



## Wagnalls Memorial

### Strategic Plan for June 2022 to May 2025

The Wagnalls Memorial Board of Directors contracted with Krile Communications from July 2021 through June 2022 to craft a renewed vision and mission and to outline a strategic plan for three years. The process included community input through two community conversations and an online opportunity to view the presentation and complete an online survey. The feedback received showed that those that participated believed we had a good plan covering key areas for our success. Most were very hopeful that this plan will set Wagnalls on good footing, though some were concerned about past efforts that were not so successful affecting Wagnalls' future. The Board is very optimistic for the future of Wagnalls.

#### Our Vision

A community that is thriving through high quality educational and cultural experiences.

#### Our Mission

To continue building upon the Wagnalls legacy by serving as a hub of opportunities to foster community unity, diversity and appreciation through arts, culture and educational programs and services.

#### What We Value

- ◆ Transparency
- ◆ Integrity
- ◆ Quality
- ◆ Sustainability
- ◆ Community-centeredness
- ◆ Education
- ◆ Artistic and Cultural Diversity

# Our Strategic Priorities



Capital and Financial Planning for Sustainability and Growth



Buildings and Grounds Maintenance and Enhancement



Honoring and Building Our Legacy



Cultivating a Supportive Community



Recruiting and Sustaining a Dedicated and Talented Staff

Over the time of June 2022 through May 2025, the Board of Directors has set annual goals for addressing these priorities. Biannually, the Executive Director and Board of Directors will report on the progress the Wagnalls Memorial is making on its strategic priorities. This report will be updated on our progress as well.

**YEAR 1** June 2022-May 2023 **Started 25% 50% 75% Complete**



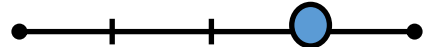
## Capital Resources:

- ◆ Complete Historic Structures Report (HSR) for 1925-1992 buildings and develop action plan based on analysis — **HSR complete, NHR received for 1925 & 1961 only. Creates three projects: 1925 & 1961, the 1992, and the Community Building**
- ◆ Review preventative maintenance contracts  
**Current committee thoughts believe relationship with contractors is also vital.**
- ◆ Develop a punch list for repairs and renovations not included in HSR, especially the Community Building  
**This is truly an ongoing function.**

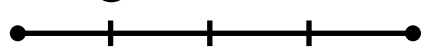
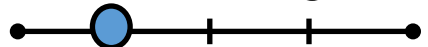
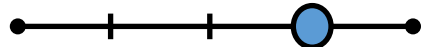


## Operating Resources:

- ◆ Begin efforts to acquire sponsors and identify grant opportunities— **need policy for staff & auxiliary groups for applying,**
- ◆ Collect impact data about our programs to utilize in grant applications/reporting— **ongoing practice**
- ◆ Explore opportunities for additional staffing to support operating needs and library strategic plan  
**Limited by financial resources**
- ◆ Set aspirational budgets for year 2 and 3; Ex. Net income of \$30,000 on weddings — **Year 2**



- ◆ Complete a general clean up of all grounds
- ◆ Determine a long-term maintenance plan
- ◆ Audit current signage and address gaps and needs



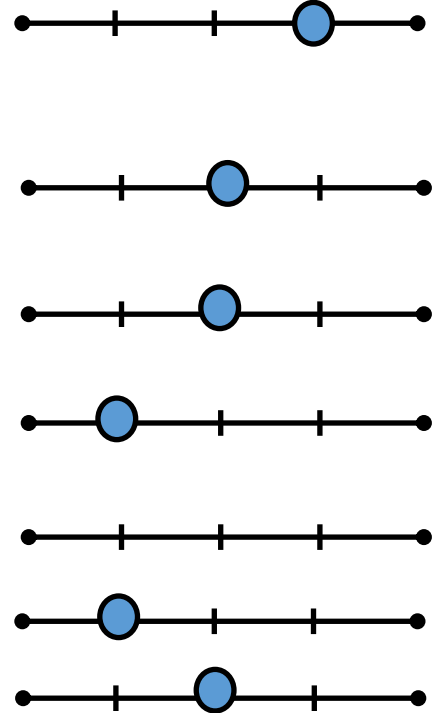
**Move to Year 2**

**YEAR 1** June 2022-May 2023

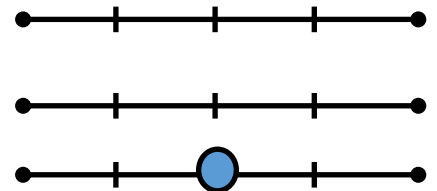
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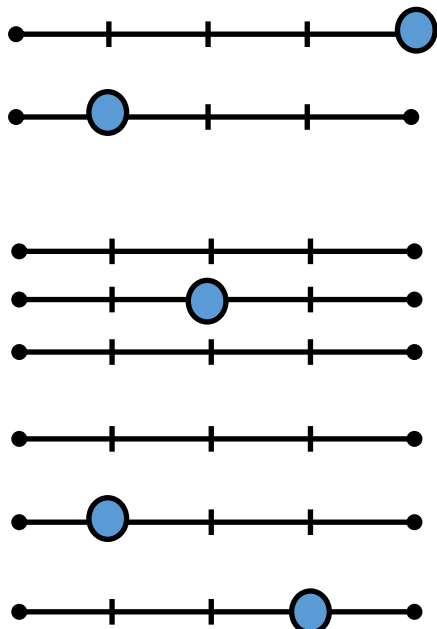
- ◆ Continue to engage Event Committee on regular basis to continue momentum built in past year  
**Focused on major community events, Memorial Day, Honeyfest, Holiday Open House**
- ◆ Create an Education Committee to guide programming with quarterly programs  
**Meeting with key library, theater, & marketing staff**
- ◆ Develop plan for arts and exhibitions — **rethinking frequency of art exhibits, added Performing Arts Series**
  - ◆ Set aspirational grant and sponsorship goals/budget — **have idea for performing arts w/ theater for fundraising committee**
  - ◆ Conduct initial discovery and begin grant application process where appropriate
  - ◆ Begin soliciting sponsorships for programs
- ◆ Manage withdrawals from investments to maintain operations and to not hamper longevity of the organization — **ongoing, good strides w/policies, new investment mgr.**



- ◆ Acquire a CRM database — **move to Year 2**
- ◆ Develop policies and procedures for use and maintenance of CRM
- ◆ Improve external communication with better outreach and marketing — **some advertising, improved website & social media. Staffing & budget limits.**



- ◆ Conduct a wage/benefit survey — **data found, market driven**
- ◆ Identify an internal employee relations plan to “take good care” of our current and incoming staff — **pay scales established, benefits need addressed**
- ◆ Conduct a workspace inventory/audit
- ◆ Conduct a job descriptions audit
- ◆ Implement a consistent, programmatic performance appraisal process — **move to Year 2**
  - ◆ Incorporate a bonus structure based on progress
- ◆ Develop policies and procedures for appropriate tasks — **continue into Year 2**
- ◆ Enhance employee communications (ex: Exec. Dir. becoming more involved in the newsletter) — **ED doing nearly weekly emails, emailing Board minutes**



**YEAR 2**

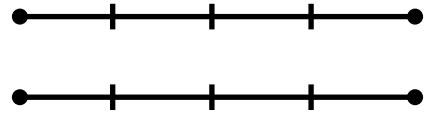
June 2023-May 2024

Started 25% 50% 75% Complete



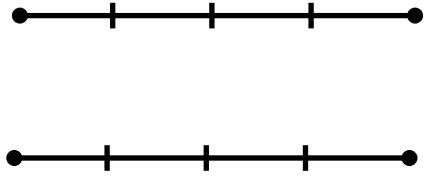
**Capital Resources:**

- ◆ Develop a capital campaign plan to address priorities from Historic Structures Report — **Winter**
- ◆ Create a business education center to attract corporate events and enhance educational opportunities — **with Community Building repairs**

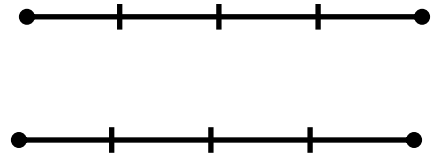


**Operating Resources**

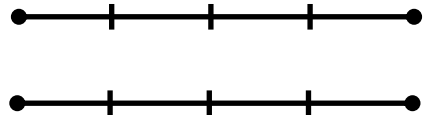
- ◆ Continue pursuing sponsor and grant opportunities **Sponsor & member campaign w/performing arts & theater**
- ◆ Execute to aspirational budget — **Fall 2023**
- ◆ **ADD: secure additional public funding for library**
- ◆ **ADD: define grant opportunities for all departments**



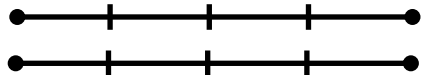
- ◆ Create a committee to address ravine that includes naturalists, board members, community members from Lithopolis and Bloom Township.
- ◆ Evaluate ravine needs and develop a plan for next steps  
**Postpone until 2025-26 when lease is to renew**  
**ADD: from Year 1 improve signage**



- ◆ Use impact data to ramp up grant and sponsorship funding growth
- ◆ Continue to engage Event Committee and build on programming — **Community Event Committee, increase volunteerism!**



- ◆ Build out CRM/database — **select & build this year**
- ◆ Explore development of a marketing plan

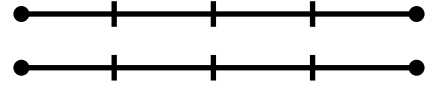


TBD based on findings and progress for Year 1  
**Additional library funding required**

**YEAR 3** June 2024-May 2025 Started 25% 50% 75% Complete



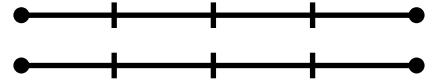
- ◆ Execute capital campaign plan
- ◆ Execute to aspirational budget



- ◆ Continue evaluation of ravine needs and development of a plan for next steps or execute plan from year 2 — **Postpone to 2025-26 with lease**



This is the year we hope to achieve the long-term objective of being a destination for arts and education in central Ohio .



- ◆ Maintain and build CRM/database
- ◆ Execute marketing plan



TBD based on findings and progress for Year 2

The Wagnalls Memorial Board of Directors and staff look forward to working through this plan and growing Wagnalls for years of enjoyment by our community.

This is a fluid document as items may start sooner or later than initially planned. Some items may be added or revised as we work on this plan.

To see the presentation of the strategic plan for community feedback and to learn who are Board of Directors are, please visit our website, [wagnalls.org](http://wagnalls.org). You'll find the information under the About Tab, Board of Directors.