



**STRATEGIC PLAN FOR THE
RAHR-WEST ART MUSEUM
2020-2025**

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Mission Statement

The Rahr-West Art Museum is a City of Manitowoc facility that preserves and enhances its collections and historic mansion. The museum's purpose is to engage the public in dynamic learning opportunities in the visual arts, and enrich life in the area by serving as a cultural resource.

Vision Statement

Our goal as a public art museum is to care for and use our resources, including the collections and intellectual material, to engage our visitors in a dynamic, informal learning opportunity in the arts. The Rahr-West Art Museum exists to foster a sense of discovery in the arts.

General Statement of Goals

Looking forward to the 75th Anniversary of the Rahr-West Art Museum in 2025, museum staff and board have undertaken a thorough plan to align structural improvement with transformative actions. Our goals include the following:

Establish the Rahr-West Art Museum as the premier place for the visual arts in Manitowoc County. To this end, we will take steps to ensure museum programming and outreach is complimented by marketing that establishes the Rahr-West as a cultural tourism destination. Physical improvements to the museum, including elevator addition to our historic mansion and outdoor art sculpture path in our East Lawn, will enhance the public view of the museum.

Improve building environments to preserve our collection. The care and conservation of the museum's permanent collection is of the highest importance. The museum will endeavor to stabilize environments in our historic mansion, in our galleries, and in our storage areas. Restructuring and renovating our collections areas will allow the museum to better care for its collection.

Ignite passion for the visual arts through Rahr-West education endeavors. Re-envisioning the structure of museum education and public arts programming, including personnel adaptation, is a major component in establishing the museum's importance in encouraging public participation in the arts.

Creating Developmental Partnerships in the Manitowoc Community. Building on previous success, the Rahr-West will seek formal partnerships while undertaking multiple private funding campaigns.

About the Museum

History

The Rahr-West Art Museum was given to the City of Manitowoc in 1941 by its owner, Mrs. Clara Rahr, with a central purpose of being used as a museum and civic center. Since that time the facility has developed a dual nature. The 1891-93 Mansion is on the National Register of Historic Places. It also serves as contemporary gallery space for a growing permanent collection and showcase for temporary exhibitions. Additionally, it is a living, breathing space for thought, creative ideas and learning; with an offering of lectures, classes, and workshops.

The thirteen bedroom house was designed by Milwaukee architects George Ferry and Alfred Clas, for Joseph and Mary Vilas; one of Manitowoc's pioneering families. In 1910, the house became the residence of Reinhardt Rahr, president of the Rahr Malting Company, and his family. The mansion was open to the public immediately following the gift in 1941, but acquired its first director in 1950.

In 1975, a modern exhibition wing was added to the mansion with donations by John D. and Ruth West of Manitowoc, and the Rahr Foundation. An adjoining exhibition space was added, in 1986, to exhibit the permanent collection. These wings also added valuable

meeting space to the lower level for public programming, as well as facilities for storage of the permanent collection.

Operations

The Rahr-West Art Museum operates as a department of the City of Manitowoc with a thirteen member board appointed by the Mayor. Operating support comes from the City of Manitowoc, with programming and educational support from the Ruth and John D. West Foundation, local businesses and private donors.

The museum is open Tuesdays through Sundays all year with two levels of the mansion on view and exhibitions that rotate throughout three galleries. Exhibitions feature thematic presentation of works from the museum's 2900 plus holdings or a variety of exhibits and media from different sources. This frequent rotation offers an exciting, dynamic viewpoint in a relaxed and comfortable atmosphere.

As with the entire City of Manitowoc, the Rahr-West Art Museum endured a great deal of The museum remains one of only 17 museums in Wisconsin accredited by the American Association of Museums – the benchmark for quality museum stewardship.

Annual exhibits including the spring Youth Art Series, the Members and County Artists Show, The Art of Tablesettings, and Christmas in the Mansion ensure community engagement and involvement.

The Rahr-West Art Museum has been more active in raising revenue through rentals of community and meeting rooms. Additionally, the museum rents out space for private functions.

Community Outreach

The Rahr-West Art Museum continued to expand on successful collaborations with other institutions and community outreach. These have strengthened the museum's presence in the community and extended its services. In 2019, the Rahr-West Art Museum collaborated with the Manitowoc Public District and other area schools in educating over 4000 students in the visual arts, we also provide teachers with the opportunity to receive lesson plans featuring pieces from our permanent collection. Youth Art Series exhibitions also take place from the beginning of March through the middle of May with children's workshops and many other events designed to encourage and support the necessity of art education in all areas of instruction.

In addition to the collaborative spirit the museum has worked to foster, the museum is moving forward to create a more dynamic presence in the community by serving as a strong resource for art preservation, art education, and tourism promotion. We were the fortunate recipient of a Helen Bader grant to create the SPARK! program, a specialized art therapy program for individuals with early-stage memory loss from Alzheimer's or Dementia.

Additionally, the museum partners with Manitowoc Public Library to provide digital art education for free through their DAP Program. In 2019, 14 local teens were given iPad pros and took a 12-week course to develop creatively using digital technology.

The Rahr-West continues to bring visual arts outside our doors and throughout our community. Off-site activities in 2019 included art education programming at Subfest and Owlfest.

A new initiative of the Rahr-West Art Museum, the museums Public Arts Committee has a vision to integrate visual art into the daily lives of Manitowoc residents by celebrating and building upon our City's creative culture and history, as well as encouraging artists and art enthusiasts to visit and live here.

The Committee's first project "Art Forward: Hop, Skip, Jump into our Future," was installed on a fence on Washington Street block of the former Mirro site between 15th and 16th Streets. This collaborative art project will add energy, personalization, and inspiration to our downtown and larger community. The artistic fence wrap project was dedicated at ArtSlam in September, 2019.

The Rahr-West Art Museum was the driving force behind Sputnikfest. This celebration of the Sputnik/Manitowoc tie and that fun, sometimes frightening space age is the result of months of planning, fundraising and good, hard work. Sputnikfest 2019, which marks the anniversary of the crash landing of the Soviet Sputnik 4 spacecraft on Manitowoc's North 8th Street, mere steps from the Rahr-West Art Museum, was attended by approximately 3,500 people.

These on-going efforts have been recognized by USA Today, The New York Times, Travel + Leisure Magazine, Reader's Digest, ad more.

A blend of public support and private contributions enables the Rahr-West Art Museum to offer a wide variety of programs and services. Among these is an ambitious schedule of annual exhibitions; rotating exhibitions of our permanent collection and temporary exhibits offering different types of art. This all takes place in a facility that is free and open to the public. Staffed by a director, assistant director administrative specialist, and weekend security staff the Rahr-West is accredited by the American Association of Museums, we are members of the Wisconsin Federation of Museums, American Association of State and Local History, Association of Midwest Museums and we support local art groups; Water's Edge Artists and the ArtSlam public art initiative.

About the Community and Market Demographics

The City of Manitowoc was incorporated in 1850. It has historically served both as a manufacturing center and active port on Lake Michigan. The community has a rich history in the brewing, food processing, machinery manufacturing, and shipbuilding industries. It also serves as the county seat for Manitowoc County, the forty-eighth largest of Wisconsin's seventy-two counties. This has positioned the community as a nexus of trade and services.

The local economy thrives on a strong base of construction, financial services, health care, and manufacturing industries. This community is home to a \$3.9 billion local economy (Bureau of Economic Analysis, 2019) and the corporate headquarters of Lakeside Foods, Investors Community Bank, and Holy Family Medical Center, along with several other regional and national manufacturing firms. The higher education sector is represented by Holy Family College which is home to a well-regarded vocal and instrumental arts program.

The Rahr-West Art Museum's principal service area is Manitowoc County. The county hosts a population of 79,407 (U.S. Census, 2019). The county is part of the Northeast Wisconsin corridor, a region of seventeen counties with a population of more than 1.2 million within a fifty-mile radius of the museum. This includes the metropolitan markets of Appleton, Green Bay, and Sheboygan. The museum is also located within eighty miles of downtown Milwaukee suggesting that significant potential for market expansion.

The immediate service area is largely rural outside of the cities of Kiel, Manitowoc, and Two Rivers. The population is also predominately white, comprising 94.9 percent of the county's population. The service area also has significant Asian American (primarily Laotian) (2.8 percent) and a growing Hispanic community (3.9 percent).

The service area is also defined by its aging and declining population. 20.9 percent of the county's population is under the age of 18, while a nearly equal share (19.3 percent) is over the age of 65. The county's median age of 44.7 years is nearly seven years older than the national median age of 39.7 years. The county's population has been steadily aging since the late 1990's. This has resulted in a general decline in the number of families and family size in the region and a forecasted two percent population decline through 2035 in the county.

The service area's median household income is \$53,489 (U.S. Census, 2019). Per capita personal income is \$47,675 (BEA, 2019). This suggests that some potential exists for further patronage, though the region's philanthropic base has been challenged in the past decade. 10.6 percent of the county's population lives below the federal poverty limit.

The Strategic Planning Process

The strategic planning process began late in 2019 when the museum's board of directors, on the recommendation of the Executive Director reviewed the most recent strategic plan, completed in 2013. It was decided that enough time and change had passed to necessitate the development of a new strategic plan.

The need for a new strategic plan was also associated with two significant milestones in the next several years. First, the museum has received capital funding through the State of Wisconsin Community Block Grant system to install an elevator with access to the original mansion house and museum extension. This will lead to substantial changes to the museum's footprint as the project will allow for public access to the mansion's third floor and allow for greater ease of movement of visitors and artwork throughout the museum. This has prompted museum staff to consider ways to better utilize space throughout the museum complex and expand programming and storage. The museum's last significant capital improvements occurred in 2007 with a lower floor renovation. Therefore, both the capital investment and expansion of space are timely and significant.

Second, the museum will celebrate its 75th anniversary in 2025. This milestone, which also celebrates the museum's legacy of public ownership has been noted by the board of directors as a potential target for significant business and capital development. It also represents a natural messaging platform for the goals of this strategic plan and a touchpoint for greater advocacy and engagement.

The board of directors engaged Jeffrey Sachse, founder of Rawley Point Economic Advising to facilitate and draft the strategic plan. The firm has worked with several organizations throughout Manitowoc County since its founding in 2017 and Mr. Sachse has extensive experience facilitating plan development for communities and non-profit organizations. The firm is proud to contribute to this effort on a pro bono basis.

The planning process engaged museum staff, representatives of the Friends of the Rahr-West Art Museum and volunteers, and the museum's board of directors to provide input and develop strategy. The executive director and facilitator agree that extensive engagement is key to the development of a realistic strategic plan that invites buy-in and accountability from all interested parties. Each group met separately over a four-week period, beginning with museum staff (January 20), Friends (January 29), and board of directors (February 19).

Each of the first two meetings (staff and Friends) was scheduled for ninety minutes and the board of directors engaged in a full afternoon retreat. The format of each stakeholder meeting was similar, beginning with an introduction to the process, continuing to visioning and goal setting exercises, and concluding with a review of next steps. The staff and Friends meetings differed in that each group also participated in a brief SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis where the board of directors set goals across four strategic areas – collections, development, education, and outreach.

In total, the strategic plan presented here represents the contributions of more than thirty community members with intimate knowledge of the museum, its needs, and potential. These insights have been

compiled into the resultant strategic plan which also includes limited commentary by the executive director and facilitator.

Major Themes and Goals

The focus group conversations each began with a structure conversation regarding the current state of the Rahr-West Art Museum and the general direction of the strategic plan. Several tactical comments were collected during these discussions and were shared with the executive director. These initial conversations further surfaced four central themes which permeate the strategic plan.

- 1) a need to increase the visibility of the Museum through community outreach;
- 2) a need to protect and develop the Museum's most precious resource, the Permanent Collection;
- 3) a need to increase and improve the Museum's programming, including education and events;
- 4) a need to protect and grow Museum assets.

A fifth, persistent need to build more constructive partnerships between the Museum and regional arts groups, other City departments, and educational institutions. These partnerships are critical to meeting the needs in the four areas above. As such, the strategic plan will not address this theme directly, but it will be referred to frequently.

Finally, the museum staff provided extensive feedback into its physical space and related infrastructure. This includes improvements to museum security, intercom and other communication systems, and display fixtures. The strategic plan considers the museum as the space where all needs and actions can be contained within. Similarly, there is some uncertainty as to the timeline on the installation of the new elevator project due to the disruption of the COVID-19 pandemic. As such, it is suggested that the board of directors consider the elevator project as a strategic opportunity and perform a space needs analysis to determine how to best utilize the new square footage opened to the public as a result. The plan will refer to specific capital improvements within the context of the action or strategy they may enable.

The four major themes are used to organize the balance of the strategic plan. Each will be considered in turn with detailed actions, accountability measures, and estimated resource needs.

Consolidated SWOT Analysis

Both the Friends of Rahr-West Art Museum and museum staff participated in a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis in their feedback session. This planning tool is frequently used to organize near-term organization perspectives within a long-term global framework. This enables stakeholders to consider the ways that assets can be considered through multiple lenses.

Each group’s SWOT analysis has been consolidated in the table below.

Strengths	Weaknesses	Opportunities	Threats
Positive Staff	Collection is not diverse	Cross-collaboration (City departments and local organizations)	Becoming dated
Wonderful (Permanent) Collection	Small community	Potential Volunteers	Competition for time versus other activities
Strong Volunteer (Friends) Group	Old building	Events Venue	Can’t license for beer sales
City-run	Lack of advertising	Buildings and grounds improvements	Limited operating hours
Mansion	Lack of money	Local artists	City-governed
Members Reception	Education programs	Youth art	Funding environment
Art of Conversation	Lack of accessibility and parking	Take art to school/nursing homes	Red line
Location			Other departments doing arts programming
Education Programs			

Several themes were repeated across both groups with each viewing the permanent collection as a key strength and finding strong staff and volunteer support. Existing programming is considered a strength, though concerns regarding diversity and access also emerge. The role of the museum’s city-ownership emerges in several areas, first being cited as a strength, and later serving as opportunity and threat. The complicated perception of public ownership is to be expected and differs across stakeholders. Public ownership offers the tradeoff of funding and staffing stability at the expense of restricting innovation and certain types of events, for example.

It is suggested that the executive director facilitate a SWOT analysis with museum staff and the museum board of directors on an annual basis.

Community and Market Outreach

- Long-Range Vision:*
- By 2025, we will...Be noted throughout Wisconsin for our collection and programming
 - By 2025, we will...be seen by our local community as the premiere place to experience art on the lakeshore
 - By 2025, we will...have the funding and support to institute grand projects to celebrate our 75th Anniversary

Strategic Goal #1: Adopt a Marketing Plan for the Museum

- Outcomes:**
- Increased “top of mind awareness” with existing audience
 - Expanded geographic reach and diversity of our audience
 - Increased new/first-time visitors
 - Clarify the Museum’s message as to better engage the community, potential partners, and potential funders

Action Steps	Responsible Party	Due By	Cost	Performance Measure
Put into service surveys of members and visitors	Director and Staff	July, 2021 Established July, 2022 Full Data set	\$750	Four Seasonal Surveys
Work with outside consultant to acquire further data (focus groups, general surveys)	Director	May, 2021 Established September, 2022 Full Data Set	2500/annual	Results from General Public Opinion Polls
Establish Standard Marketing Plan for Museum	Director and Board	Dec, 2021		Completed Document

Strategic Goal #2: Adopt a Community Engagement Plan for the Museum

- Outcomes:**
- Improved affinity within the local community
 - Expanded local donor/funder base
 - Increased returning/year-round visitors
 - Establish the Museum as a leading source of arts activity in the community

Action Steps	Responsible Party	Due By	Cost	Performance Measure
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Identify potential community partners for museum	Board, Director and Staff	June, 2021		20 existing or potential partners
Align program promotion with City of Manitowoc promotions for greater reach	Director and Staff	March, 2022		Schedule all museum program promotion to be shared within city advertising
Promote Public Arts Committee’s responsibility for Murals and other Public Arts Projects	Board, Director, Staff and Artists	May, 2022	5000-8000	Addition of Public Funding to Budget and/or technical commitment between city departments to give Rahr-West say in all public arts

Strategic Goal #3: Expand Museum Events Calendar and Capacity

- Outcomes:**
- Increase utilization of the museum in traditional “off hours” and expand activity
 - Expanded utilization by community groups breeds greater affinity
 - Increase awareness of scale of permanent collection
 - Highlight the mansion and museum property as key cultural asset

Action Steps	Responsible Party	Due By	Cost	Performance Measure
Join tour bus enthusiast groups to better market museum for tours	Director and Staff	July, 2021	850-2000 annual	Book 5-7 new bus tours annually
Create New Rooms on Mansion third floor for more interaction with collection and connections to local history and culture	Director, Board, Staff and Volunteers	March, 2025	150000-300000	Develop 800-1000 square feet of new programming space open to the public
Create marketing video directed at building local support	Director and Staff	May, 2022	5000-8000	Video content that can be broken up from 90sec to 8min about museum’s vital role in community

Collections Management

- Long-Range Vision:*
- By 2025, we will maintain the humidity level throughout the museum between 45 and 55%
 - By 2025, we will house our collection in a safe and accessible manner.
 - By 2025, we will educate the public on the importance of collections care in accomplishing our mission.

Strategic Goal #1: Make material changes that will improve temperature and humidity regulation in the museum

Outcomes:

- Protect the Permanent Collection for future use by improving the internal environment of the museum
- Relative humidity will hover between 45 and 55% with no more than a 5% monthly change.

Action Steps	Responsible Party	Due By	Cost	Performance Measure
Better understand our temperature and humidity fluctuations by installing a central temperature and humidity data logger system	Diana Bolander	June 2020		Improved data and reporting. Board and staff have clear reports and data.
Engage an Insulation expert to develop a plan to increase roof, foundation, and attic insulation.	Diana Bolander	January 2021		Determine the steps to improve insulation.
Engage HVAC specialist to evaluate design modifications to west basement air handling system to provide	Diana Bolander	August 2021		Determine steps to improve temperature and humidity control.

dehumidification and humidification.				
Develop plan for insulation and HVAC improvements	Diana Bolander	September 2021		
Develop and implement a fundraising plan for material improvements including federal grant funding	Diana Bolander Greg Vadney	November 2021	Staff time	Identify costs and funding sources.
Install insulation	Diana Bolander Greg Vadney	June 2022	Undetermined	Temperature and humidity data
Update HVAC System	Diana Bolander Greg Vadney City Buildings and Grounds Department	June 2023	Undetermined	Temperature and humidity data

Strategic Goal #2: Increase storage space and undertake storage reorganization

Outcomes:

- Protect the permanent collection from threats
- Provide safe and accessible storage areas for museum collections.

Action Steps	Responsible Party	Due By	Cost	Performance Measure
Engage an Architect to develop plans for 3 rd floor or basement renovation to accommodate collections storage	Diana Bolander	August 2021		
Engage store expert in developing plan	Diana Bolander	August 2021		

for new collections furniture and paintings racks				
Develop plan to reorganize collections and move into new collections storage spaces	Diana Bolander	March 2021		Like objects are housed together Spaces are not overcrowded Objects are not stored on the floor
Develop and implement a fundraising plan for collection storage spaces including federal grant funding	Diana Bolander Greg Vadney	December 2021		
Finalize elevator installation in the Vilas-Rahr Mansion	Greg Vadney	March 2022		
Renovate new storage spaces	Diana Bolander Greg Vadney	December 2022		
Order and Install new collections furniture	Diana Bolander	January 2023		
Move collections to new spaces	Diana Bolander	May 2023		

Strategic Goal #3: Manage a Full and Active Inventory of the Permanent Collection

Outcomes:

- Better understanding of permanent collection
- More opportunities to talk about the lesser known stories of the collections and its general importance
- Develop a long-range conservation plan

Action Steps	Responsible Party	Due By	Cost	Performance Measure
Develop and implement a process for identifying and reclassifying objects	Diana Bolander Collections Committee	July 2020	n/a	
Complete inventory and identify objects to reclassify	Diana Bolander	December 2020	n/a	
Reclassify objects	Collections Committee	December 2020	n/a	
Conduct an object-by-object survey of the collection	Diana Bolander	January 2024		
Develop a permanent internship relationship with colleges and universities.	Greg Vadney Diana Bolander	January 2023		
Develop a long-range conservation plan for the collection	Diana Bolander	December 2025		

Education and Programming

- Long-Range Vision:*
- By 2025, we will develop an integrated 3 year Exhibition, Speaker, and Class Plan for Summer (June-August)
 - By 2025, we will establish and promote online teaching tools and a regular online class schedule to supplement in-person learning
 - By 2025, we will create a year round adult art learning schedule to fill a gap in local arts education
 - By 2025, we will create a full time Arts Educator position to manage and expand programming

Strategic Goal #1: Establish the Museum as the Premier Source of Arts Education in Manitowoc County

- Outcomes:**
- Museum is recognized for providing best-in-class educational programs
 - Programing is extended into new markets throughout the county
 - Programming is promoted by multiple partners
 - New funding and scholarship sources developed

Action Steps	Responsible Party	Due By	Cost	Performance Measure
Create extended class schedule spanning full year	Museum educators Museum administrator Museum Curator Museum Executive Director	May, 2022	7,000-8,000/annual	Full year educational program
Purchase audio and video recording equipment for online education production	Museum Executive Director Educators IT	Nov, 2020	7,500	Established audio/video capabilities and schedule for proadcasting classes (livestream and recorded)
Establish contact and promotional list for advertising class schedule	Education Committee Museum Educators	February, 2021		Complete list of contacts and incorporation into Museum Marketing Plan
Hire a Full Time Museum Educator	Education Committee Museum Director Board of Directors	October, 2023	40,000-55,000/annual	Successful introduction of a full-time staff member

	City of Manitowoc			
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Strategic Goal #2: Expand Education Programs to Attract New Audiences

- Outcomes:**
- Intergenerational programming developed to engage young adults
 - Education programming extends to include new media and techniques
 - Partnerships with universities formed to extend programming capacity
 - New partnerships established with Manitowoc Public Library, Senior Center, etc.

Action Steps	Responsible Party	Due By	Cost	Performance Measure
Develop 4-6 Adult art education classes to add to existing classes	Education Committee Museum Educators	June, 2021	2000-5000/annual	Increase adult class attendance by 200% by June, 2023.
Cross program 4 classes yearly with other city departments	Museum Educators City programming directors	November, 2021	1000-1500/annual	Elimination of redundant classes across departments
Establish semester-long internship with UWGB, LTC, or other higher education institution	Education Committee Museum Director	August 2022	1500/semester	Multi-semester partnership with local college or university

Strategic Goal #3: Expand Museum Programming Beyond Traditional Education Offerings

- Outcomes:**
- Increased connection to performing arts groups
 - Programming takes advantage of the museum environment and outdoors
 - Education program developed to focus on museum’s 75th anniversary
 - Greater development of guest speakers and artist talks

Action Steps	Responsible Party	Due By	Cost	Performance Measure
Introduce 3-6 Online	Education Committee	Jan., 2021	1500-2500/annual	3 Classes with attendance

Classes to supplement in person classes	Museum Educators Museum Curator			at 10 or above
Conduct Livestream events of all major exhibitions	Museum Director Museum Curator Museum Administrator	Sept., 2022	7,000/annual	5 Livestreaming Events per year to showcase museum exhibitions

Board and Fund Development

- Long-Range Vision:*
- By 2025, we will Fulfill a Minor Funding Campaign to create an Outdoor Sculpture Walk in our East Lawn
 - By 2025, we will Complete a Major Funding Campaign to Renovate Vilas-Rahr Mansion

Strategic Goal #1: Expand Museum Giving Across Region’s Business Community

- Outcomes:**
- Increase corporate and philanthropic giving to annual campaign
 - Increased sponsorship for museum events
 - Development of sponsored exhibits
 - Articulation of clear value proposition to regional business community for museum engagement

Action Steps	Responsible Party	Due By	Cost	Performance Measure
Create a Target Contact Listing of Corporate Donors	Development Committee	March, 2021		Identification of six new business partnerships
Contract a Consultant to Assist with Donor Identification	Museum Director	May, 2021	6000-10,000	Production of a Campaign Plan for funding Mansion Renovations
Develop Mansion	Development Committee	March 2022		Inclusion of 20% corporate

Renovation Campaign Committee				representation on Renovation Committee
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Strategic Goal #2: Create Funding Campaign for Sculpture Walk

- Outcomes:**
- Identify Existing Donors with interest in Project
 - Market ongoing landscaping and building improvements
 - Development of Targeted Donors for sculptures

Action Steps	Responsible Party	Due By	Cost	Performance Measure
Connect with 4-5 donors with previous connections to RWAM projects	Development Committee Museum Director	October, 2021		Complete proposals to potential donors. Buy-in from 2-3 min.
Create artist/art list of 20-30 possible choices from which the 4-5 sculptures are to be chosen	Museum Director Collections Committee Board Members Donors	January, 2022		Prioritized list and refined sculpture budget
Market the Sculpture Walk with imagery of redesigned landscaping and elevator project	Development Committee Museum Staff	March, 2022	2000-4000	Marketing proposal piece for potential donors

Strategic Goal #3: Create Major Funding Campaign for Mansion Renovation

- Outcomes:**
- Attract Major Donors for Renovation
 - Communicate Multiple Goals of Renovation
 - Market ongoing landscaping and building improvements

Action Steps	Responsible Party	Due By	Cost	Performance Measure
Conduct a needs assessment and decipher best use of newly accessible areas	Museum Board Museum Director and Staff	July, 2021	2000-3000	Identify use of approx.. 2,000 new square feet of space
Create a realistic budget for campaign, consulting with B&G, Community Development, Board, and Museum Colleagues	Museum Staff, Board, City Department Offices	August, 2021		Project Budget
Work with consultant to create marketing piece for Renovation	Museum Director Development Committee Board Members Donors	November 2021	5000-10,000	Handout that conveys the needs of the museum and the possibilities of improvements
Conduct year-long fundraising campaign to achieve budget for project	Development Committee Museum Staff Campaign Committee	March, 2022 form committee – March 2023 complete campaign	TBD	Fulfill marketing goals to allow for renovation to be completed by 2025.

Acknowledgements

The Rahr-West Art Museum would like to thank all who participated in our strategic planning meetings. Our planning phases occurred during our generation's greatest outside threat, the COVID-19 Global Pandemic. This necessitated delays, re-envisioning, rewrites, and new strategies. The profound diligence and patience during our planning is respected and appreciated. Among those who participated in meetings and conducted work for this strategic plan, we acknowledge the Rahr-West Art Museum Board of Directors:

President Amy Fricke-Weigel
Past-President Steve Proszenyak
Vice-President Dolly Stokes
Secretary HaLeigh Zipperer
Past-Secretary Lori Kirby
Common Council Representative Courtney Hansen
Past Common Council Representative Jeremiah Novak
Carrie Lynn Estrella
Friends of RWAM Representative Amy Gehrig
Candice Giesen
Katherine Halla
Phil Hoff
Erin LaBonte
Larry Shimon
R.J. Skrepenski
Patricia Zimmerman

Additionally, the museum acknowledges the valuable insight provided by the Friends of the Rahr-West Art Museum

Friends President Jeanie Miller
Judy Corrado
Sandra Egbert
Theresa Henrickson
Kathy Pohlmann
Martha Rasmus
Kristina Schram
Mary Jo Stangel
Joanne Thompson
Bernie Zimmer

Important support and planning assistance came from the Rahr-West Art Museum Charitable Foundation, Inc.

Foundation President Mike Halla
Foundation Vice President William Pohlmann
Stacey Culligan
Christine Kornely

Michael Molepske

Special thanks to the staff members of the Rahr-West Art Museum and colleagues within multiple departments of the City of Manitowoc, particularly the Buildings and Grounds staff: J.J. Waalvord, Bob Kohlmann, Ted Marcelle, and Ralph Kracht (Ret.)

Thank you to Jeffrey Sachse of Rawley Point Economic Advising for assisting with the formation of this Strategic Plan, facilitation of meetings which stretched throughout 2020, and greatly aided staff and board align goals.

Final thank you to the City of Manitowoc, Mayor Justin Nickels and Common Council for their leadership, dedication to supporting and growing the arts in our community, and stated commitment to the Rahr-West Art Museum.