

Ohr-O'Keefe Museum of Art

Location: Biloxi, Mississippi

Scope of Work: Strategic Planning &
Business Planning



MMC was retained in 2004 by the Board of Trustees of the Ohr-O'Keefe Museum of Art (Ohr-O'Keefe) to advise on the planned 2006 opening of this Frank Gehry-designed campus and to facilitate both a Strategic Plan and Business Plan.

The MMC team assisted Ohr-O'Keefe in developing a detailed, five-year Strategic Plan that incorporated a newly stated mission, vision, and core values, as well as goals and supporting objectives to be accomplished prior to and three years after the opening. MMC, working with ConsultEcon, Inc. of Cambridge, Massachusetts, developed attendance projections and guided the Museum in establishing admissions pricing. Based on the anticipated number of visitors and the planned facilities, exhibitions, and education programs, MMC detailed staff requirements and estimated operating income and expenses.

In August 2005, Hurricane Katrina devastated the Gulf Coast including the museum building site. The Museum structures then under construction were severely damaged. While the Museum awaited insurance and FEMA settlements, MMC worked with the Board through 2006 to accomplish a change in the governance structure that included a revision of the by-laws reducing the size of the Board and redefining the roles and responsibilities of the remaining trustees.

In February 2007, MMC was retained to assist the Board and staff in defining a number of options for reconstruction and to update the Business Plan based on modified facility utilization in the event increased costs required construction to be phased.

The Museum is moving forward and in November 2007 the exterior skins of the four "Ohr Pods" were installed at the site as a symbol of rebirth for not only the Museum, but also for the City of Biloxi.