

STRATEGIC PLAN 2022-2025 with extension through May 2026

Introduction

For the first time in recent history, the Wagnalls Memorial Foundation Board came together to develop a three-year strategic plan to help evaluate and prioritize the organization's unique role in the local community. The team engaged in robust conversations during late 2021 to mid-2022 to discuss future opportunities and challenges. The results of this discussion have been used to craft this strategic plan. This strategic plan is intended to guide the organization's priorities and work plans for the next three years but is flexible enough to evolve to address the community's changing needs.

Vision

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

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.

Values (for discussion)

- Transparency
- Integrity
- Quality
- Sustainability
- Community Unity
- Education
- Artistic and Cultural Diversity

Strategic Priorities

1. Capital and Financial Planning for Sustainability and Growth
2. Buildings and Grounds Maintenance and Enhancement
3. Honoring and Building our Legacy
4. Cultivating a Supportive Community
5. Recruiting and Sustaining a Dedicated and Talented Staff

1. Capital & Financial Planning, Sustainability and Growth

Year 1

Capital Resources:

- Complete Historic Structures Report (HSR) for 1925-1992 buildings and develop action plan based on analysis
- Review preventative maintenance contracts
- Develop a punch list for repairs and renovations not included in HSR, especially the Community Building

Operating Resources:

- Begin efforts to acquire sponsors and identify grant opportunities
- Collect impact data about our programs to utilize in grant applications/reporting
- Explore opportunities for additional staffing to support operating needs and library strategic plan
- Set aspirational budgets for year 2 and 3; Ex. Net income of \$30,000 on weddings

Year 2

Capital Resources:

- Develop a capital campaign plan to address priorities from Historic Structures Report
- Create a business education center to attract corporate events and enhance educational opportunities

Operating Resources

- Continue pursuing sponsor and grant opportunities

Year 3

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

2025-2026 extension recommendations

Capital Resources:

- Consider capital campaign for major restorations/renovations
- Find partnerships and/or apply for restoration and renovation grants as projects are defined

Operating Resources

- Negotiate additional county funding for library operations
- Refine fundraising campaigns for annual giving and annual gala

2. Buildings and Grounds Maintenance and Enhancement

Year 1

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

Year 2

- 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

Year 3

- Continue evaluation of ravine needs and development of a plan for next steps or execute plan from year 2

2025-2026 extension recommendations

Pursue the sale of the ravine to increase financial resources and reduce liability.

3. Honoring and Building on Our Legacy

Year 1

- Continue to engage Event Committee on regular basis to continue momentum built in past year
- Create an Education Committee to guide programming with quarterly programs
- Develop plan for arts and exhibitions
 - ♦ Set aspirational grant and sponsorship goals/budget
 - ♦ 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

Year 2

- Use impact data to ramp up grant and sponsorship funding growth
- Continue to engage Event Committee and build on programming

Year 3

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

2025-2026 extension recommendations

Establish policies and procedures for Community Arts Center operation.

Support the community Arts Center Coordinator in developing calendar of exhibits and performances.

4. Cultivating a Supportive Community

Year 1

- Acquire a CRM database
- Develop policies and procedures for use and maintenance of CRM
- Improve external communication with better outreach and marketing

Year 2

- Build out CRM/database
- Explore development of a marketing plan

Year 3

- Maintain and build CRM/database
- Execute marketing plan

2025-2026 extension recommendations

Refine CRM/database.

Support Marketing and Program staff in developing a defined marketing plan.

Continue to develop community relationships with local governments, businesses, business organizations, and other community organizations.

5. Recruiting and Sustaining a Dedicated and Talented Staff

Year 1

- Conduct a wage/benefit survey
- Identify an internal employee relations plan to “take good care” of our current and incoming staff
- Conduct a workspace inventory/audit
- Conduct a job descriptions audit
- Implement a consistent, programmatic performance appraisal process
 - ♦ Incorporate a bonus structure based on progress
- Develop policies and procedures for appropriate tasks
- Enhance employee communications (ex: Exec. Dir. becoming more involved in the newsletter)

Year 2 & 3

- TBD based on findings and progress for Year 1

2025-2026 extension recommendations

Continue to work plans from Year 1 as many staffing changes both in structure and personnel have delayed execution of Year 1 objectives.