



Friends of
T.C. Steele

Strategic Plan 2020 - 2022

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



President & Board Chair P. Garrett Adams

Garrett is the current president and board chair of The Friends of T.C. Steele and is a lifetime resident of Indiana. Garrett has previously served in the role of board secretary. Garrett has a strong appreciation for artwork that reflects expressionism including Edvard Munch and Leroy Neiman, and an appreciation of post-impressionist painter Vincent van Gogh. Garrett earned his Bachelor's Degree in Chemistry from Franklin College in 2011 and his M.B.A. from Butler University in 2017. He currently resides in Carmel and works as a Pharmaceutical Project Manager for Eli Lilly & Co. Garrett's community involvement includes not only the arts, but politics as well

January 1, 2020

Letter From the President & Board Chair

Dear Members, Friends and Stakeholders -

I am happy to release the 2020-2022 strategic plan for the Friends of T.C. Steele State Historic Site, Inc. The current plan was developed during our annual joint session of the board and leadership team retreat in the fall of 2019.

This three-year plan will allow us to establish our priorities and focus our energy, talent and resources – all while adhering to our mission and measuring success along the way. Additionally, we will continue to 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.

We appreciate your support in our continued efforts to ensure the longevity of the historic site and the broader legacy of T.C. Steele. Delivering on our goals to meet the needs and desires of current and future members, visitors and scholars is paramount, and with your help we will continue forward with this mission.

In accordance with our best practices this plan will remain a living document, with each strategy and the related action steps, to be reviewed with the responsible strategy owner and the board sponsor at the end of each fiscal quarter. Our fiscal year runs from January 1 through December 31.

To conclude, we are eager, energized and committed to executing on the strategic initiatives in this plan. I hope to have the chance to meet you in the near future and discuss with you our plan and goals, as well as the future endeavors we intend to pursue.

P. Garrett Adams
President & Board Chair
Friends of T.C. Steele State Historic Site, Inc.

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Letter From the President & Board Chair

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I. Organization 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 35th year.

Through 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 also 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, and most recently re-creating T.C. Steele’s studio wagon that is now a fixture that the historic site.

The Friends continue co-sponsor events, programs and workshops for both adults and children as well as broader initiatives aimed at promoting and preserving the legacy of T.C. Steele. These initiatives include such items as our re-designed website and virtual gallery (tcsteele.org), and other projects such as a Podcast dedicated to the life and works of T.C. Steele, and a T.C. Steele Historic Trail – that would connect the various sites around the State where Steele lived and worked.

This is an exciting time for our 501c3. We have accomplished a great deal since the last publication of our strategic plan, and we have a lot to be proud of. That being said, there are still many significant opportunities that lie ahead of us that will require: new strategies, a greater emphasis on membership, a more focused effort on fundraising, and of course the strong continued support of you, our members. This new strategic plan for 2020–2022, serves as our road map and makes clear the goals that we’ve set and strategies that will need to be implemented to achieve them.

II. Organizational Situation

The Friends of T.C. Steele sit at the dawn of a new era in its history. The opportunities that exist today are immeasurable. This creates both an exciting opportunity, but also a critical juncture for the organization. Efforts to modernize our processes, improve communication, and diversify our board are on-going or have been completed. Examples such as our new website, newsletter, and use of Salesforce to manage our member database, are just a few examples of how we've improved.

To capitalize on the opportunities before us, the board has redirected its efforts into nine subcommittees that will oversee the various initiatives that directly address member needs and are designed to create value for our members – while fulfilling our commitment to our mission, vision, and values.

These committees include:

- Annual Member Art Show
- Fundraising
- Member Communication
- Membership
- Governance/Best Practices
 - Nominating
 - Audit
 - Executive Committee
- Historic Site Support
- T.C. Steele Historic Trail
- T.C. Steele Podcast Series
- Website & Virtual Gallery

Though our structure as has changed, our purpose has not. The core tenets of our mission, vision, and values remain the same – and the steps we've taken to adapt; will only further advance our cause and serve to underscore our commitment to create value for our members and promote and preserve the life and legacy of T.C. Steele. It is our belief that this approach will lead to improvements in the following areas:

- Increase efficiency
- Improve timeline of deliverables
- Raise needed funds
- Increase membership and satisfaction
- Leverage technology to manage our business
- Recruit a diverse board

In the last edition of our Strategic Plan, we discussed the importance of recruiting a diverse Board and the steps we had taken to achieve that. I'm happy to report that we have recruited a several new Board Members over the past 2 years. These individuals all have diverse skill sets and backgrounds and we are very pleased to have them as Board Members. Our work, however, is not complete. We continue to

Organizational Situation (Cont.)

work towards developing and maintaining a compelling agenda – that will continue to attract the diversity and talent we seek.

Similar to so many other not-for-profit organizations, fundraising is crucial to our success and longevity. Simply put, we have a need to raise funds at greater levels. We have several meaningful projects that are either on-going, completed, or in the pipeline, that are in need of funding.

As an organization we have improved in our ability to set goals and execute on strategies that help us to accomplish them. The most recent example is the Studio Wagon, where we successfully raised the necessary matching gift requirement that allowed us to complete this project. This is still a very important part of our organization and something we are still improving at. We will continue to have a subcommittee focused on fundraising, along with a defined strategy, goals and action steps.

We continue to make great strides in our communication and engagement with our members and the public. We have successfully redesigned our website, based on the feedback we received from our Member Survey conducted in 2018. Highlights include the information available about the Historic Site & Steele, mobile friendliness, and a strong focus on increasing the volume of paintings available to view. Additionally, we have established systematic approach to providing routine updates and feature paintings. Currently we are sending out quarterly newsletters and twice-monthly emails that feature a new painting, with extensive provenance.

This initiative directly ties back to two of our strategic priorities: to extend our external reach and to provide historical knowledge. Additionally, these efforts reaffirm our commitment to be a resource for scholars and the public. We have received tremendous feedback on our virtual gallery, and we are excited to continue this initiative.

Our membership is still an area requiring focus and attention. We are currently holding steady at 160 members, which is approximately a 10% decrease from our when our last Strategic Plan was published. We recognize the vast amount of options available to individuals who are looking support not-for-profit organizations in their communities. That is why we have placed a strong emphasis on improving how we communicate with our members, through the adoption of Salesforce, and creating value-added benefits and content.

We will continue to make improvements in our communication and recruitment, we plan to conduct a membership survey in the summer of 2020 to better assess the needs and satisfaction of our members. This member survey will become an annual tradition as we look to continuously approve upon our efforts and how we serve our members. As always, the output of this survey will be reported to our members along with a plan and action steps.

Organizational Situation (Cont.)

From a management perspective, to ensure we remain current with application of best practices and corporate governance, we are standing members of BoardSource, a nationally recognized nonprofit organization that support excellence in nonprofit governance and board and staff leadership. We have also achieved bronze status with GuideStar, enabling us to provide key information to our current and prospective donors (<https://www.guidestar.org/profile/35-1842090>).

Lastly, we have several new initiatives that will be kicking-off in 2020. These include projects such as the T.C. Steele Historic Trail – which will connect all the locations around the State of Indiana, where Steele lived and worked, and a podcast series that will explore in greater detail the life and work of T.C. Steele, and will feature experts on Steele and his art from around the world.

III. 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, while also promoting and preserving the legacy of T.C. Steele.

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, inclusion 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.

IV. 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.

STRENGTHS

- Outstanding infrastructure/preservation
- Extensive Artist Collection
- High profile State Historic Site
- Documented Governance & Best Practices procedures
- Management tools
- Strong online presence (website, virtual gallery, excellent search optimization)
- Excellent geographic location
- Competent Key Business Partners

WEAKNESSES

- Sub-committee effectiveness
- Annual board self-assessment
- Financial process/oversight/audit
- Membership needs/feedback process
- Membership Database management
- Board general management skills
- Board knowledge of 501-c3 structure and responsibilities
- Ability to grow membership

OPPORTUNITIES

- Increase membership
- Improve state, national, international awareness
- Recruit next generation of Board members
- Target recruiting of next generation of members
- Develop fundraising competency
- Provide value added services/benefits for members
- Improve revenue generation linked to site needs, Friends initiatives and activities

THREATS

- Static levels or decline in membership
- Inadequate segmentation of member recruitment/communication
- Ineffective board recruitment
- Ineffective volunteer recruitment
- Inability to raise material funds through fundraising
- Ineffective grant making and gifting

V. Strategic Plan Framework

Key Strategic Priorities for 2020-2022
Fiscal year January 1 – December 31

#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 sup- porter 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 Initiative	List the anticipated outcomes	Designate who will own initiative	List names of people who are responsible for driving the initiative	Briefly explain financial and other resources need to implement	Explain dependencies on organizational support functions or other initiatives	Estimate general timeline for the project (Quarter/Month/Year)	
Strategic Priority 1 "Increase Financial Strength"	1.1 Create an AmazonSmile Profile and promote the program.	Increase funding on an annual basis (goal is to raise at least \$1000 annually)	Board Designee	Ben Steele Garrett Adams	- Budget dollars to develop profile and additional web development - Promotional materials to communicate to our members, stakeholders, and subscribers.	- Friends of T.C. Steele Fundraising Team - B-Town IT, LLC - Media Nouveau	Q2 2020	Q1 2021
	1.2 Coordinate with ISMHS to develop events & projects (post Studio Wagon) Friends will focus fundraising efforts & I.D. donor prospects; i.e. Historic Orchard, Model T, Visitor Golf Cart (transportation to formal gardens), Garden Cam Live Feed	Raise the following for each initiative listed: - Historic Orchard (\$8k) - Model T (\$14k) - Golf Cart (\$12k) - Garden Cam (\$5k)	Garrett Adams (President)	Garrett Adams David Steele (emeritus)	- Partnership with ISMHS to create project proposal - Budget dollars for deposits - Advance deposit of funds for site use - Database and donor list - Liaison from ISMHS	- Friends of T.C. Steele Fundraising Team - ISMHS required for input and support	TBD	TBD
	1.3 Recruit future corporate sponsors in coordination with ISMHS for major annual on-site events (Wildflower Foray, Great Outdoor Art Contest)	TBD	Board Designee	Garrett Adams Ben Steele Lane Dunagin		- Friends of T.C. Steele Fundraising Team - ISMHS required for input and support	Q1 2020	Q4 2022
	1.4 Organize # conduct (2) small group events to raise funds for the T.C. Steele Historic Trail and Podcast Series	Raise \$5000 (minimum at each event)	Garrett Adams (President)	Garrett Adams Lane Dunagin David Steele (emeritus)		- Friends of T.C. Steele Fundraising Team - T.C. Steele Boyhood Home - Amazon Smile	Q1 2021	Q4 2021
	1.5 Conduct Annual Member Art Show – showcase member artwork and increase participation/membership	Increase entry participation 15% annually	Betty Wagoner (Member Art Show Chair)	Betty Wagoner	- Budget for Art Show and Prizes - Location to host event - Network of potential/credible jurists - Development and use of communication channels to reach and increase participants	- Friends of T.C. Steele Member Art Show Team - Brown County Art Gallery - News coverage (Bloomington Herald-Times, BLOOM Magazine, Brown Country Democrat, IPAPA, other artists sites and social media as appropriate	Q1 2020	Q1 2022

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 Initiative	List the anticipated outcomes	Designate who will own initiative	List names of people who are responsible for driving the initiative	Briefly explain financial and other resources need to implement	Explain dependencies on organizational support functions or other initiatives	Estimate general timeline for the project (Quarter/Month/Year)	
Strategic Priority 2 "Deploy Best Practices"	2.1 Implement constituent relationship support software (members & donors)	- Improve donor management - Targeted & segmented mailings - Improved communication e.g. Salesforce Non-Profit Success Pack	Garrett Adams (President)	Garrett Adams David Steele (emeritus)	- Financial resources to fund solution - Suitable strategic partner that will fit the needs of our scope	- B-Town IT, LLC - Media Nouveau, LLC - Smart Scale Consulting, LLC	Q1 2020	Q1 2021
	2.2 Implement and synchronize browser-based collaboration and document management platform + provide necessary training	- Implement Office 365 for use by the 501c3 - Ensure consistency and improve capabilities - Leverage collaboration tools to increase efficiencies - Improve Document storing, sharing	Garrett Adams (President)	Garrett Adams David Steele (emeritus)	- Microsoft Office 365 E1 products	- B-Town IT, LLC - Media Nouveau, LLC	Q1 2020	Q4 2020
	2.3 Conduct Annual Member Survey	- Evaluate member feedback and use to improve membership benefits & experiences - Leverage data to inform Annual Strategic Planning - Increase response rate to 30% or above	Garrett Adams (President)	Garrett Adams Ben Steele Lance Dunagin	- Leverage existing capabilities with Microsoft Office 365	- Friends of T.C. Steele Executive Committee - Media Nouveau, LLC	Q3 2020	Q3 2022
	2.4 Improve internal best practices and establish a robust strong governance document library	- Improve standardization of routine processes - Provide guidance/reference documents that adhere to a high standard of professionalism & integrity - Complete Board Source certification for all Board Members	David Steele (emeritus)	David Steele Garrett Adams	- Expert-level knowledge in managing organizations - Non-profit Management online resource	- Board Source - GuideStar	Q1 2020	Q4 2020
	2.5 Conduct Annual Strategic Planning Meeting	- 2 to 3-year Strategic Plan completed and implemented in Q1 - Strategic Planning meeting will occur in Q4 of each year	Current President of Friends during the Q4 planning meeting	Full Board	Office supplies, Computer Projector, flipcharts	- Strategy owners will determine support and interdependencies needed for individual "Strategic Priorities"	Q4 2020	Q4 2022
	2.6 Achieve Seals of Transparency with GuideStar	Bronze, 2020, Silver, 2021, Gold, 2021, Platinum 2022	Garrett Adams (President)	Garrett Adams (President), Ben Steele (Treasurer), David Steele (Emeritus)	Silver: 2020 Financial Audit - Gold: 5 Charting Impacts – Platinum: Metrics demonstrating progress and results	- Outside audit firm specializing in 501c3 audits - Balanced scorecard (metrics) - Published annual report, strategic plan	Q1 2020	Q4 2020

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 Initiative	List the anticipated outcomes	Designate who will own initiative	List names of people who are responsible for driving the initiative	Briefly explain financial and other resources need to implement	Explain dependencies on organizational support functions or other initiatives	Estimate general timeline for the project (Quarter/Month/Year)	
Strategic Priority 3 "Extend External Reach"	3.1 Create a "T.C. Steele Historic Trail" to connect the various sites around the State, where Steele lived and work	<ul style="list-style-type: none"> - Increase engagement around the State - Create passport system to encourage visitation - Improve the awareness and knowledge of Steele and his contributions - Create a "app" to track visits for guests 	David Steele (emeritus)	Full Board	<ul style="list-style-type: none"> - Financial budget allocation for development of web design - Extensive knowledge of the various locations - Partnerships with the responsible parties/owners of the various sites 	<ul style="list-style-type: none"> - Friends of T.C. Steele Board of Directors - Media Nouveau - Steele Birthplace in Gosport, IN - Waveland, IN - Boyhood Home - DePauw University - Tinker-Talbot Residence, Indianapolis - The Hermitage, Brookville, IN - House of the Singing Winds, Brown County, IN - Franklin Hall, Indiana University, Bloomington, IN 	Q1 2021	Q4 2025
	3.2 Develop an online Podcast series to explore and communicate, the life and work of T.C. Steele	<ul style="list-style-type: none"> - Create a library of interviews that discuss various aspects of Steele's life 	David Steele (emeritus)	David Steele Garrett Adams Ben Steele	<ul style="list-style-type: none"> - Financial budget allocation for production - Financial budget allocation to develop app - Promotional materials - Relationships with Key individuals with extensive knowledge of Steele - Podcast Studio and professional support 	<ul style="list-style-type: none"> - Friends of T.C. Steele Board of Directors - Media Nouveau - List of Key Subject Matter Experts on Steele - Earshot Audiopost (Rich Such, Indianapolis) 	Q2 2020	Ongoing
	3.3 Develop partnerships with regional museums who hold T.C. Steele Collections (Richmond, Cincinnati, Indianapolis) and universities such as Indiana University and DePauw	<ul style="list-style-type: none"> - 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 	David Steele & Garrett Adams	Full Board	<ul style="list-style-type: none"> • Financial budget allocation for development of marketing and promotional material • Relationship visits to respective Chamber of Commerce, local museums, school and art focused institutions. • Dedicated board member to champion with close support from Laura Pence of Media Nouveau. 	<ul style="list-style-type: none"> - Laura Pence to guide and collaborate on push strategies via the website. - Treasurer to develop budget after 3.2 action steps are detailed-out 	Q1 2021	Q4 2022
	3.4 Explore potential partnership between the Friends of T.C. Steele and Claude Monet's House and Gardens in Giverny, France	<ul style="list-style-type: none"> - Promotion and increase knowledge of impressionist period art with specific focus on Monet House and Gardens, and Steele House and Gardens 	David Steele & Garrett Adams	Ben Steele	<ul style="list-style-type: none"> - Strategy + action steps needs to be developed, Financial budget for phone calls, potential international visit with Monet House and Gardens counterparts • ISMHS legal, marketing and executive team member collaboration and support • Dedicated board member to champion PR and develop communication action steps with close support from Laura Pence of Media Nouveau 	<ul style="list-style-type: none"> - *ISMHS required for input and support. - Media Nouveau required for creative and promotion efforts 	Q1 2021	TBD

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 Initiative	List the anticipated outcomes	Designate who will own initiative	List names of people who are responsible for driving the initiative	Briefly explain financial and other resources need to implement	Explain dependencies on organizational support functions or other initiatives	Estimate general timeline for the project (Quarter/Month/Year)	
Strategic Priority 4 "Engage Historic Site"	4.1 Recruit, develop, support, recognize volunteers in educational programs and site, non-site activities	- Provide training. - Encourage volunteers to innovate - Recognize volunteer efforts individually and formally, e.g. annual members meeting - Recognize individual(s) who provide value for site through pro bono /gratis, e.g. Rachel Perry, Tim & Meg Shelly	Board designee in partnership with Site Manager	Full Board	- Advertising regional art related publications, galleries, and regional community publications - Funding information and recognition on "Friends" website. - Website partner, Media Nouveau, LLC	- Site manager is key partner in this strategy action step Note: records of volunteers and hours maintained by site - Media Nouveau, LLC - Board Treasurer - Smart Scale Consulting	Q3 2021	Q4 2021
	4.2 Develop & enhance classes & workshops onsite & offsite in underserved areas	Develop curriculum appropriate for: - age groups onsite & offsite - curriculum in fine & artisan arts - Programs for school and homeschooled students	Betty Wagoner in partnership with Site Manager & Program Director	- TCS Staff to identify potential interested parties - Betty Wagoner	- Adequate work & classroom space - Appropriate IT & A/V equipment - Dedicated project manager - Staff support from ISMHS - Funding from state (grants and/or ISMHS) - Educational tools (books, literature, databases, computer; to support curriculum development)	- Friends of T.C. Steele Board - ISMHS required for input and support	TBD	TBD
	4.3 *Develop long-term strategic prioritization/strategy in partnership with ISMHS	- Identify long-term needs/goals for the Historic Site - Develop timeline and strategy for achieving goals	Garrett Adams (President) Site Staff	Full Board Site Staff ISMHS	- Budget allocation for targeted site enhancements - Funding from State, (ISMHS, grants) or fundraising events - Contractual partnership with ISMHS - Marketing materials and robust donor database	- *Completed MOU with ISMHS, - Friends of T.C. Steele Board - Media Nouveau, - Smart Scale Consulting	TBD	TBD

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 Initiative	List the anticipated outcomes	Designate who will own initiative	List names of people who are responsible for driving the initiative	Briefly explain financial and other resources need to implement	Explain dependencies on organizational support functions or other initiatives	Estimate general timeline for the project (Quarter/Month/Year)	
Strategic Priority 5 “Provide Historic Knowledge”	5.1 Develop & maintain a virtual gallery representative of Steele’s works		Full Board	Full Board Media Nouveau Green Hat Media		- Friends of T.C. Steele Board - Media Nouveau - Green Hat Media - Permission and legal compliance on copywriter work	Q1 2020	Q4 2022
	5.2 Identify and reach out to museums, galleries, and auction houses (intent is to provide stories, provenance, photos of painting and artifacts)	Continued development of the database	Board Designee	Full Board	- Time allocated to conduct research and contact various museums, galleries, auction houses around the State, Country, World - Budget allocation to acquire high-resolution photos	- Friends of T.C. Steele Board - Media Nouveau - Green Hat Media - Local/Midwest contacts	Q1 2021	Q4 2022
	5.3 Reach out to known members, Steele family, and donors who own Steele works, and their networks (intent is to provide stories, provenance, photos of painting and artifacts)	- Database content, to be continually updated - Obtain additional contacts of known or potential owners	Board Designee	Full Board	- Time needed to compile list of potential family members/owners of Steele Paintings - Funding needed to acquire high-resolution photos	- Friends of T.C. Steele Board - Media Nouveau - Green Hat Media - Local/Midwest contacts	Q2 2020	Q4 2022

VI. Partnerships & Enablement Tools

As an incorporated 501c3 of the State of Indiana we have made great strides at improving the tools that we use to operate our organization and serve our members, additionally, we have built tremendous relationships with key business and community partners who help us execute on our initiatives and achieve our goals. These tools and key business and community partners are listed below:

Key Business Partners:

Media Noevau	Web Design + Support
B-TownIT, LLC	Tech Support
First Insurance Group, Inc	Liability Insurance, D&O
Fifth Third Bank	Banking, Account Management
Smart Scale Consulting	Professional Database Management
Green Hat Media	Professional Photography

Key Business Tools:

Office 365 E3	Cloud-based suite of productivity apps and services with information protection and compliance capabilities.
Salesforce NPSP	Premier database management solution offered to nonprofit organizations to membership databases, among other features.
MailChimp	Marketing automation platform and email marketing service.
BoardSource	Recognized leader in nonprofit board leadership and supports, trains, and educates leaders from around the world.
GuideStar	Information service specializing in reporting on nonprofits and connecting donors and grant-makers to nonprofit organizations.
PayPal	Worldwide online payment system.
AmazonSmile	Provides users a way to support their favorite charitable organization when they shop using Amazon.

VII. Key Community Partners & Stakeholders

Arts & Culture

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

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, Art, 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
- Jim Ross, Eckert & Ross Fine Art

Libraries (public)

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

VII. Key Community Partners & Stakeholders (Cont.)

Political/Government

- Brown Country 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. Michael Braun (R)
- Senator - Hon. Todd Young (R)
- Governor - Hon. Eric J. Holcomb (R)

Public Safety

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

XIII. 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 ensure 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?

XIII. Performance Measures (Cont.)

- 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?

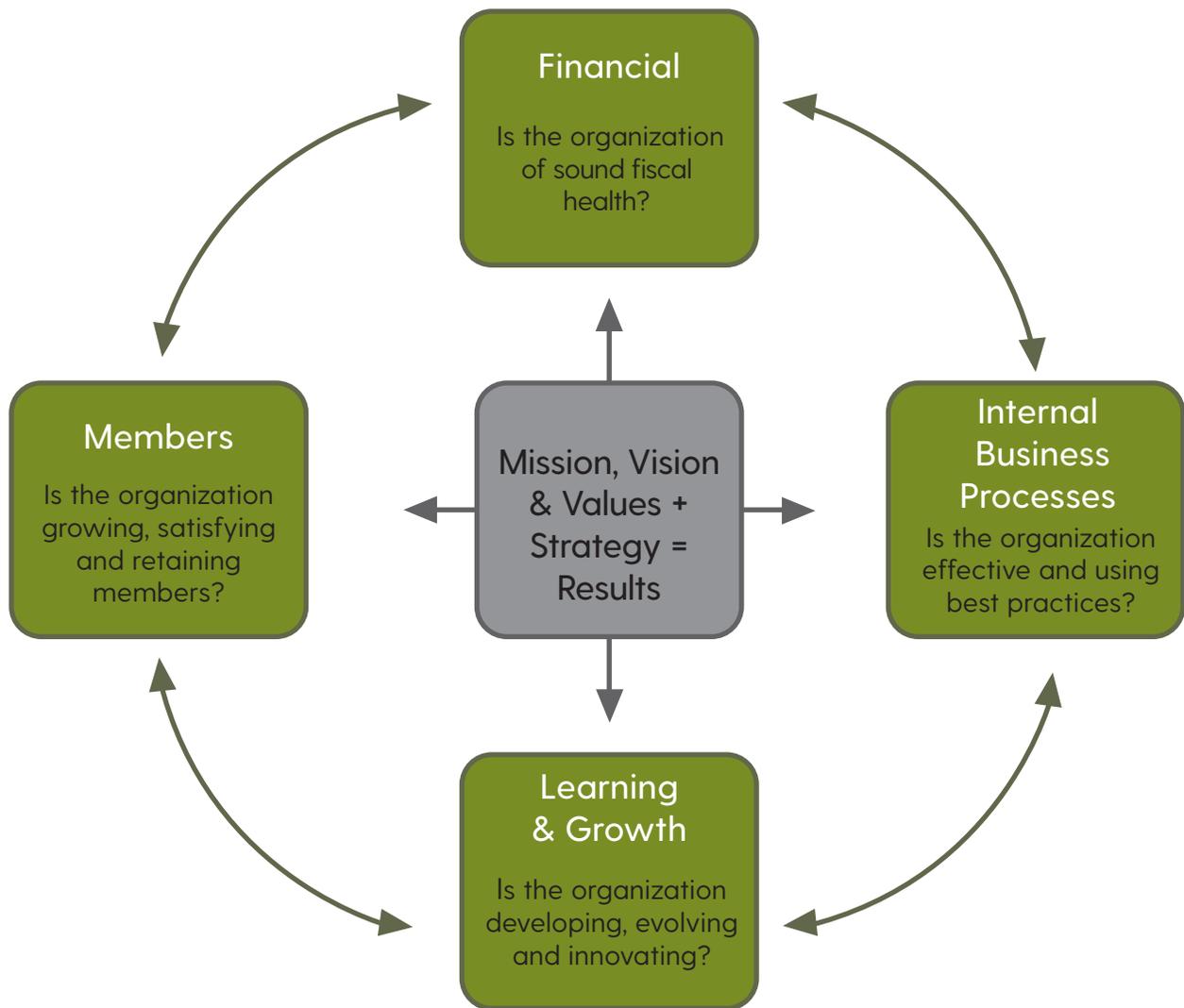
III. **Members:** Is the organization growing, satisfying and retaining members?

- 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.

IX. Strategic Plan Governance

Board of Directors: 2020-2022 By-laws Section 5.1

Section 5.01 General Powers. The responsibility of developing executing and accountability of the strategic plan rests with the 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.



Sunlight Late Summer, 1913, T.C. Steele

Collection of Los Angeles County Museum of Art (LACMA)

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