

Waterford Foundation Strategic Plan 2016-2019

Goal 1 - Define and meet our preservation goals

	Action Plan	Who	Before BoD
G1.1	<p>Develop Properties Master Plan Goal: 80% Occupancy within 3 years; use/activity should fulfill the mission of the Foundation</p> <p><i>Note: interaction with G5.7: Long-term rentals</i></p>	Properties Committee with LUC, Dev, Preservation Director assistance	2Q17
G1.2	<p>Develop Landscape Preservation Strategy for all open spaces Goal: Maintaining open spaces and promoting farming where appropriate by, e.g. renting land for agricultural use and researching feasibility of regular farmers market</p>	LUC, PF, Dev Committees, Preservation Director	2Q18
G1.3	Create 5-year Maintenance Plan/reserve study for all properties	PPM, PF, Gosses checking for previous reserve study	4Q17
G1.4	Update National Historic Landmark designation	LUC and Preservation Director	2Q19

Goal 2 – Define and meet our educational goals

	Action Plan	Who	Before BoD
G2.1	<p>Waterford Heritage Craft School</p> <ul style="list-style-type: none"> - <i>Due Diligence:</i> gather information re: <ul style="list-style-type: none"> o interest: current and incremental future o required resources (monetary, facilities, personnel, marketing, etc.) - <i>Business Plan:</i> based on Due Diligence, prepare a business plan that describes anticipated investment and return for WF Board approval - <i>Implementation</i> 	Ad hoc Steering Committee	DD:Q1-17 BP:Q2-17 I: TBD
G2.2	<p>STEM Educational Program At The Mill (teaching topics such as history of farming/agricultural technology, power generation, surveying, economics, etc. Should feature or otherwise make use of Hurst frame.)</p> <ul style="list-style-type: none"> - <i>Due Diligence:</i> gather information re: <ul style="list-style-type: none"> o interest: current and incremental future o required resources (monetary, facilities, personnel, marketing, etc.) - <i>Business Plan:</i> based on Due Diligence, prepare a business plan that describes anticipated investment and return for WF Board approval 	Subcmte under Education	DD:Q1-18 BP:Q2-18

G2.3	<p>Develop a plan for casual, on-demand visitation (e.g., Visitor’s Center, bookstore, QR codes, virtual walking tour, audio walking tour, etc.)</p> <ul style="list-style-type: none"> - <i>Due Diligence:</i> gather information re: <ul style="list-style-type: none"> o possible locations o required resources: o facility renovation costs o ongoing personnel & facility costs - <i>Business Plan:</i> based on Due Diligence, prepare a business plan that describes anticipated investment and return for WF Board approval - <i>Implementation</i> 	ECC, Dev	<p>DD:Q2-17</p> <p>BP:Q4-17</p> <p>I: TBD</p>

Goal 3 - Improve the effectiveness of the Waterford Fair as a fundraiser and as an educational and outreach tool

	Action Plan	Who	Before BoD
G3.1	<p>Develop a plan for sustaining the appeal and quality of the Fair. Some projected initiatives are expansion of group tickets and hotel/ticket packages, attracting more qualified purchasers for crafts, recruitment of additional artisans, a survey of Fair visitors, and job descriptions for venue chairs.</p>	Fair Business Management Committee	3Q17

Goal 4 - Increase the number of Foundation supporters by strengthening communication with existing members and reaching new prospects

	Action Plan	Who	Before BoD
G4.1	Identify audiences and means of communication	John Caron	2Q16
G4.2	Develop, implement and maintain a strategy/calendar for external communications incorporating audiences (e.g., BOS, WCA, members, etc.) and means of communication (e.g., electronic, written, personal, social media, etc.) from G4.1.	Executive Director President Staff	1Q17
G4.3	Develop and implement plans for increasing the effectiveness of community outreach events (e.g. Annual Meeting, September Potluck, Volunteer Party, Volunteer Fair/Open House, etc.)	Executive Director and Staff Executive Committee	3Q17

G4.4	Examine Waterford Foundation branding and propose improvements <ul style="list-style-type: none"> • Mission statement • Vision statement • Name 	Development Committee	1Q18
G4.5	Develop and execute a plan for recruiting and developing volunteer support for the Foundation.	Executive Director, Fair Dir, volunteer coordinator	2Q18

Goal 5 – Improve and Diversify Foundation Funding

	Action Plan	Who	Before BoD
G5.1	Increase revenue from Waterford Fair (See G3.1)		
G5.2	Increase participation in annual donor drives, e.g., <ul style="list-style-type: none"> - Giving Tuesday (increase web donations by 10% '17, 5% '18) - Give/Choose (increase new local web donations by 5%/yr) - Annual Appeal (increase revenue by 10% '17, 5% '18) - Membership Drive (increase # members 20% to 424 by 4Q18) 	Dev Cmte	annually
G5.3	Launch program for strategic contributions, e.g., planned giving, endowment, annual contributions by Landmark Society, membership automatic renewal, periodic special fundraising events	Dev Cmte	4Q17
G5.4	Create plan for Waterford Heritage Crafts School (see G2.1)		
G5.5	Identify likely Grants and prepare proposals. <ul style="list-style-type: none"> - <u>Staff identified state/local grants</u> (see staff for details): <i>Virginia Tourism, Visit Loudoun and Loudoun Preservation</i> - <u>Development identified grants</u>: <i>Virginia Commission for the Arts</i>, valued at up to \$200k, deadline 02.01.2017; <i>National Endowment for the Humanities</i>, valued at up to several hundred thousand dollars, deadline October 2017; <i>Mars Foundation</i>, value unknown, rolling deadline; <i>HistoricCorps</i>, tradespeople and volunteer hours, rolling deadline 	Dev Cmte (Identify); All Cmtes (Prepare)	annually
G5.6	Increase revenue from short term rentals (i.e. weddings, meetings, concerts, recitals, etc.) to \$25k annually	Development Committee	4Q17
G5.7	Evaluate long-term rental contracts and explore possibilities for increasing long-term rental income. (see G1.1)		

Goal 6 – Strengthen Foundation Governance and Operating procedures

	Action Plan	Who	Before BoD
G6.1	Establish an Ad Hoc Committee to examine Foundation organization structure (Committees, Board size, Executive Committee size, staff organization and size). Make appropriate recommendations, including bylaw changes, to the Board.	President to Appoint Ad Hoc Committee members	1Q18
G6.2	Review, update, revise the Foundation Strategic Plan biennially	Board of Directors	1Q18
G6.3	Review and develop a plan for strengthening Institutional Knowledge Repositories, Policies and Procedures	Review: EC Strengthen: All committees as assigned	Review: 3Q17 Strengthen: ongoing
G6.4	Prepare an Information Technology Plan that (1) evaluate current systems and recommend improvements; (2) considers document management systems; (3) develop a strategy for hand-held devices for education programs	Ad Hoc Committee or Task Force appointed by President	Complete 3Q17