

Friends of  
**T C Steele**  
State Historic Site

**Strategic Plan 2018-2019**

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Friends of T.C. Steele, Inc. Strategic Plan © | 501(c)(3)



## President & Board Chair David E. Steele

David joined the board in January of 2014 and was elected President for the 2017 officer term and re-elected for the 2018 term. David is a distant relative of T.C. Steele; his grandfather Harry Steele and T.C. Steele were both great grandsons of Ninian Steele.

David is a business executive residing in Indianapolis and serves as Managing Principal of The Steele Group, a management consultancy to Fortune 100 & 500 firms. David is also a faculty member at Indiana University's Kelley School of Business (Indianapolis) where he has taught for 20 years.

January 1, 2018

### Letter From the President & Board Chair

Dear Members, Friends and Stakeholders -

I am pleased to provide you with the Friends of T.C. Steele State Historic Site, Inc. Strategic plan for 2018-2019. Our current plan was developed during our annual joint session of the board and leadership team retreat in the fall of 2017.

As our organization has grown, strategic planning has become a key component to effectively managing the organization and measuring success. We are now at a point where we find it necessary to begin formally developing, deploying and executing on our longer-term plans. We also believe it is important to be transparent with our plans and insure broad communication as well as encourage dialogue with our members and key stakeholders.

Our plan for the next two years will allow us to set priorities, focus energy, talent and resources, while supporting our mission and measuring success. Equally important, our plan will also ensure we involve and communicate with all members, community partners and key stakeholders as appropriate and consistent with our Mission, Vision and Values.

We have followed best-practice methods for developing and implementing our plan. This included a structured four-step process using widely accepted strategic management tools and frameworks. To be specific:

I. We have reviewed as a Board of Directors and Operating Leadership the Mission, Vision and Values and believe these documents reflect our aspirations, articulate our shared values, and will guide our conduct.

II. We have conducted a current state analysis and assessment known as a SWOT analysis; Strengths, Weaknesses, Opportunities, Threats and have formulated our plans consistent with this analysis and assessment.

III. We have translated our goals and aspirations into actionable steps with linkage to financial responsibility, growth and community engagement, and measurable operating excellence performance standards.

IV. We have developed an internal and external communications plan and performance management criteria using a balanced scorecard.

Your help in our continued success of supporting this historic site and ensuring we have meaningful programs that meet the needs of current and future members and visitors is critical to our success. I know we can count on you as we move forward.

To insure this plan is a living document, each strategy and the related action steps, will be reviewed with the responsible strategy owner and the board sponsor at the end of each fiscal quarter. Our fiscal year runs from July 1 through June 30.

In closing, we are excited, encouraged and engaged in our strategic efforts committed in this plan. I hope to see you in the very near future and we can continue the dialogue and discuss our plan, as well as the aspirations that shaped and guided its creation.

David E. Steele  
President & Board Chair  
Friends of T.C. Steele State Historic Site, Inc.



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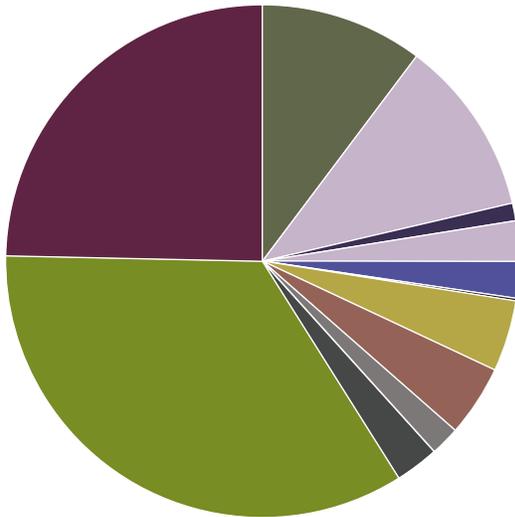
# I. Economic Impact of Indiana State Museum and Historic Sites System-wide Economic Impact<sup>1</sup>

- In FY 2016, an estimated 274,500 visitors came to Indiana for the purpose of visiting either the State Museum or one of the 11 historic sites around the state.
- Not including any ISMHS admission fees, these visitors spent nearly \$86 million in the state, or an average of \$312 per. Add in the operations spending of the system and total incremental expenditures initiated by the ISMHS reached over \$100 million in FY2016.
- Not all of that spending stays in Indiana of course. Of that amount, it is estimated that about \$85 million remained in Indiana to contribute to the state's economy.
- Including ISMHS employees (170), the system supported nearly 1,800 full and part-time jobs across Indiana. These workers were paid about \$56 million in wages. This amounts to an average annual wage of \$31,500.
- The ISMHS system also made an outsized contribution to state and local taxes. For FY 2016, more than \$16 million in state and local taxes were initiated by the ISMHS, including \$6.3 million in sales tax, \$1.8 million in hotel taxes, \$1.4 million in income taxes, and \$5.7 million in property taxes. ISMHS-initiated state & local taxes were sufficient to underwrite the annual cost of nearly 1,900 Indiana public school students.
- The ISMHS welcomed nearly 62,000 Indiana school students at no charge for educational field trips across the state. This amounted to savings for Indiana school districts of nearly \$340,000 in FY2016.

<sup>1</sup>October of 2016, Rockport Analytics was retained by the Indiana State Museum & Historic Sites to conservatively measure the economic contribution made by the ISMHS System to the state of Indiana and its local communities.

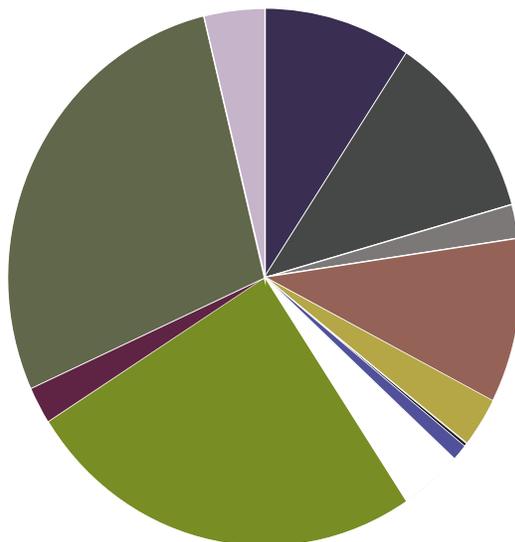
## I. Economic Impact (Continued)

Total Revenue: \$63,397.57



\$6,503.00	Guided Adult
\$7,045.00	Guided Senior
\$707.00	Guided Child
\$1,610.50	Organized School
\$1,448.00	Organized Adult Tours
\$112.00	Organized Non-School
\$2,847.39	Donations
\$2,849.68	Site-Related Program
\$1,168.50	Education Outreach
\$0.00	Adult Outreach
\$1,740.56	Facility Use
\$21,731.83	Gift Shop
\$15,634.11	Friends

Total Attendance: 10437



972	Guided Adult
1183	Guided Senior
213	Guided Child
1034	Organized School
312	Organized Adult Tours
24	Organized Non-School
103	Site Event
405	Site-Related Program
2643	Education Outreach
234	Adult Outreach
2918	Facility Use
396	Friends & Members

## II. Organizational Profile

The Friends of T.C. Steele SHS support group officially incorporated in 1991, although the historic site had volunteers and “friends” on an informal basis for many years before that. Then-assistant curator Rachel Perry was instrumental in organizing and gaining tax-exempt status for the fledgling group, drawing in part from the support of a local group interested in the natural and cultural resources of the area, the Friends of Brown County. At first, the Friends of T.C. Steele operated in partnership with the Indiana State Museum Society (ISMS). In 1993, the Friends of T.C. Steele SHS split from ISMS, largely in order to gain autonomy in gift shop operations.

In 1996, the Friends of Brown County disbanded as a separate entity and combined with the Friends of T.C. Steele. The Friends of T.C. Steele agreed to take responsibility of their organizational records and membership list, and committed itself to continuing a cooperative event of interest to both groups, the annual Wildflower Foray. The Friends of Brown County now exists as a permanent standing committee of the Friends of T.C. Steele whose primary responsibility is to organize the Wildflower Foray. The event is now in its 32nd year.

Over the years, the Friends of T.C. Steele have helped with site operations as docents and with building maintenance, garden and grounds maintenance, collections care, and special events (these last three in both volunteer hours and financial assistance). In the years of its existence, the Friends group has tackled many projects: creating reproduction draperies for the historic home, rewiring the Dewar Log Cabin and the Guest Cottage, purchasing computer equipment for the historic site, establishing an Adopt-a-Painting program to support restoration of artwork, restoring Mrs. Steele’s gardens—an enormous, ongoing project—and co-sponsoring many events, programs and workshops. Friends’ members also work with other organizations to link site events with community-wide activities such as September’s Brown County Art Colony Weekend, of which the site’s Great Outdoor Art Contest is an integral part.

The Friends of T.C. Steele’s most visible presence at the historic site is the gift shop located in the Large Studio. The shop is operated on contract with the Division of Museums & Historic Sites, and is a primary source of revenue for the group.

We are at a key point in our role as a 501(c)(3) support group to this prominent Indiana State Historic Site. The historic gardens have been renovated and rededicated in 2017, and a new visitor center has been approved with construction beginning in 2018. As the T.C. Steele State Historic site redefines itself, we as a 501(c)(3) support group need to redefine our mission and strategies as well. To that end, this document supports and identifies our recognition of that and our approach for the next two years.

### III. Organizational Situation

The Friends of T.C. Steele have historically operated with a much narrower focus relative to the opportunities present today that need to be addressed to ensure a viable future. These new opportunities include new methods of communication such as social media, increased needs for funds, acquisition and deployment of technology, developing new generations of members and diversifying our board.

As a result, the board has refocused its efforts into six subcommittees that will pursue and manage areas that directly address member needs of the environment we currently operate within. These include:

- I. Annual Member Meeting and Art Show
- II. Fundraising
- III. Historic Gardens
- IV. Member Communication
- V. Membership
- VI. Museum Shop
- VII. Governance
  - a. Nominating
  - b. Audit
  - c. Executive Committee

With a new focus, coupled with structured board subcommittees that have assigned leadership, goals and action steps that are directly aligned with our strategic plan, we believe the following will occur:

- become more efficient
- deliver within time lines
- raise needed funds
- increase membership and satisfaction
- utilize technology to manage our business
- have a diverse board

We have also recognize to have a viable and diverse board, now and into the future, we must have a board with a compelling, exciting agenda. We are working on this diligently, and with the addition of several new board members this year, and our strategic planning session with the output of our 2018-2019 strategic plan, we believe we have taken the right steps and are on the right path.

Like any other not-for-profit organization, we have a need to raise funds, and at new levels. We have several meaningful projects needing funding and we must learn to set goals and have strategies that enable us to accomplish these goals. This is a very new area of focus for our organization, and we are learning as we move through 2018. Most importantly, we have subcommittees responsible for this important area, and a strategy with goals and actions steps. This is a significant start.

We have also begun an improved effort at communication and engagement with our members and the public, and to ensure we have electronically secure methods to do this. In 2018 we will have a refreshed website, and we have contracted critically needed technology support to ensure we manage risk issues such as data and privacy and conduct scheduled preventative maintenance.

Our membership is an area needing attention and focus. We currently hold steady at 180 members and we believe this can be substantially increased. We will make improvements in communication and recruitment in 2018, and ensure value of membership is measured, reported and achieved. We plan to have a membership survey to better understand our member's needs and their satisfaction.

The formal gardens have undergone a transformation this past year with a complete restoration and rededication which was accomplished through a generous gift from Gary and Kathy Anderson of Nashville, Indiana. The Friends of T.C. Steele now has a board subcommittee supporting the gardens and this will help immensely in establishing communication, volunteers, and promoting the gardens as a destination location. Likewise the gift shop was renovated as well and a new point-of-sale system has been installed. We are working on this area of opportunity as well and have a board subcommittee with goals and actions steps.

Lastly, through a generous gift of Bob and Barbara Stevens, of Columbus, Indiana, a new visitor site will be constructed in 2018. In addition to the Steven's gift, a matching gift from the state will provide for a new, 4,600-square-foot, two-story building is rising out of the steep hillside next to Steele's Large Studio. The center will allow the site to offer additional programming, provide an indoor facility to rent and offer catering space for events. Ground, state museum officials said. Ground was broken in September of 2017 for the \$2.2 million *Singing Winds Visitor Center*.

## IV. Key Facts

- In 1907, noted Hoosier impressionist painter Theodore Clement Steele (1847-1926), became the first major artist to make a home in Brown County, Indiana.
- T.C. Steele purchased 171 acres in 1907 and additionally 40 acres in 1910 and lived here until his death in 1926.
- T.C. Steele and his second wife Selma Neubacher Steele (1870-1945) established the “House of the Singing Winds,” a red barn-like studio, and hillside gardens.
- T.C. Steele was at the forefront of the state’s art movement and remains one of Indiana’s most honored artists.
- The picturesque landscape (and Steele’s prominence) drew in other artists, establishing the Art Colony of the Midwest.
- T.C. Steele was the leading member of the “Hoosier Group” of Indiana impressionist painters, often referred to as the “Dean of Indiana Painters”.
- T.C. Steele’s appreciation of nature, combined with his intelligence and capacity for concentrated study, raised his works to an extraordinary level.
- Famed American printmaker and painter Gustave Baumann lived in Brown County during this time and visited the Steele’s at the “House of the Singing Winds” often.
- The Steele’s friend and artist Gustave Baumann engraved the words, “Every morning I take off my hat to the beauty of the world,” below the mantel in the “House of the Singing Winds.”
- T. C. Steele was elected to prestigious National Academy of Design in New York City, 1913.
- Indiana University President William L. Bryan named T.C. Steele “Honorary Professor of Painting,” 1922.
- T.C. Steele also worked in his campus studio on the top floor of Franklin Hall at Indiana University in Bloomington until his death in 1926.
- Over 50 paintings are on display in the Large Studio and House of the Singing Winds, providing a glimpse of southern Indiana as it appeared more than a century ago.
- Five hiking trails, totaling slightly over 3 miles, are available on the historic site where visitors can experience the expansive vistas and quiet forests that Steele captured on canvas.

- Four of the five trails were laid out by Selma Steele. The handicapped-accessible Inspiration Ridge Trail loop was added to provide access to the reconstructed Remote Studio. A recently added trail spur on the southeastern side of the property connects the T.C. Steele trail system to neighboring properties and to the Tecumseh Trail.
- Selma Steele's gardens, became the subject of several of Steele's paintings. The gardens were completely restored to their original state and rededicated in 2017.
- Brown County settler Peter Dewar built his cabin around 1875, five miles south of its present site. The cabin faced destruction in the early 1930's, but realizing that it represented part of Brown County's heritage, Selma Steele bought the cabin, moved it and filled it with natural history displays to the Steele's property.
- The historic site is contiguous to several parts of the 23,326 acre Yellowwood State Forest. The Nature Conservancy has several hundred acres adjacent to the historic site.
- Theodore Clement Steele (1847-1926), and Selma Neubacher Steele (1870-1945) are buried on the 211-acre property.
- The site was deeded to the State of Indiana by Selma Steele in 1945, and remains virtually the same today, including artifacts, as when the Steele's lived on the property.
- The site is managed and under the responsibility of the Indiana State Museum and Historic Sites. 92 acres of the historic site is officially designated as a nature preserve, and is managed in cooperation with DNR Division of Nature Preserves.

## V. Key Stakeholders

While the T.C. Steele State Historic Site has many stakeholders, it is important to identify those who are considered “Key Stakeholders”. These key people, businesses and institutions (for-profit and not-for profit) are identified as having a strong concern and interest in the historic site and legacy of painter T.C. Steele. They may also be directly or indirectly affected by changes in systems, policies, and practices as well as actions and direction of the organization.

The following stakeholders have been identified as key to the fulfillment of our mission, the development, deployment and execution of our plans, and to insure long-term sustainability as an organization.

- **Internal** are those directly engaged in the day-to-day, or near-term activities of the site.
- **External** are those who are generally not involved in day-to-day activities but are engaged or impacted by the long-term activities and strategies of the organization.

Key Stakeholders are included in our thought-leader distribution, press releases, annual report, community related events and site events/activities. Key stakeholders are also encouraged to visit our site, attend a program or site activities, and attend or present issues of concern or opportunity at our board meetings.

### Internal

#### Site Management and Staff

- 7 total. (1) Historic Site Manager, (1) Program Developer, (1) Grounds and Maintenance, (2) Seasonal Interpreter, (1) Seasonal Maintenance, (1) Seasonal Gardner

#### Volunteers

- 12 board members (volunteers)
- ~72+ volunteers engaged in various activity on a regular basis at site, for a total of 974.25 aggregate hours
  - Fiscal Year 2016-2017, July 1, 2016-June 30, 2017
  - These are members and non-members who volunteer at the site who have signed-in on the volunteer register, the number of volunteers is most likely higher.
- Friends of T.C. Steele, Board of Directors
- 9 board members for 2018 (By-laws require the number of Directors shall not be less than five (5) nor more than eighteen (18) and shall consist of all officers, special committee chairs and elected Directors)

#### Indiana State Museum

- Key internal stakeholders: ISM collections (i.e. fine arts and decorative arts curators), marketing, procurement, interpretation, exhibits

#### Indiana State Historic Sites:

- Angel Mounds State Historic Site, Corydon Capitol State Historic Site, Culbertson Mansion, Gene Stratton-Porter State Historic Site, Historic New Harmony State Historic Site, Lanier Mansion State Historic Site, Levi Coffin House State Historic Site, Limberlost State Historic Site, Vincennes State Historic Sites, Whitewater Canal State Historic Site

Mike Linderman, Western Regional Director of State Historic Sites, Indiana State Museum and Historic Sites: [mlinderman@indianamuseum.org](mailto:mlinderman@indianamuseum.org) (812) 853-3956

- Director for the six following State Historic Sites: T.C. Steele, Angel Mounds, Culbertson, Lanier, Limberlost, Gene Stratton-Porter, Vincennes

Anthony Joslin, Historic Site Maintenance Supervisor and Regional Historic Garden Restoration Specialist

Andrew Rueter, Regional Ecologist, Indiana Department of Natural Resources, Division of Nature Preserves (Central Region): [areuter@dnr.IN.gov](mailto:areuter@dnr.IN.gov) (317) 234-8944

- Division of Nature Preserves (Selma Steele Nature Preserve)

## External

180+ Members

#### Arts & Culture

- Art Alliance Brown County (AABC)
- Brown County Art Gallery
- Brown County Art Guild
- Brown Country Playhouse Performing Arts Center
- Hoosier Artist Gallery
- Hoosier Salon
- Indiana Plein Air Partners Association

#### Commercial Partners

- Fifth Third Bank
- Designscape Horticultural Services, Inc.
- B-Town IT, LLC
- PenceLdesign

#### Community Groups

- Brown County Chamber of Commerce
- Brown County Convention & Visitors Bureau
- Nashville Arts & Entertainment Commission
- United Way - Brown County

#### Higher Education

- Indiana University – Bloomington
- Ivy Tech – Bloomington

## Foundations

- Brown County Community Foundation

## Indiana History and Architectural Subject Matter Experts

- Dr. James A. Capshew, Historian, Indiana University
- Dr. James A. Glass, Principal, Historic Preservation & Heritage Consulting LLC
- Rachael Berenson Perry, Indiana State Museum and Historic Sites  
fine art curator emerita, and Hoosier art authority
- Nelson Price, Host, Hoosier History Live

## Infrastructure, Support, Environment

- Brown County Hills Project
- Brown County Parks & Recreation
- Bloomington Parks & Recreation
- Indiana Department of Natural Resources (IDNR), Division of Parks and Reservoirs (Brown County State Park and Monroe Reservoir)
- IDNR, Division of Forestry (Yellowwood State Forest and Morgan-Monroe State Forest)
- IDNR, Division of Historic Preservation & Archaeology
- IDNR, Division of Nature Preserves
- Hoosier National Forest
- Hoosiers Hikers Council
- Indiana Arts Commission
- Indiana Department of Environmental Management (IDEM)
- Indiana Department of Natural Resources
- Indiana Department of Transportation (INDOT)
- Indiana Historical Bureau
- Indiana Historical Society
- Indiana Landmarks
- Indianapolis Public Library (Central Library)
- Monroe County Parks & Recreation
- The Nature Conservancy – (Brown County, Indiana)
- Sassafras Audubon Society
- Sycamore Land Trust

## Libraries (public)

- Bedford Public Library (Lawrence County)
- Bloomfield-Eastern Green County Public Library (Greene County)
- Brown County Public Library (Brown County)
- Monroe County Public Library (Monroe County)
- Morgan County Public Library (Morgan County)

## School Systems

- Brown County Schools
  - Helmsburg Elementary
  - Sprunica Elementary
  - Van Buren Elementary
  - Brown County Intermediate School
  - Brown County Junior High School
  - Brown County High School

- Greene County
  - Bloomfield School District
  - Eastern Greene Schools
  - Greene-Sullivan Special Education Cooperative
  - Linton-Stockton School Corporation
  - MSD of Shakamak Schools
  - White River Valley School District
- Lawrence County
  - Mitchell Community Schools
  - North Lawrence Community Schools
- Monroe County Community School Corporation
  - Arlington Heights
  - Binford
  - Childs
  - Clear Creek
  - Fairview
  - Grandview
  - Highland Park
  - Lakeview
  - Martin
  - Rogers
  - Summit
  - Templeton
  - Unionville
  - University
  - Batchelor
  - Jackson Creek
  - Tri-North
  - Bloomington High School North
  - Bloomington High School South
- Morgan County Schools
  - MSD Martinsville
  - Monroe-Gregg School District
  - Ivy-Tech-Mooresville Learning Center
  - Mooresville Con. School Corporation
  - Eminence Community School Corporation
  - Nineveh-Hensley-Jackson United School Corporation

#### Political/Government

- Brown County Council
- State Representative, House District 65 – Chris May (R)
- State Senator, Senate District 44 – Eric Koch (R)
- Congressman - 9th Congressional District, Trey Hollingsworth, (R)
- Indiana General Assembly
- Senator - Hon. Joe Donnelly (D)
- Senator – Hon. Todd Young (R)
- Governor - Hon. Eric J. Holcomb (R)

#### Public Safety

- Brown County Sherriff's Department
- Brown Country Volunteer Fire Department
- Indiana State Police
- Nashville Police Department

## VI. Preservation Statement

In the United States, one of the first historic preservation efforts was the Washington's Headquarters State Historic Site, in Newburgh, New York. This property has the distinction of being the first-ever property designated and operated as a historic site by a U.S. state, having been so since 1850.

Since this time, many organizations such as The National Trust for Historic Preservation and the National Register of Historic Places, supported by The National Historic Preservation Act, have made significant progress in identifying, saving and restoring our national treasures.

In Indiana, organizations such as the Indiana Historical Bureau and Indiana Landmarks have been instrumental in their efforts to locate, identify and establish provenance on sites to ensure our Indiana historical treasures are identified, recognized and retained.

The Indiana State Museum & Historic Sites maintains 11 historic sites in Indiana which welcomed a record of 722,000 total visitors in 2016 (332,000 of which were Indiana residents).

- Angel Mounds State Historic Site – Evansville, IN
- Corydon Capitol State Historic Site – Corydon, IN
- Culbertson Mansion – New Albany, IN
- Gene Stratton-Porter State Historic Site - Rome City, IN
- Historic New Harmony State Historic Site – New Harmony, IN
- Lanier Mansion State Historic Site – Madison, IN
- Levi Coffin House State Historic Site – Fountain City, IN
- Limberlost State Historic Site – Geneva, IN
- T.C. Steele State Historic Site – Nashville, IN
- Vincennes State Historic Sites – Vincennes, IN
- Whitewater Canal State Historic Site – Metamora, IN

The Board of Directors are dedicated to the preservation of the T.C. Steele State Historic site and the continued maintenance and restoration efforts of the future. Through our strategies, we seek to advocate, preserve and protect the provenance, history and artifacts of this historic site, which represents an important part of Indiana's cultural experience.

## VII. Mission, Vision & Values

### **Mission**

Our mission is to support the historic property and collections where T.C. Steele lived and painted through providing financial support and fostering local, national and international engagement; and to maintain a keen focus on initiatives and resources for scholars, students, artists, and the general public.

### **Vision**

Our vision is to be a top-tier destination location for regional visitors, to be a recognized historic location for national and international visitors, and to be a site of choice for artists-in-residence and scholars.

### **Values**

**Integrity** – We value honesty, morals, ethics and doing the right thing for our donors, members, visitors and stakeholders.

**Respect** – We value diversity and the creation of an environment receptive to new ideas through input from our donors, members, visitors and stakeholders.

**Relationships** – We value people and believe proactive approaches with our donors, members, community and partners allow us to create meaningful value for stakeholders.

**Preservation** – We value historic preservation and exercise front-of-mind consideration of historic authenticity in the development and execution of our strategies and funding initiatives.

**Education** – We value educational enrichment that provides a wide range of compelling learning experiences for visitors of all ages and interests, and is aligned with the mission, vision, and stakeholders.

**Stewardship** – We value the safety and environmental responsibility we have to donors, members, visitors and stakeholders.

## VIII. SWOT Analysis

The organization conducts a SWOT analysis as part of the annual strategic planning session and process. Additionally, the SWOT is reviewed quarterly to determine changes in the strategic direction, market conditions, funding opportunities, laws, regulations and state/national requirements regarding Historic Sites.

SWOT analysis is a process that identifies the *Strengths, Weaknesses, Opportunities and Threats* of an organization. Specifically, SWOT is a basic, analytical framework that assesses what an organization can and cannot do, as well as its potential opportunities and threats. A SWOT analysis takes information from an environmental analysis and separates it into internal strengths and weaknesses, as well as its external opportunities and threats.

		HELPFUL to achieving the objective	HARMFUL to achieving the objective
		STRENGTHS	WEAKNESSES
INTERNAL ORIGIN attributes of the organization		<ul style="list-style-type: none"> <li>- Outstanding infrastructure/preservation</li> <li>- Extensive Artist Collection</li> <li>- High profile State Historic Site</li> <li>- Site Staff Knowledge</li> </ul>	<ul style="list-style-type: none"> <li>- Key Major Gifts</li> <li>- Strong grant-making process</li> <li>- Excellent geographic location</li> <li>- Strong support/relationship with ISMHS</li> </ul>
			<ul style="list-style-type: none"> <li>- Board management skills</li> <li>- Board governance process</li> <li>- Management tools/deployment of best practices</li> <li>- Financial process/oversight/audit</li> </ul>
EXTERNAL ORIGIN attributes of the environment		<ul style="list-style-type: none"> <li>- Increase membership</li> <li>- Improve state, national, international awareness</li> <li>- Recruit next generation of board members</li> <li>- Target recruiting of next generation members</li> </ul>	<ul style="list-style-type: none"> <li>- Sub-committee effectiveness</li> <li>- Annual board self-assessment</li> <li>- Membership needs/feedback process</li> </ul>
		<ul style="list-style-type: none"> <li>- Develop fundraising competency</li> <li>- Leverage website and search optimization</li> <li>- Provide value added services/benefits for members</li> <li>- Improve revenue generation linked to site needs &amp; activities</li> </ul>	<ul style="list-style-type: none"> <li>- Static levels or decline in membership</li> <li>- Ineffective segmentation of member recruitment/communication</li> <li>- Program funding cuts</li> </ul>
		OPPORTUNITIES	THREATS

# IX. Strategic Plan Framework

## Key Strategic Priorities for 2018-2019

Fiscal year July 1 – June 30 (maps to State of Indiana fiscal year)

### #1 Increase Financial Strength

Actively promote, schedule and conduct fundraising activities to support both capital and expense needs of the historic site – be recognized as a non-profit that engages donors in a meaningful way and provides significant value for their charitable contributions

### #2 Deploy Best Practices

Provide and manage the organizations with recognized administrative business practices, supporting tools and infrastructure. Proactively manage risk, data, privacy and technology infrastructure – be recognized as a best practice not-for-profit in financial, administrative, technology management and risk mitigation by leading standards and measures.

### #3 Extend External Reach

Deploy marketing strategies that enable creating new relationships, recruit new members and businesses while establishing strong community partnerships in the surrounding areas - be recognized in their minds as the organization to become a supporter and member through involvement, knowledge and interest in the historic site.

### #4 Engage Historic Site

Recruit, develop, support, recognize volunteers, and provide meaningful recognition of their contributions – be recognized as providing activities and programs that are compelling to adults and children, artists and non-artists.

### #5 Provide Historic Knowledge

Establish and maintain electronic archive portal of TC Steele's body of work, locations, dates, including books authored about the artist – be recognized as the expert data source for T.C. Steele, his life and his work.



# Key Strategic Priority #1

## Increase Financial Strength

Actively promote, schedule and conduct fundraising activities to support both capital and expense needs of the historic site – be recognized as a non-profit that engages donors in a meaningful way and provides significant value for their charitable contributions.

Strategic Priority	Initiative	Outcomes	Lead	Team Members	Resources Required	Interdependencies	Start Date	End Date
List priorities from strategic plan	Define major initiatives	List the anticipated outcomes	Designate person who will own initiative	List names of people who are responsible for driving the initiative	Briefly explain financial and other resources needed to implement initiative	Explain dependencies on organizational support functions (i.e. HR, IT, Financial) or other initiatives	Estimate general timeline for the project (Quarter/Month/Year)	
Strategic Priority 1 "Increase Financial Strength"	1.1 Develop budget and target attendee/donor list for annual event (Fall Murder Mystery Dinner) at T.C. Steele State Historic Site, Belmont, IN	Raise \$1000 (annually)	Charles Matson (Project Founder & Architect)	Charles Matson (SME) Pauline Archambault Deb Davis Garrett Adams	Resources required are: - budget dollars for deposits - advance deposit of funds for site usage - data base and donor list enhancements - liaison w/Indiana State Museum donor data base - loan of T.C. Steele painting for each event (1.2 & 1.3)	T.C. Steele State Historic Site Manager, and on-Site team - B-town IT, LLC - Indiana State Museum Fundraising team	Q4 2017	Q4 2018 & 2019
	1.2 Coordinate with ISMHS to develop events & projects (post Studio Wagon) Friends will focus fundraising efforts & I.D. donor prospects	Raise \$2500 (minimum each event)	David Steele Pauline Archambault (Fundraising Committee Chair)	Pauline Archambault Garrett Adams David Steele			Q4 2017	Q4 2018
	1.3 Organize & conduct (2) small group events to raise matching funds for Studio Wagon grant	Raise \$8000 in new funds	David Steele Pauline Archambault (Fundraising Committee Chair)	Pauline Archambault Garrett Adams David Steele			Q4 2017	Q4 2018
	1.4 Recruit future corporate sponsors in coordination with ISMHS for major annual on-site events (Wildflower Foray, Great Outdoor Art Contest)	TBD	David Steele Pauline Archambault (Fundraising Committee Chair)	Pauline Archambault Garrett Adams David Steele			Q4 2017	Q4 2018

# Key Strategic Priority #2

## Deploy Best Practices

Provide and manage the organizations with recognized administrative business practices, supporting tools and infrastructure. Proactively manage risk, data, privacy and technology infrastructure – be recognized as a best practice non-for-profit in financial, administrative, technology management and risk mitigation by leading standards and measures.

Strategic Priority	Initiative	Outcomes	Lead	Team Members	Resources Required	Interdependencies	Start Date	End Date
List priorities from strategic plan	Define major initiatives	List the anticipated outcomes	Designate person who will own initiative	List names of people who are responsible for driving the initiative	Briefly explain financial and other resources needed to implement initiative	Explain dependencies on organizational support functions (i.e. HR, IT, Financial) or other initiatives	Estimate general timeline for the project (Quarter/Month/Year)	
Strategic Priority 2 "Deploy Best Practices"	5.1 Implement contract IT support	<ul style="list-style-type: none"> <li>· Hosting, disaster recovery, preventative maintenance, emergency on-call support, non-emergency help desk support</li> <li>· Mitigation of IT risk, secure hosting and disaster recovery, help desk support and improved reliability</li> </ul>	David Steele	David Steele, Charles Matson	<ul style="list-style-type: none"> <li>· Financial resources to fund initial IT infrastructure, needs, and risk audit</li> <li>· Financial resources needed to fund monthly maintenance</li> </ul>	<ul style="list-style-type: none"> <li>· Steve Mascari (B-Town IT, LLC), to Laura Pencil (PencilDesign, LLC) are key interfaces to the IT infrastructure improvement and on-going needs</li> <li>· "Friends" Treasurer</li> <li>· T.C. Steele State Historic Site Manger (Andrea deTarnowsky)</li> <li>· T.C. Steele State Historic Site Program Manager (Cate Whetzel)</li> <li>· ISMHS IT Department</li> </ul>	Q1 2018	Q4 2019 (review contract)
	5.2 Select browser-based collaboration and document management platform	<ul style="list-style-type: none"> <li>· Improved document storage, collaboration and retrieval</li> <li>· Note: content management is key need, e.g. Microsoft SharePoint</li> </ul>	David Steele	David Steele, Charles Matson	<ul style="list-style-type: none"> <li>· Coordination with ISMHS to ensure communication is achieved between "Friends of T.C. Steele, Inc." &amp; "T.C. Steele State Historic Site"</li> <li>· Contract of 3 years renewable by both parties is preferred</li> </ul>		Q2 2018	Q4 2018
	5.3 Refresh "Friends" website	<ul style="list-style-type: none"> <li>· Mitigate risk, e.g. site certificate, hosting, domain registrar</li> <li>· Add key information</li> <li>· Add and enhance site appearance &amp; navigation</li> <li>· Improve search engine optimization</li> </ul>	David Steele	<ul style="list-style-type: none"> <li>· David Steele (help with list)</li> <li>· Laura Pencil (PencilDesign, LLC)-</li> <li>· Steve Mascari (B-Town IT, LLC)</li> </ul>	<ul style="list-style-type: none"> <li>· Museum Shop and "Friends". website are key interface customers</li> </ul>		Q2 2018	Q4 2018
	5.4 Implement constituent relationship support software (members & donors)	<ul style="list-style-type: none"> <li>· Improved donor management</li> <li>· Targeted &amp; segmented mailings</li> <li>· Improved communication</li> <li>· Note: Member and donor management is key need, e.g. Salesforce.org Nonprofit Success Pack (NPSP)</li> </ul>	Garrett Adams	Garrett Adams David Steele	<ul style="list-style-type: none"> <li>· Financial resources to fund solution</li> <li>· Coordination with ISMHS to ensure donor targeting and communication is achieved between "Friends of T.C. Steele, Inc." &amp; "T.C. Steele State Historic Site"</li> </ul>		Q2 2018	Q4 2019
	5.5 Conduct Annual Strategic Planning Retreat	<ul style="list-style-type: none"> <li>· 2-year Strategic Plan completed and implemented in Q1 bi-annually</li> <li>· Note: next planning meeting will be in Nov. 2018</li> <li>· Next strategic plan will be for 2020 &amp; 2021</li> </ul>	<ul style="list-style-type: none"> <li>· Current President of Friends</li> <li>· Note:- in November of the strategic planning cycle</li> </ul>	<ul style="list-style-type: none"> <li>· Full Board</li> <li>· Observer &amp; participant from ISMHS</li> </ul>	<ul style="list-style-type: none"> <li>· Office supplies, computer and projector</li> </ul>		<ul style="list-style-type: none"> <li>· Strategy owners will determine support and interdependencies needed for individual "Strategic Priorities"</li> </ul>	Q3 2018

# Key Strategic Priority #3

## Extend External Reach

Deploy marketing strategies that enable creating new relationships, recruit new members and businesses while establishing strong community partnerships in the surrounding areas - be recognized in their minds as the organization to become a supporter and member through involvement, knowledge and interest in the historic site.

Strategic Priority	Initiative	Outcomes	Lead	Team Members	Resources Required	Interdependencies	Start Date	End Date
List priorities from strategic plan	Define major initiatives	List the anticipated outcomes	Designate person who will own initiative	List names of people who are responsible for driving the initiative	Briefly explain financial and other resources needed to implement initiative	Explain dependencies on organizational support functions (i.e. HR, IT, Financial) or other initiatives	Estimate general timeline for the project (Quarter/Month/Year)	
Strategic Priority 3 Extend External Reach	3.1 Direct market to regional key stakeholders and potential stakeholders in Nashville, Columbus, and Indianapolis	Improved knowledge of programs and activities of state historic site and value of membership and sponsorship opportunities	Cathy Bengson	Full Board	<ul style="list-style-type: none"> <li>Financial budget allocation for development of marketing and promotional material</li> <li>Relationship visits to respective Chamber of Commerce, local museums, school and art focused institutions.</li> <li>Dedicated board member to champion with close support from Laura Pencil of PencilDesign.</li> </ul>	<ul style="list-style-type: none"> <li>Laura Pencil to guide and collaborate on push strategies via the website.</li> <li>Treasurer to develop budget after 3.2 action steps are detailed-out.</li> </ul>	Q2 2018	Q4 2019
	3.2 Develop partnerships with regional museums who hold T.C. Steele Collections (Richmond, Cincinnati, Indianapolis) and universities such as Indiana University and DePauw University	Cross-promote Steele Historic Site and location w/ other venues and institutions who display Steele's work in the region to extend knowledge of his work and impact and drive traffic to historic site	Cathy Bengson	Full Board	<ul style="list-style-type: none"> <li>Financial budget allocation for development of marketing and promotional material and deposits for various activities, e.g. transportation</li> </ul>	<ul style="list-style-type: none"> <li>Laura Pencil to guide and collaborate on push strategies via the website.</li> <li>Treasurer to develop budget after 3.3 action steps are detailed-out for initial test effort</li> </ul>	Q3 2018	Q1 2019
	3.3 Explore and research interest in revenue driven field trips to State Historic Site and other potential locations such as DePauw and T.C. Steele Boyhood Home	Develop and promote test field trip to determine: interest, logistics, participant satisfaction, tri cost, revenue, profit	Full board	Full Board	<ul style="list-style-type: none"> <li>Financial budget for phone calls, potential international visit with Monet House and Gardens counterparts</li> <li>ISMHS legal, marketing and executive team member collaboration and support</li> <li>Dedicated board member to champion PR and develop communication action steps with close support from Laura Pencil of PencilDesign.</li> </ul>	<ul style="list-style-type: none"> <li>ISMHS required for input and support</li> <li>PencilDesign required for creative and promotion efforts</li> </ul>	Q4 2018	Q4 2019
	3.4 Explore potential for T.C. Steele State Historic Site partnership with Claude Monet's House and Gardens in Giverny, France		Cate Whetzel & Pauline Archambault	David Steele, Andrea deTarnowsky, & ISMHS (TBD)	<ul style="list-style-type: none"> <li>Treasurer to develop budget for creative work</li> <li>Laura Pencil of PencilDesign to develop creative power point template</li> </ul>	<ul style="list-style-type: none"> <li>PencilDesign required for creative development of slide deck template and placement of content and eye catchers</li> </ul>	Q1 2018	Q4 2019
	3.5 Develop presentation for external use in outreach efforts in support of various strategies/action steps in the strategic plan	PowerPoint presentation that can be refreshed each year and be used by board members and site staff when engaging a diverse group of external parties in education of the site and solicitation of support and funds	David Steele	David Steele, Andrea deTarnowsky, & ISMHS (TBD)			Q4 2018	Q2 2019

# Key Strategic Priority #4

## Engage Historic Site

Recruit, develop, support, recognize volunteers, and provide meaningful recognition of their contributions – be recognized as providing activities and programs that are compelling to adults and children, artists and non-artists.

Strategic Priority	Initiative	Outcomes	Lead	Team Members	Resources Required	Interdependencies	Start Date	End Date
List priorities from strategic plan	Define major initiatives	List the anticipated outcomes	Designate person who will own initiative	List names of people who are responsible for driving the initiative	Briefly explain financial and other resources needed to implement initiative	Explain dependencies on organizational support functions (i.e. HR, IT, Financial) or other initiatives	Estimate general timeline for the project (Quarter/Month/Year)	
Strategic Priority 4 Engage Historic Site	4.1 Develop & enhance classes & workshops onsite & offsite in underserved areas	Develop curriculum appropriate for: <ul style="list-style-type: none"> <li>- age groups onsite &amp; offsite</li> <li>- curriculum in fine &amp; artisan arts</li> <li>- Programs for school and home-schooled students</li> </ul>	Cate Whetzel Betty Wagoner	Cate Whetzel Betty Wagoner	<ul style="list-style-type: none"> <li>- Adequate work &amp; classroom space</li> <li>- IT &amp; AV &amp; online support at TC's site</li> <li>- Dedicated project manager (retired teacher/volunteer) in support of 4.1</li> <li>- Staff support from ISMHS (Curator Andrea deTarnowsky and others)</li> <li>- Funding from state (grants &amp; ISMHS support)</li> <li>- Library (educational tools such as books, literature, databases, laptop) to support curriculum development</li> </ul>	<ul style="list-style-type: none"> <li>- Link to lead and team responsible for strategy 3 "Extended External Reach"</li> <li>- Indiana State Museum and Historic Sites</li> <li>- "Friends" Treasurer</li> </ul>	Q1 2018	Q4 2019
	4.2 Establish relationships with art educators and artists	<ul style="list-style-type: none"> <li>- Identify artists, educators, historians</li> <li>- Visit and/or send promotions to art associations, art schools, galleries, museums &amp; studios.</li> <li>- Publicize and market in various formats</li> </ul>	Cate Whetzel Betty Wagoner	<ul style="list-style-type: none"> <li>- TCS Staff (to identify visitors, volunteers who may be interested)</li> <li>- Betty Wagoner</li> <li>- Cate Whetzel (as Program Developer)</li> </ul>	<ul style="list-style-type: none"> <li>- Funds to support travel &amp; living expenses if traveling</li> <li>- Funds for promotional materials and redesign of "Friends" marketing materials</li> <li>- Marketing by website partner, Laura Pencil, PencilDesign LLC</li> </ul>	<ul style="list-style-type: none"> <li>- Link to Lead and team responsible for strategy 5 "Provide Historic Knowledge"</li> <li>- Website partner, Laura Pencil, PencilDesign LLC</li> <li>- "Friends" Treasurer</li> </ul>	Q1 2018	Q1 2019
	4.3 Strengthen awareness, value, interaction output, & extend reach of Artists-in-Residence-Program	<ul style="list-style-type: none"> <li>- Identify potential artists</li> <li>- Provide information on application process</li> <li>- Provide suitable on-site living quarters</li> <li>- Provide adequate classroom or classroom or outdoor activity</li> <li>- Market residency</li> <li>- Provide ongoing support during residency</li> </ul>	Cate Whetzel Betty Wagoner	Betty Wagoner Cate Whetzel Website Partner Laura Pencil, PencilDesign LLC	<ul style="list-style-type: none"> <li>- Funds to support needs of artist in residence</li> <li>- Marketing by website partner, Laura Pencil, PencilDesigns LLC</li> </ul>	<ul style="list-style-type: none"> <li>- Link to Lead and team responsible for strategy 3 "Extend External Research"</li> <li>- Website partner, Laura Pencil, PencilDesign LLC</li> <li>- "Friends" Treasurer</li> </ul>	Q2 2018	Q2 2019
	4.4 Increase understanding of Steele's work in plein air tradition as part of the Impressionist school	<ul style="list-style-type: none"> <li>- Include in each class a discussion about Steele and his history and techniques</li> <li>- Examine Steele's notable plein air work</li> <li>- Emphasize plein air techniques when appropriate</li> <li>- Advertise plein air paint-outs</li> </ul>	Cate Whetzel Betty Wagoner	Cate Whetzel with help from TCS staff Betty Wagoner Program instructor/ facilitator	<ul style="list-style-type: none"> <li>- Funding for development of materials</li> <li>- Funding to provide course curriculum on "Friends" website</li> <li>- Site placement of material and curriculum on website partner, Laura Pencil, PencilDesign LLC</li> </ul>	<ul style="list-style-type: none"> <li>- Link to Lead and team responsible for strategy 5 "Provide Historic Knowledge"</li> <li>- Website partner, Laura Pencil, PencilDesign LLC</li> <li>- "Friends" Treasurer</li> </ul>	Q3 2018	Q4 2019
	4.5 Recruit, develop, support, recognize volunteers in educational programs and site, non-site activities	<ul style="list-style-type: none"> <li>- Provide training.</li> <li>- Encourage volunteers to innovate</li> <li>- Recognize volunteer efforts individually and formally, e.g. annual members meeting</li> <li>- Recognize individual who provide value for site through pro-bono /gratis, e.g. Rachel Perry, Tim &amp; Meg Shelly</li> </ul>	Cate Whetzel Betty Wagoner	Cate Whetzel Betty Wagoner Andrea deTarnowsky (site manager) and full board	<ul style="list-style-type: none"> <li>- Advertising regional art related publications, galleries, and regional community publications</li> <li>- Funding information and recognition on "Friends" website.</li> <li>- Website partner, Laura Pencil, PencilDesign LLC</li> </ul>	<ul style="list-style-type: none"> <li>- Site manager (Andrea deTarnowsky) is key partner in this strategy action step Note: records of volunteers and hours maintained by site</li> <li>- Website partner Laura Pencil, PencilDesign LLC</li> <li>- "Friends" Treasurer</li> <li>- Full board</li> </ul>	Q3 2018	Q4 2018

# Key Strategic Priority #5

## Provide Historic Knowledge

Establish and maintain electronic archive portal of TC Steele's body of work, locations, dates, including books authored about the artist – be recognized as the expert data source for T.C. Steele, his life and his work.

Strategic Priority	Initiative	Outcomes	Lead	Team Members	Resources Required	Interdependencies	Start Date	End Date
List priorities from strategic plan	Define major initiatives	List the anticipated outcomes	Designate person who will own initiative	List names of people who are responsible for driving the initiative	Briefly explain financial and other resources needed to implement initiative	Explain dependencies on organizational support functions (i.e. HR, IT, Financial) or other initiatives	Estimate general timeline for the project (Quarter/Month/Year)	
Strategic Priority 5 "Provide Historic Knowledge"	5.1 Design a cataloging template for painting and books: continued discussion of the project with IT	<ul style="list-style-type: none"> <li>Reusable tool</li> <li>Formal start of the database</li> <li>Over-time creation of a cataloging platform and an online catalog to be consulted via the website</li> </ul>	Pauline Archambault	Pauline Archambault Betty Wagoner (input on library cataloging)			Q1 2018	Q4 2019
	5.2 Coordinate and discuss project with Curator of art at the Indiana State Museum (Mark Ruschman)	<ul style="list-style-type: none"> <li>Document inventory of Steele works owned by the State at both site and museum</li> </ul>	Pauline Archambault	Andrea deTarnowsky (List of paintings at the site) David Steele (input on how to approach the state about this) Pauline Archambault Mark Ruschman, Chief Fine Arts Curator ISMHS	<ul style="list-style-type: none"> <li>Time needs to be allocated to compile lists of owners, to reach out to those people, and to compile the information gathered</li> <li>Dedicated project manager</li> </ul>	<ul style="list-style-type: none"> <li>Steve Mascari (B-Town IT, LLC) to consult on database and cataloging software, and Laura Pence, Pencil design, LLC) create an interface accessible by the public (Phase II) as the list of works and books expands)</li> <li>Fundraising to help with IT costs</li> <li>State, to okay the project and provide resources (list of contacts and inventories)</li> <li>Acquire copyrights/approval for use of images</li> <li>Potential legal costs for use of images</li> </ul>	Q1 2018	Q1 2018
	5.3 Reach out to known members, Steele family, and donors who own Steele works, and their networks	<ul style="list-style-type: none"> <li>Start of the database content, to be continually updated</li> <li>Obtain additional contacts of known or potential owners</li> </ul>	Pauline Archambault	David Steele (help with list of contacts) Pauline Archambault	<ul style="list-style-type: none"> <li>Staff support from the museum (curator, Andrea, and others) and from the Friends (to provide contacts and resources)</li> <li>Cost of IT and web based inventory</li> </ul>		Q2 2018	Q2 2018
	5.4 Reach out to museums, galleries, and auction houses	Continued development of the database	Pauline Archambault	All board members (suggestions about local, national galleries)			Q3 2018	Q4 2018
	5.5 Reach out to authors (i.e. Rachel Perry)	Preliminary list of literature on T.C. Steele	Pauline Archambault	David Steele (provide contact info to Pauline Archambault) Pauline Archambault			Q3 2018	Q4 2018
	5.6 Browse libraries in Indiana (and beyond)	Gather literature on T.C. Steele	Pauline Archambault	Pauline Archambault Betty Wagoner (if necessary)			Q4 2018	Q4 2019

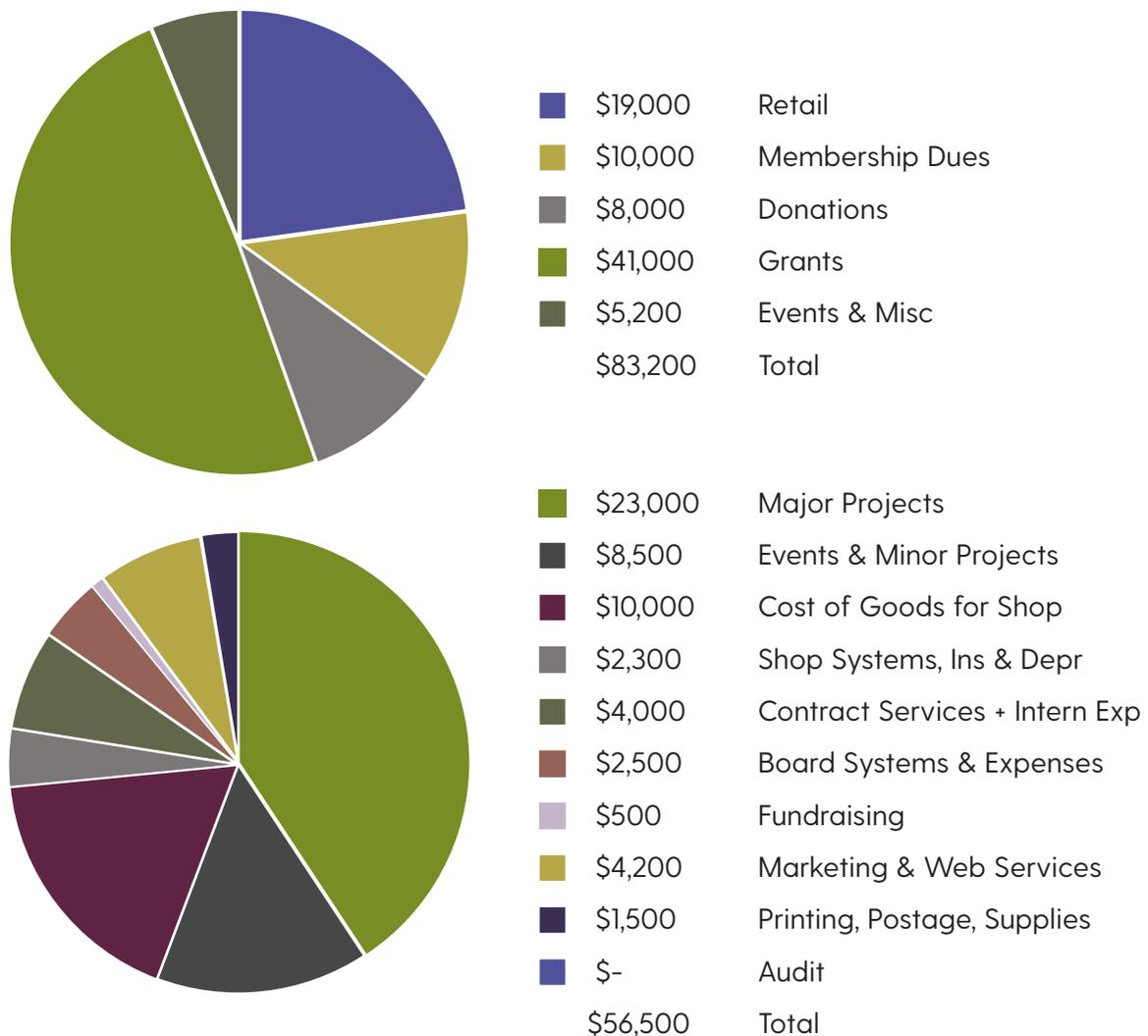
# X. Sources & Uses of Funds

Fiscal Year: July 1 - June 30

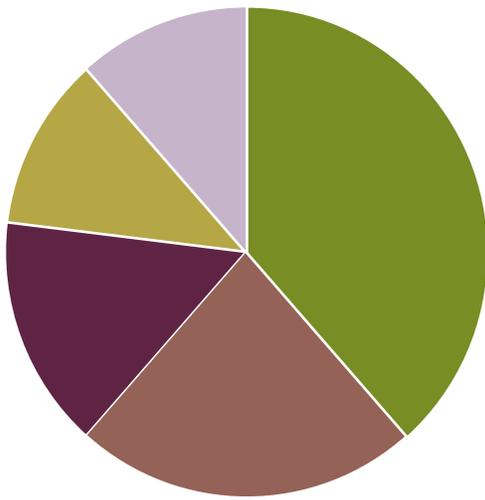
The Friends of T.C. Steele Board of Directors; compiles an annual budget that is monitored throughout the year and that forecasts revenues and expenses. For FY2017-2018, 60% of revenue was generated through Grants & Donations from a variety of generous partnerships. Furthermore, in adherence with the mission to preserve and develop the historical site for all, nearly 65% of the expenses were for Site Improvements, Development Projects, or Marketing/Fundraising Support.

Looking forward, to the FY2018-2019 budget, Donations & Grants (as well as Retail Sales) continue to drive revenue, accounting for 65%. Extensive capital improvement projects are planned for FY2018-2019, continuing the drive to re-invest and maintain the site for future generations. The FY2018-2019 budget will continue to be monitored as the year progresses.

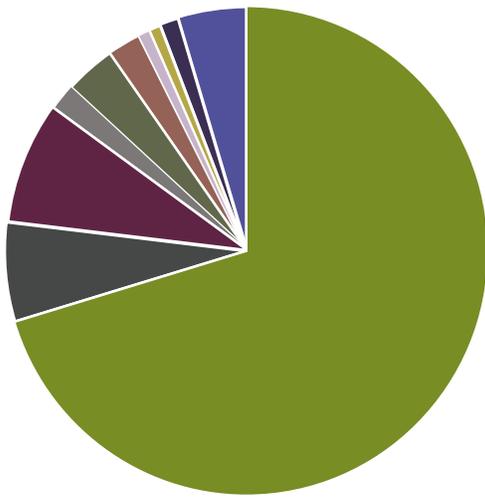
Source of Funds (top) and Uses of Funds (bottom) **FY2017/2018**



Source of Funds (top) and Uses of Funds (bottom) **FY2018/2019**



- \$20,000 Retail
- \$12,000 Membership Dues
- \$8,000 Donations
- \$6,000 Grants
- \$6,000 Events & Misc
- \$52,000 Total**



- \$91,000 Major Projects
- \$8,500 Events & Minor Projects
- \$10,500 Cost of Goods for Shop
- \$2,300 Shop Systems, Ins & Depr
- \$4,500 Contract Services + Intern Exp
- \$3,000 Board Systems & Expenses
- \$1,000 Fundraising
- \$1,000 Marketing & Web Services
- \$1,600 Printing, Postage, Supplies
- \$6,000 Audit
- \$129,400 Total**

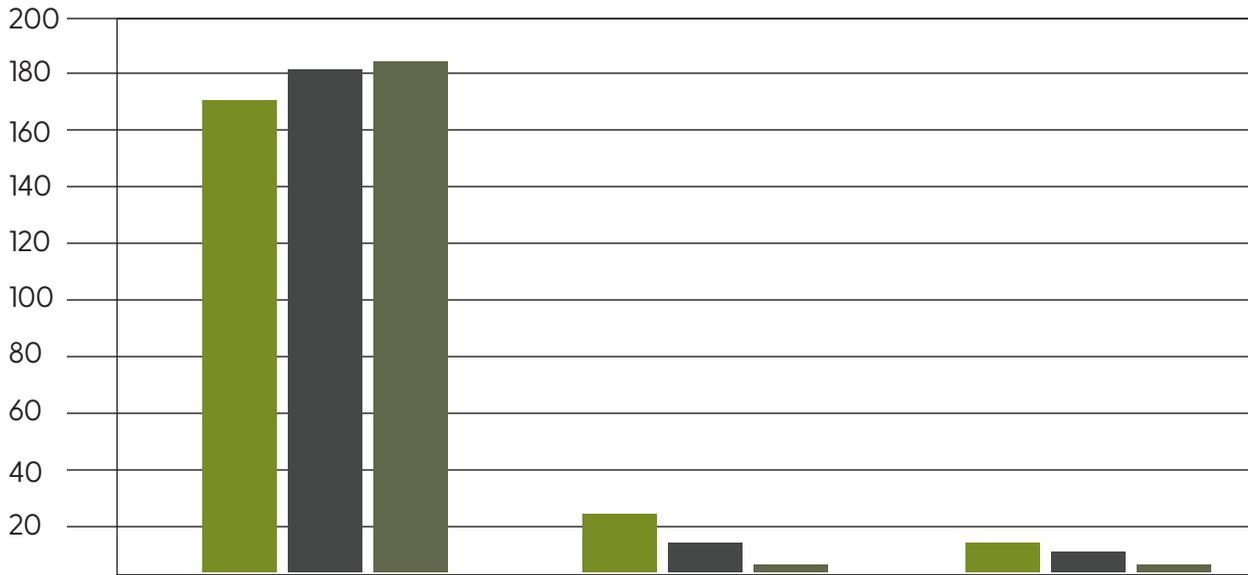
Note:  
 Fifth Third Bank (Nashville & Bloomington branches) - commercial banking  
 Tax accountant (TBD FY 2018)

## XI. Membership

The organization uses Salesforce.org Nonprofit Success Pack (NPSP) for membership management.

11/27/17

\*Number of membership increases from 2015 through 2017



	Total Members	Number Change +/-	Percent Change
2015	169	21	12%
2016	181	12	7%
2017	184	3	2%

Footnote: These figures are based on annual reports for January board meetings for each year. They reflect unadjusted December figures. Adjustments are based on the number of renewals reminders from November and December. For instance there were 8 non-renewals by December 31, 2016. It was unknown at the time of the Jan. 2017 board meeting, whether any of these 8 would renew. In November of 2017, 25 reminders were mailed for November and December and 7 from October. It will be at least a month before the response is known. It is assumed the 169 count in 2015 is unadjusted. Therefore these stats are based on unadjusted December counts for 2016 and 2017.

## XII. Performance Measures

The Friends of T.C. Steele State Historic Site, Inc. uses a Performance Framework developed and managed by the Board of Directors. The **balanced scorecard** addresses (4) key areas of performance in the form of Core Questions.

### Core Question Overview:

The following (4) core questions are the key measures of success, and each is aligned with the organization's Mission, Vision and Values

#### I. **Internal Business Process:** Is the organization effective and well run?

- Does the organization have an executive committee to address performance of board?
- Are by-laws current, changes made when needed, and reviewed by executive committee annually?
- Is Mission, Vision, Values statement reviewed by board annually?
- Does the organization demonstrate appropriate board governance, process exists, and utilized?
- Does the organization actively recruit new board members and ensure diversity of the board?
- Does the organization publish annual report and conduct annual members meeting?
- Does the organization ensure communication and involvement of members and key stakeholders?
- Does the organization insure a member of the Indiana State Museum and State Historic Sites is present for board meetings and strategic planning?
- Does the organization have a statement and process in place to ensure a climate exists that is free of discrimination, harassment or hostile environment?
- Does organization conduct annual board self-appraisal?

#### II. **Financial:** Is the organization of sound fiscal health?

- Short term Health: Does the organization demonstrate appropriate liquidity to pay its obligations in the next 12 months?
- Long-term Health: Does the organization demonstrate savings/investments to ensure longer-term (3-years) financial viability?
- Does the organization demonstrate the possession and use of adequate financial management systems?
- Does the organization demonstrate use of GAAP and outside audit practices?
- Does the organization have sound risk oversight and risk management practices?
- Does the organization demonstrate development and use of annual capital and expense budget with variance reporting to the board?
- Does the organization have professional tax accountant for tax support, expertise, and filings?
- Does the organization send financials to Indiana State Board of Accounts annually?
- Does the organization provide Indiana State Museum & Historic Sites annual budget and quarterly updates?

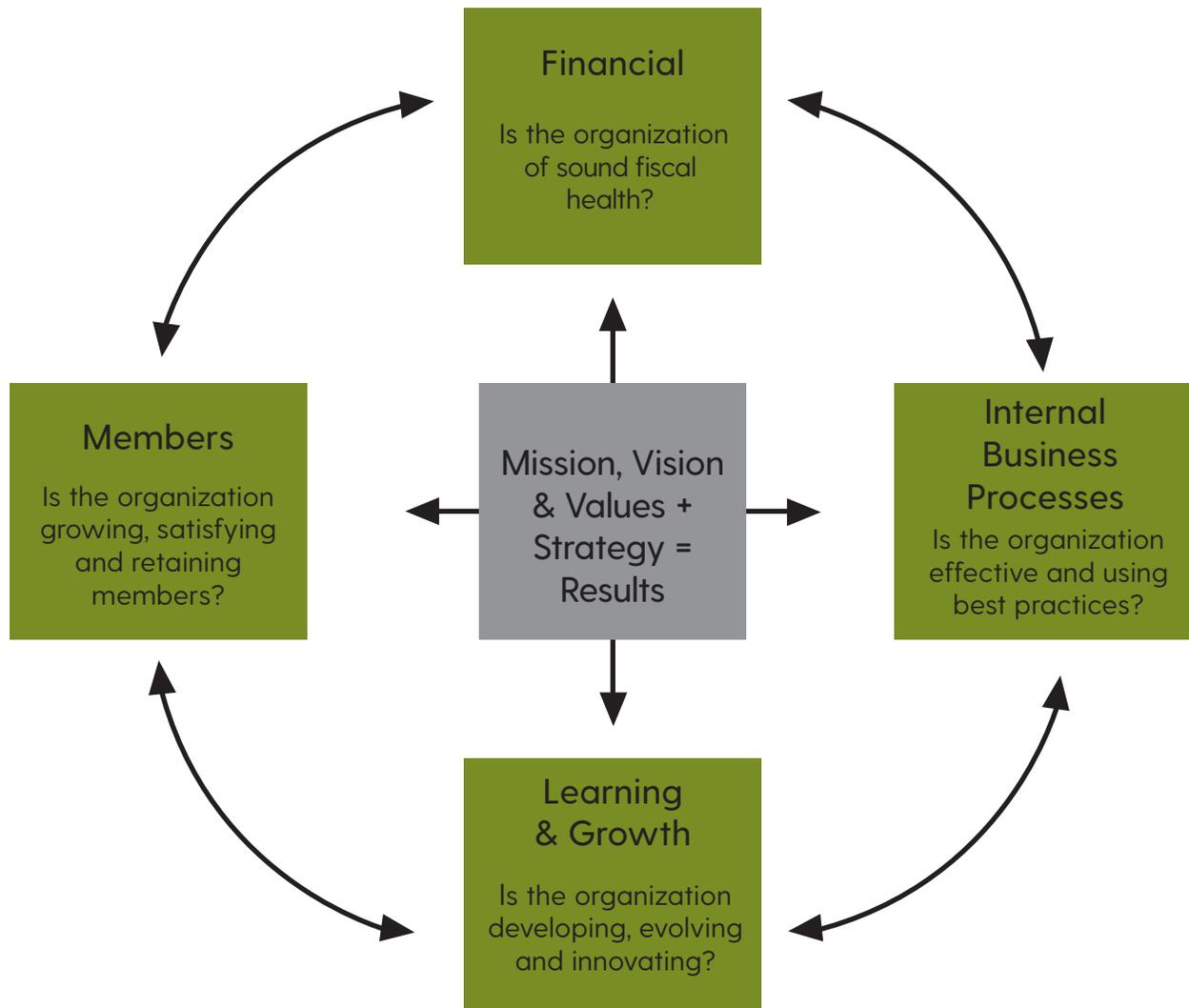
**III. Members:** Is the organization growing, satisfying and retaining members?

- Does organization survey members for satisfaction annually?
- Does organization use widely accepted member data base and client management software?
- Does organization set annual goals for increases in membership annually?
- Does organization address membership retention and growth in strategic plan?
- Does organization address membership retention and growth in annual members meeting?
- Does the organization use website and social media for communication with current and new members?
- Does the organization review member fees and services for value-add annually?
- Does the organization publish and mail members newsletter quarterly?
- Does the organization find ways to involve and engage members in sub-committees of the board?

**IV. Learning & Growth:** Is the organization supporting, evolving and innovating consistent with the mission and vision, as well as the needs of the Indiana State Museum & State Historic Sites?

- Does the organization conduct annual strategic planning session?
- Does the organization involve the Indiana State Museum & Historic Sites in ideation process and design thinking?
- Does the organization use tools such as business model canvas to determine value proposition of member services and activities?
- Does the organization require board members participate in continuous education sessions to improve their not-for-profit leadership, growth, fundraising, and risk-management effectiveness?
- Does the organization have a method to solicit feedback for members on new ideas, programs and services?
- Does the organization have a method to solicit feedback from visitors?

The Performance framework assesses the processes and systems that impact the organization's membership, programs, financial and governance outcomes.



Note: The balanced scorecard suggests that leadership view the organization from four perspectives, and to develop metrics, collect data and analyze it relative to each of these perspectives: *Financial*, *Members*, *Internal Business Processes*, *Learning and Growth*.

The balanced scorecard is a strategic planning and management system used extensively in business and industry, government, and nonprofit organizations worldwide to align key activities to the vision and strategy of the organization, improve internal and external communications, and monitor organization performance against strategic goals.

## XIII. Strategic Plan Governance

Board of Directors: 2018-2019  
By-laws Section 5.1

**Section 5.01 General Powers.** The control and management of the Friends shall be vested in its Board of Directors. Directors must be members in good standing of the Friends of T.C. Steele State Historic Site, Inc.

**Section 5.02 Election, Member Structure and Terms.** The Board of Directors shall be elected by ballot or voice vote at the regular annual meeting of the members. The number of Directors shall not be less than five (5) nor more than eighteen (18) and shall consist of all officers, special committee chairs and elected Directors. The Site Manager of the T.C. Steele State Historic Site and a site staff member appointed by the Site Manager may serve as ex-officio members of the Board of Directors. Each Director shall hold office for a term of three (3) years or until his/her successor shall have been elected and qualified, except that at the first election after incorporation, one-third (1/3) of the Board of Directors shall be elected for a three (3) year term, one-third (1/3) for a two (2) year term, and one-third (1/3) for a one (1) year term so that the terms of one-third of the Directors shall expire annually. The Nominating Committee shall present a slate of Directors for election via electronic ballot thirty (30) days prior to the Annual Meeting. Each Director shall be eligible for re-election. The Board of Directors shall have the right to increase or decrease within the limits prescribed by the Articles of Incorporation, the number of Directors by a vote of the majority of the Directors present at a properly called meeting of the Board of Directors.

### **P. Garrett Adams**

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**\*Andrea deTarnoswky<sup>1</sup>**

adetarnowsky@indianamuseum.org  
Historic Site Manager serves for the duration of their tenure

**Jane DeVoe**

janecdevoe@gmail.com  
Serving Term 1, ending 12/31/2019

**Sharon Fansler, R.N.**

sharon@lightbound.com  
Serving Term 1, ends 12/31/2018

**Steve Fansler**

Carpenter Real Estate  
stevefansler@callcarpenter.com  
Serving Term 1, ending 12/31/2019

**Charles Matson**

Retired  
matsonhoosier@yahoo.com  
Serving Term 4, ending 12/31/2018

**\*Patricia Pizzo<sup>2</sup>**

Retired  
pmpizzo@att.net  
Serving Emeritus Term 1, ending 12/31/2019 (voted by full board annually)

**David Steele**

Managing Principal, The Steele Group, LLC  
Faculty Member, Indiana University Kelley School of Business  
david.steele@thesteelegroup.us  
Serving Term 2, ending 2019

**Betty Wagoner**

Retired  
wagoner.betty@gmail.com  
Serving Term 1, ending 12/31/2018

<sup>1</sup> Indiana State Museum & Historic Sites employee serving in Ex Officio role "Friends" BOD, serves for the duration of their tenure

<sup>2</sup> Emeritus board member – voted by full board annually

# Board Authorization of Strategic Plan FY 2017-2019

(Authorization designates executive committee and site manager approval of the strategic direction and action plans described in this strategic plan document.)

T.C. Steele Historic Site Manager  
Board Member Ex Officio: Andrea de Tarnowsky

Print Name: ANDREA DE TARNOWSKY

Date Signed: 1/27/2018

President & Board Chair: David E. Steele

Print Name: DAVID E. STEELE

Date Signed: January 27, 2018

Vice President: Stephanie J. Dean

Print Name: Stephanie J. Dean

Date Signed: Jan. 27, 2018

Treasurer: Charles C. Matson

Print Name: Charles C. Matson

Date Signed: January 27, 2018

Secretary: Pauline

Print Name: Pauline ARCHAMBAULT

Date Signed: January 27 2018

## XIV. Appendix

### Memorandum

October 20, 2017

#### RE: Strategic Planning Session

1. Opening Remarks – David Steele
  - a) Welcome and roll call of board members present
  - b) Plan for the day
  - c) Introduction of Laura Pence, PENCELDESIGN (presentation on company and services)
2. Roundtable Discussion – Board
  - a) What is strategic planning?
  - b) Why is strategic planning important?
  - c) What are the difference between tactical and strategic tasks and duties
  - d) Who will responsible for plan once published?
  - e) How do we get buy-in on importance and reporting?
  - f) What are the guiding principles of Friends of T.C. Steele State Historic Site, Inc.?
  - g) What is our Mission, Vision and Values?
3. Brainstorming of Key Strategic Initiatives – Board
  - a) Strategic Plan Horizon: FY 2018 & 2019
  - b) What are the 2-4 key priorities of Friends of T.C. Steele State Historic Site, Inc.?
  - c) How should these translate into a measurable and actionable strategic plan?
4. Consensus – Board
  - d) Achieve consensus on key priority areas
  - e) Assign board member owners of key initiatives
  - f) Discuss action steps, dates, costs, deliverables
5. Closing comments and next steps – David Steele
  - a) Roundtable board member comments on the day
  - b) Adjournment

#### Participants

##### Board Officers:

David Steele \*12/17

Vice President: Charlie Matson \*12/18

Treasurer: Stephanie Dean \*12/17

Secretary: Sharon Fansler \*12/18

Board Members:

Pauline Archambault  
Cathy Bengson  
Debra Davis \*12/18  
Jane DeVoe \*12/19  
Steve Fansler\*12/19  
Patty Pizzo \*12/19  
Betty Waggoner \*12/19

Ex officio:

Andrea deTarnowsky

ISM Observer:

Jessica Stavros

Standing Sub-Committees of the Board Chairs:

- 1) Annual Member Art Show: Steve Fansler
- 2) Fundraising: Paula Archambault
- 3) Gardens: Jane DeVoe
- 4) Member Communication (Newsletter): Shailey Ostlund, Cate Whetzel
- 5) Membership: Betty Waggoner, Leader
- 6) Murder Mystery: Charlie Matson, Leader, Members: Deb Davis, Andrea deTarnowsky
- 7) Museum Shop Committee: Charlie Matson, Patti Pizzo
- 8) Wild Flower Foray: Andrea deTarnowsky, Lead

DES/des

## **Indiana State Historic Site Management Team**

Andrea deTarnowsky  
Historic Site Manager  
adetarnowsky@indianamuseum.org

Cate Whetzel  
Program Developer  
cwhetzel@indianamuseum.org

Anthony Joslin  
Historic Site Maintenance Supervisor  
Regional Historic Garden Restoration Specialist  
ajoslin@indianamuseum.org

Additional Seasonal Site Staff  
    (2) Seasonal Interpreters  
    (1) Seasonal Maintenance  
    (1) Seasonal Gardner

## **Rockport Analytics – Attachment**

October of 2016, Rockport Analytics was retained by the Indiana State Museum & Historic Sites to conservatively measure the economic contribution made by the ISMHS System to the state of Indiana and its local communities.

# THE ECONOMIC IMPACT OF THE INDIANA STATE MUSEUM AND HISTORIC SITES



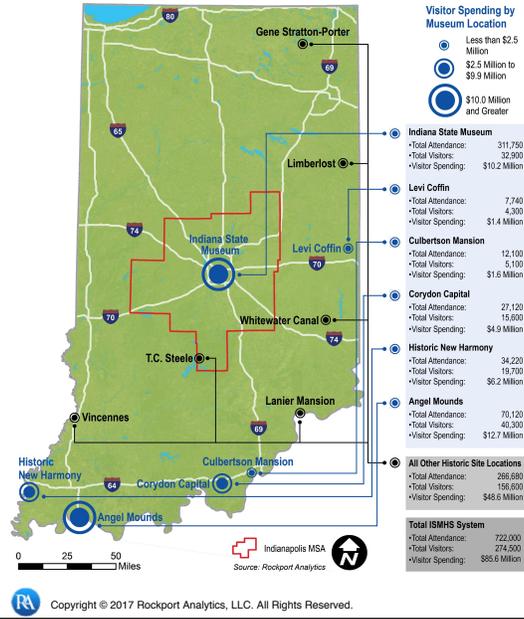
## ISMHS System-Wide Economic Impact Headlines

- In FY2016, an estimated 274,500 visitors came to Indiana for the purpose of visiting either the State Museum or one of the 11 historic sites around the state.
- Not including any ISMHS admission fees, these visitors spent nearly \$86 million in the state, or an average of \$312 per. Add in the operations spending of the system and total incremental expenditures initiated by the ISMHS reached over \$100 million in FY2016.
- Not all of that spending stays in Indiana of course. Of that amount, we estimate that about \$85 million remained in Indiana to contribute to the state's economy.
- Including ISMHS employees (170), the system supported nearly 1,800 full and part-time jobs across Indiana. These workers were paid about \$56 million in wages. This amounts to an average annual wage of \$31,500.
- The ISMHS system also made an outsized contribution to state and local taxes. For FY2016, more than \$16 million in state and local taxes were initiated by the ISMHS, including \$6.3 million in sales tax, \$1.8 million in hotel taxes, \$1.4 million in income taxes, and \$5.7 million in property taxes. ISMHS-initiated state & local taxes were sufficient to underwrite the annual cost of nearly 1,900 Indiana public school students.
- The ISMHS welcomed nearly 62,000 Indiana school students at no charge for educational field trips across the state. This amounted to savings for Indiana school districts of nearly \$340,000 in FY2016.

*In October of 2016, Rockport Analytics was retained by the Indiana State Museum & Historic Sites to conservatively measure the economic contribution made by the ISMHS System to the state of Indiana and its local communities. The following report summarizes our findings.*



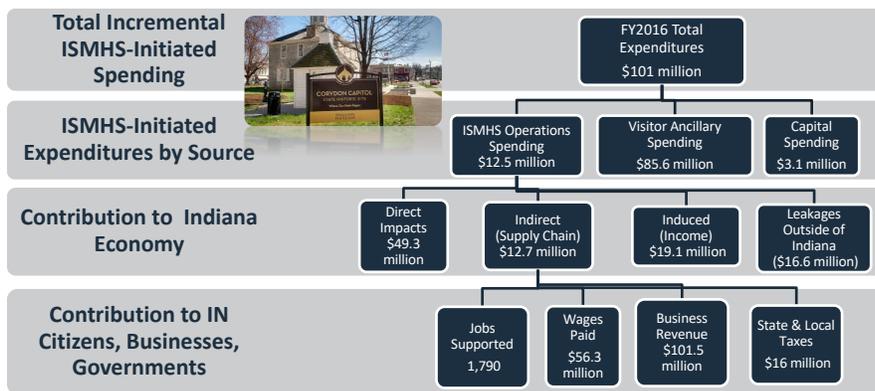
## From Main Purpose Visitors to ISMHS-Initiated Incremental Spending



- Total ISMHS attendance reached 722,000 in FY2016, most of which were Indiana residents (332,000). This study is most interested in visitors, however, particularly those whose main trip purpose was to visit an ISMHS site.
- And it is the ancillary spending of these visitors that can be attributed to the ISMHS. In fact, nearly \$86 million in visitor spending was initiated by the Museum and 11 Historical Sites in FY2016
- At 12% of total, the State Museum's \$10.2 million in initiated main purpose visitor spending was just below that of Angel Mounds (\$12.7 million) despite a four-fold greater overall attendance advantage.
- Historic Site initiated main purpose visitor spending comprised over 88% of the system-wide total. This is partially explained by large resident usage of the State Museum and non-main purpose visitation.
- ISMHS sites colored in blue have been individually analyzed for their local economic impact.

## ISMHS Economic Impact Hierarchy

### ISMHS Total Economic Impact Reached \$84.5 million in FY2016



The total FY2016 operating budget for the Indiana State Museum and 11 Historic Sites was about \$12.5 million. Adding that to the ancillary spending of only those visitors whose main trip purpose was to visit an ISMHS site, the total incremental economic impact of the ISMHS system reached \$84.5 million in FY2016. Even though residents also benefit from the ISMHS, no admission revenue or resident spending was included in this analysis.

## FY2016 ISMHS Economic Impact Summary

FY2016 Metric	Direct	Indirect	Induced	Total
Total Main Purpose Visitor Volume				<b>274,500</b>
Total Main Purpose Ancillary Visitor Spending				\$85,634,400
Total ISMHS Operations Spending				\$12,463,600
Total ISMHS Capital Spending				\$3,063,400
Total ISMHS-Initiated Spending				<b>\$101,161,400</b>
Economic Impact (GDP)	\$49,281,700	\$15,360,400	\$19,871,000	<b>\$84,513,100</b>
Wages	\$35,376,900	\$9,930,800	\$11,012,100	<b>\$56,319,800</b>
Jobs	1,280	230	280	<b>1,790</b>
Tax Receipts				\$26,831,800
Federal				\$10,770,100
State & Local				<b>\$16,061,700</b>

### Impact Definitions

**Direct:** These impacts represent the value added (GDP) of those Indiana businesses that interact directly, or "touch", the ISMHS visitor. ISMHS payrolls are also included in the direct economic benefits.

**Indirect:** These impacts represents the benefit to Indiana suppliers to those direct businesses. This would include, for example, local based food suppliers to restaurants. It also includes local ISMHS purchases of materials and supplies necessary to operate the facilities.

**Induced:** These impacts are derived from the local spending of ISMHS-initiated wages.



## How Does the ISMHS Benefit Indiana?



### By Helping to Support a Healthy Job Market

ISMHS activity supports 1,800 jobs in the state, only 170 of which is a direct employee of the System. The others are employed by local hotels, restaurants, and retail businesses, as well as high-paid jobs in professional & business services, health & social services, and finance & insurance.



### By Contributing to the Health of Public Education

State & local tax revenue initiated by the ISMHS is sufficient to support 1,880 Indiana public school students or pay the salary of 316 new school teachers.

### By Providing Critical Tax Revenue to State & Local Government

Each main purpose ISMHS visitor pays about \$54 in state and local taxes. In addition to hotel occupancy levies (\$1.8 million in FY2016), the ISMHS generated \$6.3 million in Indiana sales taxes, \$1.1 million in Indiana personal income tax, and \$5.7 million in local property taxes.



### By Helping to Relieve the Tax Burden of Indiana Households

If the ISMHS did not exist, each of Indiana's 2.5 million households would have to pay an additional \$6.40 per year in taxes to maintain current state & local tax levels.

### By Capturing and Retaining the Expenditures Made By Visitors

Of every dollar spent by main purpose visitors to the ISMHS, 77¢ in economic impact is returned to the Indiana economy.



**Economic Impact Studies (EIS)** seek to estimate the incremental benefits to the state and local economies of an attraction, event, public investment, or change in policy. The resulting net increase/decrease in jobs, wages, taxes and GDP can help to determine the optimal level of public investment in an activity.

- The key is the level of *net incremental spending* attributable to the ISMHS.
- Direct and ancillary **Indiana resident spending surrounding the ISMHS must not be included** - the assumption is that if the ISMHS did not exist, those monies would be spent elsewhere in the Indiana economy.
- Indiana residents do benefit from the ISMHS. ISMHS's education and cultural benefits are critical to Hoosiers across the state. Moreover, the ISMHS lifts the overall quality and attractiveness of Indiana as a place to live and work. This lifts economic development efforts throughout the state.
- **Main Purpose Visitor** - direct & ancillary spending by visitors to/within Indiana whose primary purpose is to visit the Museum or Historic is clearly net new and attributable to the ISMHS.
- **ISMHS's operational spending is net new and attributable** defined by labor and material purchases that are direct injections into the state and local economies of Indiana.
- **ISMHS's capital spending is, likewise, a direct injection**, one with potentially longer-lasting benefits. This type of spending typically involves construction (one-time benefits) and expansion/improvements to ISMHS's facilities and offerings (continuing benefits).
- **There are also other, "softer" benefits** that are more difficult to quantify but nonetheless important. These would include enhancing the overall tourism offering of the state, spillover media exposure benefits from ongoing marketing activities of the ISMHS and educational benefits from school and adult educational programming.



Rockport Analytics is a research and analytical consulting firm providing high quality quantitative and qualitative research solutions to business, government, and non-profit organization clients across the globe. We provide fast, nimble service in a completely transparent environment.

Capabilities include:

- Market Analysis and Forecasting
- Economic Impact Assessment, Tourism Satellite Accounting, and Economic Development
- Market Modeling and Decision Support Tools
- Project Feasibility Assessment
- Primary and Secondary Research Synthesis
- Stakeholder Surveys – internal & external

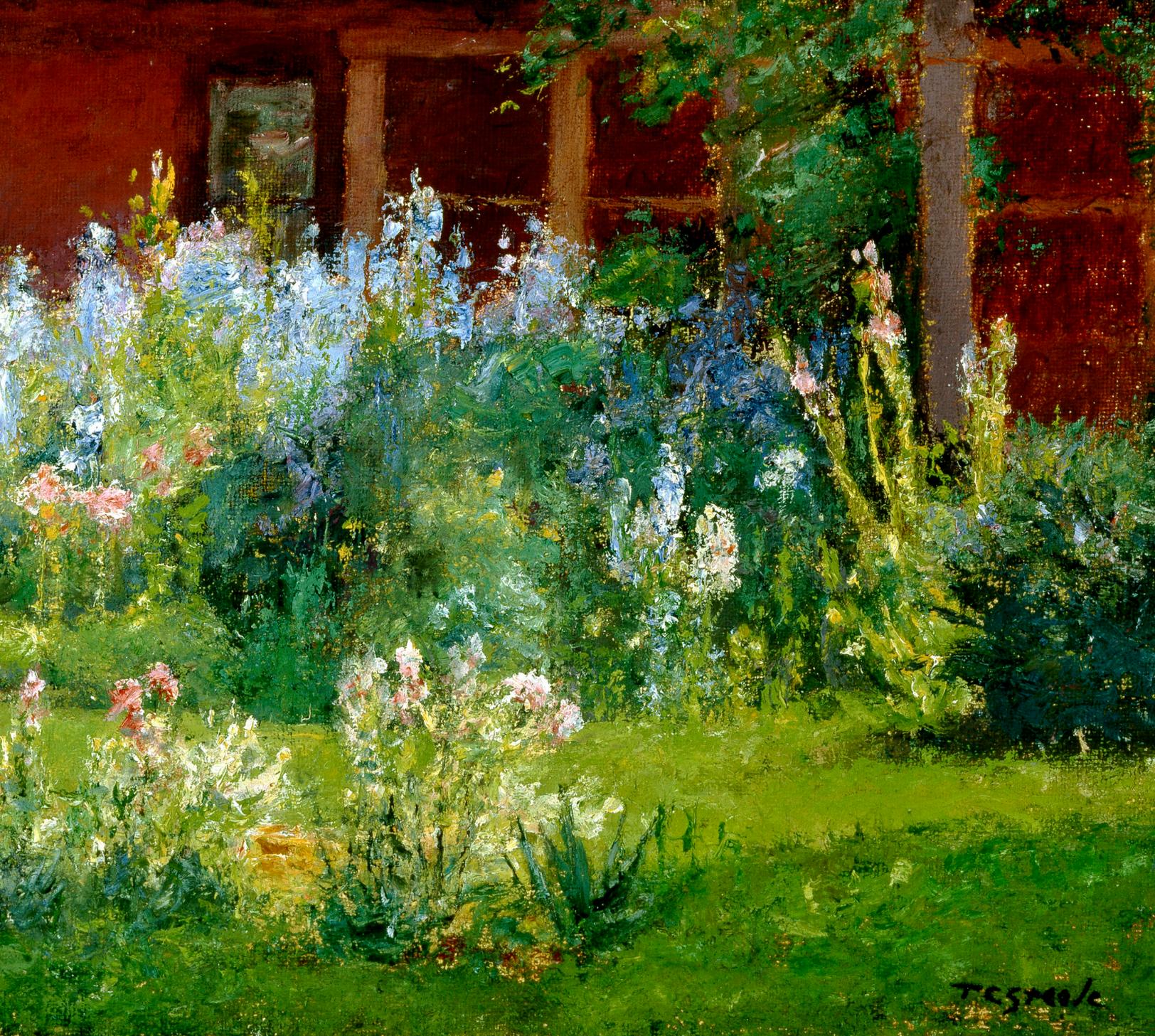
Recent client examples include: U.S. Travel Association, Global Business Travel Association, MPI, Delaware Tourism Office, Indiana Office of Tourism Development, Boeing, Visa, American Express, Carson Wagonlit, IHG Houston Super Bowl Host Committee, the Orange Bowl Committee, Indianapolis Super Bowl Host Committee, Annapolis CVB...



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phone: (866) 481-9877





*Selma in the Garden* by T.C. Steele  
From the collection of the Indiana State Museum and Historic Sites

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