover a broad range of artistic expressions (e.g., visual arts, performance, digital arts).	(Number of Artistic Disciplines / Total Target Disciplines) x 100	Process	%	Quarterly	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
				2026-2029: to have at least one activity with every criteria fulfilled	Number of Activities Covering Each Artistic Discipline	Measures the number of activities conducted each year that represent each identified artistic discipline.	Number of Activities per Artistic Discipline	Outcome	Number	Anually	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
					Number of National Heritages Represented	Tracks the number of distinct national heritages represented in activities, reflecting cultural diversity across national backgrounds.	Number of National Heritages Represented	Outcome	Number	Anually	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
		Purpose	To showcase the wide diversity of Latino heritages, fostering cross-cultural understanding and appreciation.		Diversity Index of Audience Attending Latino Heritage Exhibitions	Measures the diversity of the audience attending exhibitions, tracking age, gender, ethnicity, and socio-economic background to assess if a broad cross-section of the community is engaging with Latino heritage exhibitions.	Diversity Score Based on Audience Demographics	Impact	Index	Anually	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
	Videos repository	Objective	To create, manage and share, independently or in collaboration with other organizations, a repository of videos with valuable content for our different audiences and communities and that aligns with our mission.	2025 Q2: video content plan and programming	Video Content Plan Completion rate	Measures the completion of a video content plan and programming schedule by Q2 2025.	Completed Tasks for Business Plan / Total Tasks for Business Plan) x 100	Process	%	Monthly	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
					Programming Schedule Completion	Measures the completion percentage of the overall video programming schedule, considering key milestones such as content sequencing, deadlines, and resource allocation.	(Number of Completed Milestones / Total Milestones in Programming Schedule) x 100	Process	%	Monthly	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
				2026-2029: one video per month	Number of Videos Published	Measures the number of videos published each month from 2026 to 2029.	Number of Videos Published	Outcome	Number	Monthly	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
		Purpose	To have a relevant digital channel that supports ALMAAHH's mission.		Percentage Increase in Total Number of Viewers Year-over-Year	Measures the growth in the total number of distinct viewers who have accessed the video repository, comparing the current year with the previous year.	(Number of Viewers in Current Year / Number of Viewers in Previous Year) x 100	Impact	%	Anually	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
					Number of Mentions in Media and Publications	Tracks the number of times ALMAAHH's video content is mention or referenced in media outlets (online, print, broadcast) and other academic or cultural publications, reflecting its influence and relevance.	Total Number of Citations in Media and Publications	Impact	Number	Anually	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
					Number of Diverse Topics Covered in the Video Repository	Tracks the range of topics covered by the video repository to ensure that diverse aspects of Latino arts, culture, and history are represented.	Total Number of Unique Topics Covered	Impact	Number	Anually	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
	Educational programs	Objective	To launch, independently or in collaboration with other organizations, educational programs, courses or lectures with valuable content for our different audiences and communities and that aligns with our mission.	2025: courses plan and programming	Courses Plan Completion Rate	Measures the overall progress in completing the courses plan, including defining topics, objectives, and target audiences.	(Number of Completed Plan Sections / Total Plan Sections) x 100	Process	%	Monthly	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
					Completion Rate of Course Programming Schedule	Tracks the progress in developing the overall programming schedule for the courses, including timelines and sequencing.	(Number of Completed Programming Elements / Total Required Programming Elements) x 100	Process	%	Monthly	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
				2026-2029: One course per quarter, with a total of 100 participants per year.	Number of Courses Conducted per quarter	Measures the total number of courses conducted each quarter, ensuring the target of one course per quarter is met.	Number of Courses Conducted per Quarter	Outcome	Number	Quarterly	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
					Total Number of Participants	Measures the total number of participants across all courses per year, ensuring the target of 100 participants is reached.	Total Number of Participants per Year	Outcome	Number	Anually	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
					Average Participants per Course	Tracks the average number of participants per course, providing insights into the level of engagement per course.	(Total Number of Participants / Total Number of Courses Conducted)	Outcome	Number	Quarterly	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
		Purpose	To have a recognized educational program that supports ALMAAHH's mission.		Percentage Increase in the Number of Participants in Educational Programs	Measures the growth in the number of students or participants in ALMAAHH's educational programs year-over-year.	(Number of Participants in Current Year / Number of Participants in Previous Year) x 100	Impact	%	Anually	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
					Percentage of Participants Satisfied with the Educational Programs	Measures the satisfaction of participants with the educational programs, including curriculum quality, teaching methods, and overall experience. Data collected via post-program surveys.	(Number of Satisfied Participants / Total Surveyed Participants) x 100	Impact	%	Anually	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
					Percentage of Educational Program Participants Engaging in ALMAAHH's Initiatives	Measures the percentage of participants in educational programs who continue to engage with ALMAAHH through other programs, events, or initiatives, reflecting long-term engagement.	(Number of Participants Engaging in Other Initiatives / Total Educational Program Participants) x 100	Impact	%	Anually	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
	Cross-disciplinary works	Objective	To create conditions and opportunities for cross-disciplinary works and exhibits, and to facilitate their showcasing.	2026: collaborative work plan and programming	Collaborative Work Plan Completion Rate	Measures the progress in completing the collaborative work plan, including identifying disciplines and programming schedules.	(Number of Completed Plan Sections / Total Plan Sections) x 100	Process	%	Monthly	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
					Number of Disciplines Identified for Collaboration	Measures the number of different disciplines identified and included in the collaborative work plan.	Number of Disciplines Identified	Process	Number	Monthly	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
				2027: 5% of works include at least 2 disciplines included or correlated							
				2026-2029: 10% of works include at least 2 disciplines included or correlated	Percentage of Works with Cross-disciplinary	Measures the percentage of works that include at least two disciplines.	(Number of Cross-disciplinary Works / Total Works) x 100	Outcome	%	Anually	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
		Purpose	Position ALMAAHH as a cutting-edge institution that fosters innovation in arts and cultural creation.		Total Number of Multidisciplinary Projects Presented Annually	Measures the total number of innovative projects that combine different artistic and cultural disciplines presented by ALMAAHH each year, reflecting its position as a cutting-edge institution.	Total Number of Multidisciplinary Projects Presented in the Year	Impact	Number	Anually	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
					Total Number of Collaborations and Follow-Up Projects	Measures the number of new collaborations or projects that emerge from the multidisciplinary works presented, indicating ALMAAHH's broader impact on the artistic ecosystem.	Number of Collaborations and Follow-Up Projects in the Year	Impact	Number	Anually	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
	Immersive multi-sensorial exhibitions	Objective	To create conditions and opportunities for multisensorial works and exhibits, and to facilitate their showcasing.	2027: immersive/multisensorial work plan and programming	Immersive Work Plan Completion Rate	Measures the progress in completing the immersive/multisensorial work plan, including identifying features and programming schedules.	(Number of Completed Plan Sections / Total Plan Sections) x 100	Process	%	Monthly	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
				2026: 3% of works include immersive and or multisensorial features.	Percentage of Works with Immersive Features	Measures the percentage of works that include immersive and/or multisensorial features.	(Number of Immersive Works / Total Works) x 100	Outcome	%	Anually	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
				2029-2030: 5% of works include immersive and or multisensorial features.	Percentage of Works with Immersive Features	Measures the percentage of works that include immersive and/or multisensorial features.	(Number of Immersive Works / Total Works) x 100	Outcome	%	Anually	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
		Purpose	Position ALMAAHH as a cutting-edge institution that fosters innovation in arts and cultural creation.		Total Number of Multi-sensorial Exhibitions Presented	Tracks the number of exhibitions incorporating immersive, multi-sensorial elements, reflecting ALMAAHH's commitment to innovative exhibition formats.	Total Number of Multi-sensorial Exhibitions in the Year	Impact	Number	Anually	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
					Percentage of Exhibitions Incorporating Multi-sensorial Elements	Measures the proportion of exhibitions at ALMAAHH that include immersive and multi-sensorial features, showing growth in the adoption of these formats.	(Number of Multi-sensorial Exhibitions / Total Exhibitions) x 100	Impact	%	Anually	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
	Art collection	Objective	To create optimal ways of preserving works and objects representative and relevant for Latino arts and cultural expressions.	2027: Define criteria and design collection and preservation strategies.	Percentage of Completed Collection Criteria and Preservation Strategy	Measures the outcome of having finalized both the collection criteria and the preservation strategies for the long-term care of the collection.	(Completed Collection Criteria and Strategy / Total Criteria and Strategy Sections) x 100	Outcome	%	Anually	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
					Number of Meetings or Consultations with Experts	Measures the number of consultations held with curators, preservationists, and other experts in defining the collection criteria and preservation strategies.	Number of Meetings or Consultations Held	Process	Number	Quarterly	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
				2026-2030: Launch collection and preservation campaign.	Campaign Launch Completion Rate	Measures the successful launch of the collection and preservation campaign, indicating readiness to begin acquiring and preserving artworks.	(Number of Campaign Steps Completed / Total Campaign Launch Steps) x 100	Outcome	%	Anually	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
					Percentage of Preservation Funding Raised	Measures the percentage of long-term funding raised specifically for preservation efforts as part of the campaign.	(Amount of Funding Raised for Preservation / Total Preservation Funding Goal) x 100	Outcome	%	Anually	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
					Percentage Increase in Public Awareness of the Collection and Preservation Campaign	Tracks the increase in public awareness of the campaign, measured through surveys, media mentions, and social media engagement.	(Number of People Aware After Campaign / Number of People Aware Before Campaign) x 100	Impact	%	Anually	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
		Purpose	To preserve and showcase the rich heritage of Latino arts and culture for future generations.		Total Number of Latino Artworks in the Collection	Measures the growth in the number of artworks collected and preserved, reflecting efforts to safeguard Latino heritage for future generations.	Total Number of Artworks in Current Year	Impact	Number	Anually	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
					Number of Different Latino Cultural Heritages Represented	Tracks the variety of Latino cultures (e.g., Mexican, Cuban, Puerto Rican, Dominican) represented in the art collection, ensuring a comprehensive showcase of Latino heritage.	Total Number of Distinct Cultural Heritages Represented	Impact	Number	Anually	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
					Number of Artworks Loaned to or Exhibited in Collaboration with Other Institutions	Measures the reach and recognition of the collection through collaborations, increasing its visibility and impact.	Total Number of Artworks Loaned or Collaborative Exhibitions	Impact	Number	Anually	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
					Percentage of the Collection Digitized and Available Online	Measures the extent to which the art collection is digitized and accessible to a wider audience online, preserving it for future generations.	(Number of Digitized Artworks / Total Artworks in Collection) x 100	Impact	%	Anually	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
	Audience creation	Objective	To develop activities focused on the generation of consumers, attendants, collectors and sponsors of Latino arts and culture.	2027-2029: one campaign per year for promotion of art and culture consumption (attendants, collectors, donors, sponsors, consumer)	Number of Attendants Reached per Campaign	Measures the number of regular visitors or attendees reached through each annual campaign.	Number of Attendants Reached	Outcome	Number	Anually	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
					Number of Collectors Reached per Campaign	Measures the number of art collectors engaged through each annual campaign.	Number of Collectors Reached	Outcome	Number	Anually	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
					Number of Donors Reached per Campaign	Measures the number of donors engaged through each annual campaign.	Number of Donors Reached	Outcome	Number	Anually	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
					Number of Sponsors Reached per Campaign	Measures the number of sponsors engaged through each annual campaign.	Number of Sponsors Reached	Outcome	Number	Anually	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
					Campaign Reach in Terms of Attendance	Measures the increase in regular attendance attributable to the campaign, comparing pre- and post-campaign attendance figures.	(Post-campaign Attendance / Pre-campaign Attendance) x 100	Outcome	%	Anually	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
					Campaign Impact on Financial Contributions	Tracks the increase in financial contributions (from donors and sponsors) attributable to the campaign.	(Post-campaign Contributions / Pre-campaign Contributions) x 100	Outcome	%	Anually	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
		Purpose	Cultivate a robust ecosystem of support for Latino arts and culture, ensuring long-term sustainability and growth.		Percentage Increase in Audience Size Year-over-Year	Measures the growth in the number of participants attending ALMAAHH's Latino arts and culture programs, reflecting the expansion of its audience base.	(Number of Attendees in Current Year / Number of Attendees in Previous Year) x 100	Impact	%	Anually	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
					Demographic Diversity Index of the Audience	Tracks the diversity of audience members by age, gender, ethnicity, and socio-economic background to ensure a broad representation within the Latino arts and culture ecosystem.	Diversity Index Score Based on Demographics	Impact	Index	Anually	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
					Percentage Increase in the Number of Donors and Sponsors	Measures the growth in financial and in-kind support from donors and sponsors, reflecting the robustness of the support ecosystem for Latino arts and culture.	(Number of Donors and Sponsors in Current Year / Number of Donors and Sponsors in Previous Year) x 100	Impact	%	Anually	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.
					Number of Community Outreach and Engagement Programs Held	Measures the number of programs or initiatives aimed at engaging the broader community, cultivating interest in Latino arts and culture.	Total Number of Outreach Programs	Impact	Number	Anually	Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.

Securing the Future of ALMAAHH

Line of work	Objective/Purpose	Goal	#	Indicator	Type	Unit	Frequency
Capital Campaign	**Objective:** To obtain funding to acquire and develop land, build the complex and secure future operations.	2025: campaign designed, launch capital campaign to secure land, operational 2025-2029 funds pledged	171	Capital Campaign Design Completion Rate	Process	%	Monthly
			172	Percentage of Operational Funds Pledged	Outcome	%	Quarterly
			173	Land Acquisition Funding Secured	Outcome	Currency (USD)	Quarterly
		2026: launch capital campaign	174	Campaign Outreach Effectiveness	Process	%	Quarterly
			175	Number of Major Donors Engaged	Outcome	Number	Quarterly
			176	Pipeline of Potential Donors	Process	Number	Quarterly
			177	Conversion Rate of Prospective to Committed Donors	Outcome	%	Quarterly
		2027-2028: construction costs flowing as programmed	178	Percentage of Construction Costs Flowing as Programmed	Outcome	%	Quarterly
			179	Variance in Construction Funding Flow	Outcome	%	Quarterly
		2029: constructions costs as programmed, 2030 operational funds secured, 75% of capital funds pledged	180	Percentage of Construction Costs Flowing as Programmed	Outcome	%	Quarterly
			181	Percentage of Capital Funds Pledged	Outcome	%	Quarterly
			182	Operational Funds Secured for 2030	Outcome	Currency (USD)	Anually
	Purpose: To actively engage the Houston, Texas, and US societies in ALMAAHH's mission.		183	Percentage Increase in the Number of Donors and Sponsors	Impact	%	Anually
			184	Percentage of Key Stakeholders Continuing to Engage with ALMAAHH Post-Campaign	Impact	%	Anually
			185	Total Number of Outreach Events Organized for Houston, Texas, and US Communities	Impact	Number	Anually
			186	Number of Media Mentions of the Capital Campaign in Houston, Texas, and National Outlets	Impact	Number	Anually
Economic Sustainability model	**Objective:** To create and manage a profitable model that can support future operation of the complex.	2025: business model defined, criteria defined, potential partners defined	187	Business Model Completion Rate	Process	%	Monthly
		2026: defined design, permits	188	Economic Sustainability Model Design Completion Rate	Process	%	Monthly
			189	Permits Secured for Economic Operations	Process	%	Monthly
			190	Permit Application Success Rate	Outcome	%	Monthly
		2027-2030: construction	191	Construction Progress Rate	Outcome	%	Quarterly
	Purpose: Become a benchmarking model for financial sustainability.		192	Ratio of Revenue Generated to Operating Costs	Impact	Ratio	Anually
			193	Percentage Increase in Endowment or Reserve Funds	Impact	%	Anually
			194	Percentage of Operating Costs Covered by Earned Income	Impact	%	Anually
Community ownership	**Objective:** To design and manage programs oriented to obtaining additional funding while creating engagement and sense of belonging in different communities, groups and the general population.	2026-2029: $500,000 per year, $500,000 per year, 300 new contributors per year	195	Amount Raised through Crowdfunding	Outcome	Currency (USD)	Anually
			196	Percentage of Annual Crowdfunding Goal Met	Outcome	%	Anually
	Purpose: Build a broad base of community support that contributes both financially and through active participation in ALMAAHH's mission, while creating a deep sense of ownership of the project.		197	Percentage Increase in Financial Contributions from the Community	Impact	%	Anually
			198	Number of Community-Driven Initiatives Supported by the Institution	Impact	Number	Anually
Board and committees operation	**Objective:** To have an active, efficient, relevant, collaborative board in its 3 dimensions: as individuals, as a board and as a set of committees.	2024: committees redesigned	199	Committee Redesign Completion Rate	Process	%	Monthly
		2025-2028: active set of monthly committees with 80% board attendance or active participation and 100% board giving.	200	Percentage of Board Attendance/Participation	Outcome	%	Monthly
	Purpose: To be a relevant, influential and reputed institution.		201	Percentage of Board and Committee Members with Regular Attendance	Impact	%	Anually
			202	Number of External Collaborations Initiated by Board and Committees	Impact	Number	Anually
			203	Number of Distinct Areas of Expertise or Sectors Represented in Board and Committees	Impact	Number	Anually
Redesign organization	**Objective:** To design an efficient organization capable of fulfilling its tasks towards the mission.	2024: Redesigned and funded chart	204	Organizational Chart Redesign Completion Rate	Process	%	Monthly
			205	Percentage of Staff Positions Filled	Outcome	%	Quarterly
		2025 Q2: complete staff and support for 2029	206	Support Resources Allocation Rate	Outcome	%	Quarterly
		2029: define and hire 2030 staff	207	Percentage Staff Hired	Outcome	%	Quarterly
	Purpose: Create a team of loyal long term ambassadors of ALMAAHH and its mission.		208	Percentage of Employees and Volunteers Retained Annually	Impact	%	Anually
			209	Number of Leadership Positions Filled by Employees or Volunteers with Over 3 Years of Tenure	Impact	Number	Anually
Operations	**Objective:** To design and run efficient and effective processes in accordance to the values of ALMAAHH.	2025 Q1: optimization plan and program	210	Optimization Plan Completion Rate	Process	%	Monthly
		2025 Q3: processes manual	211	Processes Manual Completion Rate	Process	%	Monthly
		2025 Q3: optimized operation and onboarding processes	212	Operational Efficiency Rate	Outcome	%	Quarterly
			213	Onboarding Process Effectiveness	Outcome	%	Quarterly
			214	Percentage Improvement in Time or Resources Saved Due to Process Optimization	Impact	%	Anually
			215	Number of Operational Processes Reviewed and Updated Annually	Impact	Number	Anually
			216	Number of Errors in Process Execution Across Departments	Impact	%	Anually
ALMAAHH legal entities	**Objective:** To have a non-for-profit organization fully working by 2025 Q1.	To have a non-for-profit organization properly working.	217	Non-Profit Activation Completion Rate	Process	%	Monthly
			218	Board Participation Rate	Outcome	%	Quarterly
			219	Operational Readiness of Non-Profit	Outcome	%	Quarterly
	Purpose: To have a non-for-profit organization properly working.		220	Reputation and Trust Among Stakeholders Due to Legal Compliance	Impact	%	Anually
			221	Percentage of Operational Costs Covered by Donations and Grants	Impact	%	Anually

Source (all rows): Data will be sourced from ALMAAHH's internal systems and documentation, including project management records, financial reports, and operational assessments.