Some Historical Highlights…

1998_Crescent Dragonwagon and Ned Shank established 515 Spring Street and the Farmhouse as a 501 (c) 3 organization… now known as the Writers’ Colony at Dairy Hollow.

2000_Writers’ Colony of Dairy Hollow was officially founded.

2002_WCDH Board of Directors formed for running operations; renovated the culinary suite in collaboration with Renovation Style Magazine

2004_Elise and Marty Roenigk purchased 505 Spring Street and donated to WCDH.

2011_The Farmhouse was sold and the money was used (along with grant funding from the AR Cultural Heritage Program) to renovate 505 Spring Street.

2012_WCDH won the Honorable Mention Award for “Excellence in Preservation Through Restoration” from the Historic Preservation Alliance of Arkansas.
Since our inception, the WCDH has hosted more than 1300 writers from 48 states and 11 foreign countries and is the only writers’ colony in the United States with a dedicated culinary suite.
Writers’ Colony at Dairy Hollow (WCDH)

Strategy
Why writers and writing at WCDH?

Process
How does WCDH support “write time, write place”?

Measurement
How does WCDH measure effectiveness?

Environment
What are WCDH critical success factors?
Vision

Our vision is to be a sanctuary where writing is encouraged, shared, honored, and respected.
Why Writers and Writing at WCDH?

Mission Statement

The mission of the Writers’ Colony of Dairy Hollow (WCDH) is to provide uninterrupted residency time for writers of all genres, including culinary, composers, and artists, without discrimination. The WCDH will foster an environment that allows writers to work, interact with the wider community, stimulate new thinking, and energize creative expression.
How does WCDH support “write time, write place”?

| Financial | • Grants  
|           | • Foundations  
|           | • Endowments  
|           | • Bequests  
| Programming | • Residency program, fellowships  
|           | • Community outreach, advocacy  
|           | • Partnerships/collaborations  
|           | • Events, workshops  
|           | • Fundraising  
| Staffing | • Secure and maintain key staff  
|           | • Provide necessary development training and education to retain our reputation as a premiere organization with which to be associated  
| Facilities | • All items and activities pertaining to all properties  

Last Revised_February 25, 2020
How does WCDH measure effectiveness?

**MEASUREMENT FRAMEWORK**

| Needs Assessment                                                                 | • Writers in Residence  
|                                                                                     | • Fellowship Recipients  
|                                                                                     | • Patrons/Donors  
|                                                                                     | • Board and Staff  
| Surveys                                                                                 | • Writers in Residence  
|                                                                                     | • Fellowship Recipients  
|                                                                                     | • Patrons/Donors  
|                                                                                     | • Board and Staff  
| Evaluations                                                                             | • Writers in Residence  
|                                                                                     | • Fellowship Recipients  
|                                                                                     | • Workshop Participants  
|                                                                                     | • Event Attendees  
| Participation Statistics                                                              | • Occupancy Percentages  
|                                                                                     | • Workshop Attendees  
|                                                                                     | • Event Attendees  

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What are WCDH critical success factors?

| A well-informed, passionate and engaged board | • Understands vision & mission  
• Understands roles & responsibilities  
• Participation in meetings and events |
|---------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|
| A knowledgeable, dedicated lead staff person | • Secure and maintain key staff and provide necessary development  
• A relationship built on respect and openness between staff leader and board |
| Sustainable Funding                          | • Increased Occupancy  
• Grants  
• Foundations  
• Endowments  
• Bequests |
| Strong Strategy                              | • Shared culture by board and staff  
• Organization apparatus for administration and service delivery  
• Policies and practices for staff and volunteers  
• Economic business model |
GOALS
4-Year Plan (2019 – 2022)
Financial Goals

To raise $300,000 by EOY 2022 (Extended a year due to COVID-19)

- Increase occupancy rate ($26,000)
- Individual Donations Unrestricted ($76,000)
- Individual Capital/Sponsor-a-Suite ($28,000)
- Individual Capital/Other ($26,000)
- Grant Funding ($37,000)
- Endowment Funding ($3,000)
- Individual Fellowship Sponsorships ($65,000)
- Individual Scholarship Funding ($17,000)
- Fundraising Events ($10,000)
- Workshops and Retreats ($12,000)
Programing Goals

Residencies, Events, Collaborations, Marketing

Residencies
• Increase alumni and new writer residencies (increase occupancy rate to 41% by EOY 2022)
• Average 6 fellowships/year
• Average 10 scholarships/year

Events
• Average 10 workshops/year
• Average 3 retreats/year
• Continue monthly Poetluck (virtually until post COVID)
• Implement an Annual Fundraising Event (virtual in 2020 and 2021)

Continue to grow partnerships/collaboration – see Appendix

Marketing
• eMerge Magazine (quarterly)
• Social Media (daily posts planned and implemented with Buffer.com)
• “Write Now at the Writers’ Colony” Podcasts (monthly)
• Newsletter and e-blasts (weekly and monthly)
• Press Releases and Advertising (as needed)
• Mailings (as needed)
**Staffing Goals**

Establish key staff personnel for leadership and operational efficiency
- Hire an Executive Director (2019)
- Hire Colony Coordinator (2019)
- Retain Cook/Housekeeper
- Retain voluntary maintenance person

Update staff technology with two new computers (2019)

Provide ongoing professional development opportunities for staff via training webinars and events (ongoing)

Hire a landscaping service 3 times a year (by EOY 2022)

Last Revised_February 25, 2020
Facility Goals

- Secure ongoing maintenance for both buildings (505 & 515)—see appendix for list
- Refresh all suites by EOY 2021
- Refresh landscaping by EOY 2022
- Asphalt driveway by EOY 2022
- Vinyl plank flooring over cement floors at 505 EOY 2021
- See Appendix for Maintenance List
Measurement Goals

Conduct needs assessment with key participants and supporters by EOY 2021
- Writers in Residence (evaluation forms)
- Fellowship Recipients
- Patrons/Donors
- Board and Staff

Conduct Surveys
- Writers in Residence (every 5 years)
- Patrons/Donors (every 5 years)
- Board and Staff (every year)

Conduct Evaluations
- Writers in Residence (at end of each residency)
- Fellowship Recipients (at end of each fellowship)
- Workshop Participants (at end of each workshop)
- Event Attendees (at end of each event)

Track Participation Statistics
- Occupancy percentages
- Workshop and events (number of attendees)
- Online analytics

Cull, collate and identify patterns for improvement from needs assessment, surveys, evaluations and participation statistics (yearly)
Critical Success Factors

Goals to build a well-informed, passionate and engaged Board of Directors
• Ensure that board members understand the vision and mission
• Ensure that board members understand their roles and responsibilities
• Ensure that board members agree to participate in meetings and events

Goals to build a knowledgeable, dedicated staff
• Secure and maintain key staff persons and provide necessary development
• Build a relationship between staff and board members based on respect and openness

Goals to build sustainable funding tactics
• Increased occupancy (see above under Process)
• Increased individual donations (see above under Process)
• Increased grant funding and endowment contributions (see above under Process)
• Yearly fundraising events (see above under Process)

Goals to build a strong strategy
• Build a shared culture by board and staff
• Build an understanding of core business with supporting goals and objectives
• Build a supporting business model and refresh every 3 – 5 years
• Refresh current strategy every 3 – 5 years
• Refresh current implementation plan yearly
• Policies and practices for staff and volunteers

Last Revised February 25, 2020
Current Partnerships/Collaborations

- Eureka Springs Non-Profit Coalition
- Main Street Eureka Springs
- Eureka Springs Community Center
- Eureka Springs School of the Arts
- Krewe du Kork
- Five and Dime Drama Collective
- Issues on Aging
- Books n’ Bloom (Carroll and Madison County Libraries)
- Bentonville Film Festival
- Clear Spring School
- BREWS
- Creekside Café
- Gotahold Brewery
- Eureka Springs Parks Department
- Idle Class Magazine
- University of Arkansas
- The Purple Flower
- Magdalene Serenity House
- Jeremiah House
- Out in Eureka

Last Revised_February 25, 2020
Facility Maintenance List

- Landscape Clean Up
- Landscape Entire Grounds
- Clean Gutters
- Update Conference Room
- Install Solar Lights and Fix Fencing
- Power Wash Decks
- Fix Windows and Screens
- Install New Gutters and Leaf Guards
- Refinish Wood Floors
- Install vinyl plank floor in Lower Level 505
- Apply Asphalt to Driveway
- Chimney Sweeps/Cleaning
- Replace refrigerators in main kitchen
- Upgraded technology for virtual presentations
- Complete Sponsor-a-Suite upgrades (Culinary Suite and Muse 2)