

**WOOD COUNTY HISTORICAL SOCIETY
STRATEGIC PLAN 2010-2014**

Adopted by the board on January 21, 2010

Collections Category

Goal Statement: *Gain intellectual control over the entire historical society collection. Provide public access to the collection through exhibits and interpretive programs. Maintain quality storage standards for collection items housed inside the museum and in the outbuildings.*

Reorganize the textile collection, June 2010 - June 2011

- Hire a paid intern, Summer 2010 and Summer 2011
- Accession (or re-accession) & photograph remaining pieces.
- Relocate collection to center attic.
- Curator will continue to attend textile training opportunities as budget permits.
- Complete project by end of 2011.

Complete photograph project, In progress - December 2010

- Accession & scan remaining photographs
- Small photographs to be stored in photo archive, large/framed photographs in center attic.
- Curator and Volunteer Coordinator will work to recruit volunteers and interns for this project.
- Curator will work with County Maintenance or volunteer to oversee building of more racks for framed photographs.
- Curator will continue to attend photo training opportunities as budget permits.
- Complete by end of 2010.

Catalog all books in the research & reference library, Spring 2011 – December 2011

- Catalog & scan all books in our research & reference library into Past Perfect.
- Each book is assigned a unique catalog number.
- Utilize community service workers/volunteers/interns to catalog books.
- Completed by 2011.

Outbuildings Projects: 2010-2014

- Curator/collections committee will evaluate artifacts in Hog Barn and propose for deaccession those artifacts that don't meet the policy, Summer 2010

- Curator and volunteers will establish an interpretive exhibit in the hog barn, Spring 2011.
- Curator will establish a committee with outside experts to evaluate the collection housed in the outbuildings and pole barn lean-to, Summer 2010.
- Committee will review artifacts housed in the outbuildings and develop a written report advising what to deaccession, Spring, 2011.
- Curator and Collections Committee will oversee implementation of recommendations, completed by 2014.
- Curator will document existing size and layout of Slaughterhouse in 2010.
- Curator and Director will identify salvageable artifacts and remove them to be stored at a location to be determined. (2010)
- Curator/interns will research and install an interpretive exhibit in the Slaughterhouse in 2014, provided the building has been restored and is ready to open to the public.

Reorganize archives and research files, 2012 - 2014

- Create an Electronic index of the archives – Past Perfect
- Scan as many of the documents as is feasible
- The same for the research files
- Curator will work with Volunteer Coordinator to recruit volunteers/ interns willing to dedicate the time and patience to this large project.
- Completed by 2014.

Machine shop exhibit in blacksmith shop

- Acquire an electric motor to power line shaft, include funds in annual budget.
- Curator will work with volunteers to construct a line shaft with a drill press, lathe, etc.
- Functioning equipment will be set up to use for demonstrations.
- Project completed by 2014, provided an electric motor is acquired.

Civil War 150th: In progress - 2011

- Curator will sit on steering committee for the planning of countywide events.
- Curator/interns will assist with the research and development of a Civil War exhibit and traveling exhibit.

Between Fences: In progress – May 2010

- Curator will develop related programming that complements the Smithsonian Exhibit, *Between Fences*.

WOOD COUNTY HISTORICAL SOCIETY
STRATEGIC PLAN 2010-2014

Education Category

Goal Statement: *The Wood County Historical Center & Museum will be an excellent educational resource for teachers and residents of Wood County and will be well known for our educational programs.*

Action Items

- Develop an orientation video (DVD) to use in the museum, proposed visitor center, and public programs.
 - Begin by viewing orientation videos from other museums (2009).
 - Get quotes from Sea Lion Studios or similar production company on cost of such a video (2010).
 - Seek funding for production of the video (2010).
 - Based on funding availability, work with the Production Company, Education Coordinator and the Curator to develop a script and choose photos for the video (2010).
 - Release video (2011).

- Continue to broaden the outreach of our educational programs in the community.
 - Education coordinator will continue to survey teachers. Along with the education committee, the education coordinator will develop a plan to compile results and use information to implement additional programs and marketing.
 - The education coordinator will develop a Native American basket containing reproduction items for use in the schools. This will service primarily K-2. (2010)
 - Committee together with education coordinator will develop and implement plans for an art show in conjunction with *Between Fences* (2010)
 - Education Coordinator will sit on the Civil War 150th Steering committee and help to develop and implement related education programs

- Develop specialized tours
 - Education Committee and Education Coordinator will work with Curator and interns to perform research and develop content for new tours. Proposed topics include:
 - Medical History (2010)
 - Agricultural Tour/Civil War (2011)
 - Architectural History of the Building (2012)
 - The education coordinator will begin developing tours tailored toward specific groups such as Wood County Hospital employees, BGSU employees, etc. It has already been done with teachers. (2010)

- Continue to find new funding sources/fundraisers and grants for the programs.
 - The education committee will submit funding/grant applications to groups such as the American Legion, VF, service clubs, Ohio Humanities Council and BG Community Foundation.

- Continue to develop more on-site activities.
 - The education coordinator will develop an inventors' exhibit, which was requested by teachers. (2010-2011)
 - Work with Volunteer and Staff Support Committee and Volunteer Coordinator to schedule volunteers at the museum on periodic weekends so hands-on activities for children could be set up in the meeting rooms or outdoors (2010).

WOOD COUNTY HISTORICAL SOCIETY
STRATEGIC PLAN 2010-2014

Finance & Development Category

Goal Statement: *The Society will become more financially self-reliant by creating unique fund-raisers, developing a planned giving program and increasing the endowment fund balance to \$500,000 by 2014. The events will meet their budgeted income and expense projections.*

Action Items:

- The committee will develop and implement a planned giving program and marketing materials.
 - Director and Treasurer will search for a local attorney who would be willing to advise us on creating such a program. (2010)
 - Director and committee collect information from area non-profit organizations to create ideas for our program. (2010)
 - Based on feedback, committee will assist staff with designing marketing materials for the program. (2010)
 - Feedback and marketing materials will be sought and developed in 2010, program to be launched in 2011.

- The committee will identify and create funding opportunities for museum operations.
 - Director will contact other local entities to obtain information about their rental pricing. (2010)
 - The committee will review the information and decide whether or not to adjust the rental pricing for the museum's meeting room.
 - The Finance and Development Committee will seek sponsorships for periodic, one-time events that will raise funds for the Society.
 - The Committee will work with and provide support to the Events Committee and relevant staff to develop content for the events.
 - Committee and Events Committee will plan a fundraising event in 2010 and implement it in 2011, continuing alternating years of planning/implementation.
 - Events should relate to the history of the Infirmary or Wood County.

- Grow Endowment Fund to \$500,000
 - The committee will develop an internal plan to raise funds for the endowment fund, rather than hire an outside person or firm. (2010)
 - Highlight endowment fund periodically in the Chanticleer to emphasize the "\$18.69" campaign asking members to donate \$18.69 in honor of the Infirmary's opening in 1869.
 - Direct Mail Campaign

WOOD COUNTY HISTORICAL SOCIETY
STRATEGIC PLAN 2010-2014

Public Relations Category

Goal Statement: *The Society will put in place effective marketing tools and events that focus on site and community history and will expand the name recognition in the county and will increase membership, annual attendance, and revenue.*

Action Items:

INCREASE MEMBERSHIP

Add 65 new members annually; build on membership drive and retention

- Membership Committee, with support from the Events and PR committees, shall continue to hold at least one membership recruitment program each year. Attendees' addresses will be collected at the event and the weekly volunteer will send out follow up membership info.
- Volunteers will include Museum's annual schedule on magnets that can be included in new member packets. (2010)
- Complete the shift from the FileMaker Pro membership database to the PastPerfect Database. This will be carried out by the Marketing, PR and Special Events Coordinator and a Weekly Volunteer. (2010)
- Membership committee will develop a system for a "Member of the Month" highlighted on the website and the Chanticleer. (2010)
- Develop a plan to make membership information more accessible
 - Have membership forms on coasters that could be used under the teacups during monthly tea programs
 - Director will develop a membership component for each public presentation given by museum staff or volunteers.

EFFECTIVE EVENTS

Fine tune Programs and Events.

- Events committee will become a subcommittee of the PR committee.
 - Events Committee, with support from the Finance and Development and PR Committees, will plan one special fundraising event or program every odd year (2011, 2013, 2015, etc.) Ideas include:
 - Plan a "poorhouse dinner" using recipes from the Infirmary Cookbook on the menu. (2011)
 - Organize a bus tour to that would follow the route from the Wood County Driving Tour. Have a special speaker or hands-on activity just for the bus tour at selected sites. (2013)
 - Organize a bus tour of historic barns or churches in Wood County. (2015)

- Work with other historical organizations in Wood County to plan a function that would benefit all groups involved. Ideas include:
 - Have an event in the Rising Sun Opera House (where Lillian Gish first performed), such as showing a movie starring Lillian Gish.
- Event assessment strategy refined and implemented, 2010-2014
 - Each event/program organizer will hold a wrap up meeting immediately after each event and make information easily accessible for future use and publicity (2010).
 - Marketing, PR and Special Events Coordinator will create a program summary form that each event organizer will complete at the end of every event or program in order to collect important data such as attendance, profit, volunteer info, etc. Form will be available on the web and could be combined with the current event planning form on FileMaker Pro (2010).
 - Streamline survey gathering and analyze visitor statistics (2010-2014)
 - PR Committee will develop a program survey that can be customized for each program. Each event host is responsible for completing the survey and making the results available after every program. Repeat visitors are not required to complete a survey after every program, but are encouraged to complete it once or twice a year.
 - PR Committee will create an annual marketing plan from previous committee minutes as a resource. Marketing Plan will focus on advertising and marketing opportunities organized by the PR Committee and may exclude other marketing and event opportunities organized by other committees. This will be done in correlation with the PR budget. (2010)
 - Create and implement a board speaker's bureau to reach community groups. Director will bring the Infirmary PowerPoint Presentation to the board retreat in January. Director will provide additional training for interested Board members. Publicize our traveling programs. (2011)
 - Network with local agencies to identify opportunities and make plans for showcasing our travelling exhibits. (2010-2011)
 - PR Committee will assign individuals to contact potential hosts for the exhibits, such as the courthouse, CVB, libraries, hospitals in area to see who is interested in hosting one of our exhibits. PR Coordinator will follow up and develop an annual schedule in the fall for the upcoming calendar year.

- Conduct a survey of the broader community about the WCHS and museum to determine how the public views our image and name recognition.
 - Director will contact BGSU to see if this formal survey could be done as a student project (2010).
 - Formal Survey Completed in 2012, pending funding or securing an entity to complete the survey free of charge.
 - A generic survey of public awareness of the museum will be developed on the website, the Chanticleer and at special events. Coupons will be offered for completion of the survey. (2011)

- Partnerships with regional Historical Societies.
 - Board and staff will strive to attend events and programs of other historical societies in Wood County and our region. (2010-2014)
 - Wood County Historical Society will become an institutional member of other historical organizations in the county. (2010-2014)

WOOD COUNTY HISTORICAL SOCIETY
STRATEGIC PLAN 2010-2014

Volunteer and Staff Support Category *

Action Items:

Goal Statement: *The Society will continue to provide valuable educational experiences for volunteers that enable them to provide meaningful support to museum staff and operations.*

- a) Operations/business infrastructure
 - i) **Relevant staff, committee members and volunteers will identify key day-to-day operations & weaknesses in those systems**
 - ii) **Develop & implement improvements for those practices.**

- b) Volunteer management
 - i) *Volunteer management: Recruitment*
 - (1) **Identify and form ongoing relationships with key agencies, groups and recruitment fairs that lead to recruitment for key volunteer areas**
 - (2) **Develop and implement a community service volunteer form and tracking system**
 - (3) **Identify existing volunteers' "traits" (areas in which they'd like to volunteer), and then better use existing volunteer pool**
 - (4) **Develop and implement a volunteer recruitment system to be used for general visitation, educational programs and events**
 - (5) **Identify and partner with existing outside groups, clubs and associations whose missions coincide with and support our own**
 - ii) **Work with existing volunteer groups (Barn Bums, Tea Bags, etc.) to recruit new members for those groups**

 - iii) *Volunteer management: Training*
 - (1) **Provide training to staff on constructive, effective methods for volunteer management and program development.**
 - (2) **Develop, implement and assess a general orientation and training program for long-term volunteers**

iv) Volunteer management: Assessment

- (1) Develop and implement an evaluation program of volunteers in key areas (collections, tour guides, etc.)**
 - (a) Staff will use assessment to improve volunteer training and performance**
 - (b) Data will be gathered from reviews by staff and lead volunteers (based on observations and meetings), as well as surveys from visitors**

- (2) Develop and implement an assessment program of staff/museum volunteer management**
 - (a) Volunteer coordinator & museum director will use assessment to improve staff training in volunteer management**
 - (b) Data will be gathered from reviews by volunteer coordinator & museum director (based on observations and meetings), as well as surveys from volunteers**

v) Volunteer management: Recognition

- (1) Develop & implement small, annual recognition events for long-term groups of volunteers (Barn Bums, Tea Bags, collections volunteers, office volunteers, board & committees, etc.)**
- (2) Assess and further develop the annual volunteer recognition event for any and all volunteers (from the past year)**
 - (a) Develop and implement a system to track the following: hours, dates, volunteer type (long-term, group, 1-time, etc.), volunteer area (collections, cleaning, grounds work, etc.)**

c) Formal volunteer programs

- i) Develop, implement and assess a volunteer tour guide program**
- ii) Develop, implement and assess a volunteer front desk/receptionist program**
- iii) Develop, implement and assess a formal internship program**

* Timeline for implementation of the VSS Committee's objectives is in a separate attachment.

WOOD COUNTY HISTORICAL SOCIETY
STRATEGIC PLAN 2010-2014

Facilities & Property (and Site Plan Subcommittee)

Goal Statement: *All renovations will be historically accurate, meet the requirements of the National Register, support the mission of the Society and meet ADA requirements where possible. The grounds of the museum will be meticulously maintained and the outbuildings stabilized, the focus will shift to preventative maintenance from a retroactive response to a crisis.*

In a separate attachment is the Facilities and Property Committee Project Review List. This list documents projects that the Committee has identified for completion and prioritizes projects for completion through 2010. Additional Items noted but not scheduled for completion will be re-evaluated and prioritized by the committee at a later date. Any items noted with “sp” in the priority column are items that were raised in the strategic planning process.

WOOD COUNTY HISTORICAL SOCIETY
STRATEGIC PLAN 2010-2014

Site Plan Subcommittee

Action Items

Slaughterhouse Complex

2010 - Develop a Plan to Renovate the Slaughterhouse Complex

- Curator/Intern will document existing layout and contents of buildings.
- Director/Curator will identify contents that should be salvaged, such as the original track, hooks, scalding tanks, etc. Items will be removed from Slaughterhouse and stored on site until restoration is complete.
- Work with the Facilities and Property Committee to hire an architect and create specifications to rebuild the structure to its current layout.
- Work with the Finance and Development Committee to secure funding for the project.

2011-12 – Implement Plan to renovate/rebuild slaughterhouse

- Facilities and Property Committee/County Maintenance/architect will oversee renovation. Collections Committee/Curator will develop content for exhibits and interpretive materials.

2013 – Complete renovations and exhibits, open Slaughterhouse to public.

Handicapped Accessibility in Museum

2011 - Work with the Facilities and Property Committee to hire an architect and create a plan for an elevator in the Museum.

2011-12 – Work with the Director and Finance & Development Committee to seek funding for an elevator.

2013 – Implement plan to install elevator, if financially feasible.

Parking

2010 - Develop plans for a parking lot west of Linwood Road, north of the Cattle Barn foundation. Site Plan Committee will examine options such as dimensions, composition (gravel, asphalt, grass grid system, etc.)

2011 - Work with the Finance and Development Committee to secure funding.

2012 – Implement plan to create new parking area, if financially feasible.

Time Trail

2011 – Form an ad hoc committee to develop a plan for the archaeological area and the remainder of the time trail. Due to flooding of the trail, the size and scope of the trail proposed on the original site plan is not feasible. The time trail should still include an archaeological area in front of the Log Cabin.

The ad hoc committee should be composed of the museum's curator and education coordinator, a member of the Site Plan Committee, a member of the Facilities and Property Committee, and perhaps interested volunteers. The Time Trail Ad Hoc Committee will report to the Site Plan and Facilities and Property Committees.

Ice Ponds

2011-12 - Develop a feasibility and cost study for draining and dredging the ice ponds.

2013 - Create a multiphase plan for their restoration and maintenance.

Agricultural Area

2012 - Form an ad hoc committee to develop a plan for relocating the proposed agricultural area southeast of the Portage River to the west side of Linwood Road. Of the three barns originally proposed on the Site Plan, one barn could contain a meeting room, restrooms and offices. The other two could contain exhibits and agricultural artifacts. One barn could be a scaled down replica of the Infirmary's Cattle Barn.

The Ad Hoc committee will develop a plan for building, funding and maintaining agricultural structures in that area. The committee will be composed of the museum's curator, director, Site Plan committee members, and interested volunteers. Agricultural Area Ad Hoc Committee will report to the Site Plan and Facilities and Property Committees.

Oil Boom Area

2013 - Form an Ad Hoc committee composed of the museum's curator, members of the Site Plan committee and perhaps interested volunteers. The Committee will evaluate the feasibility of adding additional buildings to the Oil Boom area to re-create the Boomtown Village as proposed on the original Site Plan. Oil Boom Ad Hoc Committee will report to the Site Plan Committee.

(Work with Curator to reprint and enlarge pictures that relate to the Oil Boom history of Wood County and hang in the power house. Add Interpretative signs, made in house, inside the buildings.)

Grounds

2010 - With the Collections Committee and Curator, identify sites on the grounds that should have interpretive signs.

- Curator/Intern will create text and photos to include on the signs.

2011 - Install interpretive signs on the grounds.

2011 - Work with the Park District Program Coordinator to tag existing trees in the arboretum area and develop a pamphlet with information about the trees.

2011 - With the Park District, develop a long-term plan for the Arboretum Area and landscaping on the grounds.

2013 - With input from the Wood County Park District, Collections Committee and the Curator, develop and implement a plan for a Bell Garden.

Wood County Historical Society - 2010-2014 Strategic Plan Goal List

| Wood County Historical Society - 2010-2014 Strategic Plan Goal List | | | | | |
|---|----------|------|--|-------|-----------|
| Safety Issues | Priority | Rank | Project Description | | |
| | A | | Locate and fill holes in lawn | PD | Ongoing |
| | A | | Repair north fire lane gate | PD | Immediate |
| | A | | Fill holes in trail behind corn barn | PD | Ongoing |
| | A sp | | Repair of Brandeberry wall | HS | Immediate |
| | A | | Doors on east end of lean-to | HS | Immediate |
| | A sp | | Removal of ramps from old barn & old slab and foundation (old blacksmith shop location) DONE | HS | Immediate |
| | A | | Trim up trees all around grounds to acceptable height | PD | Ongoing |
| | A | | Install door on metal bldg. In boomtown | HS | Immediate |
| Location | Priority | Rank | Project Description | | |
| Main Building | A | | Total inspection of roof for planning of future repair needs DONE | | 2009 |
| Slaughter Hous | A sp | | Document layout and size of slaughter house | | 2010 |
| | A | | Hire and architect to draw plans for renovation | | 2010 |
| Main Building | A | 1 | Masonry repair on chimney - DONE | Mason | 2009 |
| | A | | Masonry repair of window wells (west wing) - DONE | Mason | 2009 |
| | A | | Masonry rebuild of basement stairwell (east door) - DONE | Mason | 2009 |
| | A | | Masonry tuckpointing of West and South side of Main Building | Mason | 2010 |
| Ice House | A | | Ice house masonry repairs (north gable) | Mason | 2010 |
| Main Building | A | 2 | Caulk windows & other areas as needed | Paint | 2010 |
| | A | | Touch up paint on the porches | Paint | 2010 |
| | A | | Paint dormers and trim | Paint | 2010 |
| Lunatic House | A | | Caulk and paint all windows | Paint | 2010 |
| Log Cabin | A | 3 | Replace logs and gable siding | | 2009/2010 |
| | A | | rebuild loft - DONE | | 2009 |
| | A | | Replace doors and windows | | 2010 |
| | A | | Chimney and fireplace construction - DONE | Mason | 2009 |
| Grounds | A | 4 | Remove tree growing at sw corner of womens privy - DONE | | 2009 |
| Hog Barn | A | 5 | Repair windows | | 2011 |
| | A | | Paint overhang, doors and windows | Paint | 2011 |
| | A | | Replace existing north door, preferably with dutch door | Paint | 2010 |
| | B | | Pour cement floor in connector between hog barn and pole barn | | 2011 |
| | C | | Re-wire two rooms with lights, outlets & new breaker panel - DONE | | |
| | C | | Replace large sliding doors - DONE by Barn Bums | | |
| Lunatic House | A | 6 | Inspection of drain tile & correction of any problems - DONE | | 2009 |
| Grounds | A | 7 | Install catch basin on main drain, ne corner of main bldg. by drive | A | 2010 |
| Outbuildings | A | 8 | Paint roof trim, door and windows of pump house | Paint | 2011 |
| | A | | Paint chicken coop - DONE by Community Service | Paint | 2009 |
| | A | | Paint Womens and Mens privies | Paint | 2010 |
| | A | | Paint wash house overhang, trim and windows (re-glaze) | Paint | 2011 |
| | A | | Paint pest house, repair windows, siding, foundation and replace roof | Paint | 2011 |
| Lunatic House | A | | Painting of fire escape | Paint | 2010 |
| | B | | Application of preservative on all wooden structures, railings & walkways | Paint | 2011 |
| Boom Town | A sp | 9 | Installation of operational windows in Blacksmith Shop - DONE | | 2010 |
| Log Cabin | A | 10 | Foundation & wall for crawl access - DONE | Mason | 2010 |
| | A | | Stair construction | Mason | |
| Grounds | A | 11 | Install electric lights and poles | | 2010 |
| | A | 12 | Resurface blacktop drives and complete asphaltting of fire lane | | 2011 |
| | A | | Hire an architect to draw up plans for a parking lot on the west side | | 2010 |
| Power House | A | | Masonry tuckpointing of inside and outside of building | Mason | 2011 |
| | A | | Replacement of bricks as needed | Mason | 2011 |
| Roof Repairs | A | | Chicken Coop, Women's Privy, Men's Privy, Car Port, West Wing, Museum | | |
| | | | Front Porch, Asylum and Ice House Roof | | 2010 |
| Corn Barn | A | | Electric from corn barn to shelter house | | 2010 |

| | | | | |
|---------------|------|---|-------|---------|
| | B | Paint | | 2011 |
| | B | Asphalt area around Corn Barn | | 2011 |
| Main Building | B | Paint boardroom & meeting room and replace carpet; linoleum in back hall | Paint | 2010 |
| | | Paint Carport | | 2011 |
| Log Cabin | B | Replace roof (cedar shake) | | 2010/11 |
| Power House | B | Install blocking between rafters | | 2011 |
| | B | Replace and paint windows | Paint | 2011 |
| | C | Replace gutters | | 2011 |
| Boomtown | B | Relocate coal car unloader | | 2010 |
| | sp | Construct machine shop as part of blacksmith shop | | 2014 |
| Main Building | D | Clean and paint mechanical room | Paint | 2014 |
| | sp | Paint East Wing Attic | | 2011 |
| | sp | Create plans for an elevator | | 2011 |
| Other/Grounds | B | Install catch basin and tie into existing tile for eavespouts on NW corner west wing | | 2010 |
| | B sp | Replace/Repair concrete picket fence | | 2011 |
| | C | Check drainage elevation from river to basement, install check valve if necessary | | 2011 |
| | C | Restoration of interior of womens privy | | 2011 |
| | C | Remove (Sell?) old slate shingles presently stored under carport | | 2010 |
| | sp | Work with Site Plan to deveop a plan for Rebuilding/restoring slaughter house | | 2010-13 |
| | sp | Explore need and design of new maintenance storage building to replace laundry building currently used for that purpose | | 2011 |
| | sp | Research and develop a plan for installing pit composting toilets including cost, feasibility and placement | | 2013 |
| | sp | Explore possibilites and construct shelters for equipment currently exposed on the grounds (l.e. ditch digger) | | 2012 |
| | sp | Improved HVAC | | 2014 |
| | sp | Work with site plan committee to develop a plan for dredging ice ponds/remove one pond if necessary. | | 2011-13 |
| | sp | Construction of second pedestrian bridge on eastern side of property to complete the loop trail and accessibility to south side | | 2013 |
| | sp | Create landscape plan for front and side lawns | | 2013-14 |
| Hog Barn | sp | Continue renovation of Hog Barn brick & concrete replacement | | 2011-12 |
| | D sp | Replacement and painting of middle windows on west side to match others | | 2011-12 |