



# STRATEGIC PLAN

2019 - 2024



# INTRODUCTION

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Hancock County Arts (HCA) was organized in 1999 with a vision that began in partnership with the Greenfield Parks Department to develop the arts community in Hancock County. After nearly 20 years of service to the community, the HCA board of directors took a step back to plan high-level and long-term for the future of the organization and how it would like to serve the arts community in Hancock County.

After a facilitated strategic planning process in 2018, the board of directors established a new vision to lead the organization into the future:

## VISION

**A vibrant community where arts and culture flourish and are widely embraced**

What does this look like? HCA envisions regular pop-up art events, a thriving performing arts community, prominent public art, high-quality gallery shows, and a community culture that appreciates these opportunities and supports local artists.

HCA will serve the following areas: visual, performing, and literary arts.

The board established a new mission statement to articulate HCA's role in this work:

## MISSION

**Hancock County Arts will provide leadership for the creative community by encouraging, celebrating, and promoting arts and culture throughout Hancock County.**

This strategic plan outlines HCA's goals and tactics over the next five years to accomplish the mission and move closer to the vision. The board of directors is excited by the progress that has been made and looks forward to playing a role in what the next five years will bring.



# I MEMBERSHIP

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Membership is the lifeblood of HCA. It is critical to HCA’s organizational model to have a strong and engaged membership base. HCA will create a viable membership structure and make dedicated efforts to engage members in volunteer work, events, and interactive opportunities.

## GOAL

**Tiered membership levels that clearly articulate benefits**

### TACTICS

- Define a viable membership structure that clearly articulates “What’s in it for me?”
- Develop a compelling elevator speech to generate interest
- Engagement of younger generation through junior membership level, youth galleries, and coordination with county schools

## GOAL

**20% member participation and volunteering in the gallery or at HCA-sponsored events**

### TACTICS

- Conduct members-only events(s)
- Develop plan for engagement, recognition, and communication to members
- Draft comprehensive volunteer procedures for smooth volunteering experiences

## GOAL

**Sustainable membership revenue that supports 75% of HCA operating expenses**

### TACTICS

- Compile a list of potential members
- Send out an annual campaign letter
- Personally meet with promising corporate prospects



## II COMMUNITY ARTS LEADERSHIP

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The board of directors decided that the primary role of Hancock County Arts is to provide leadership in the arts community throughout Hancock County. There are many strong efforts occurring in all areas of the arts by different organizations; however, these efforts tend to happen in silos. HCA will establish relationships with all groups doing work in the visual, performing, and literary arts to work to grow a cohesive arts community throughout Hancock County.

### GOAL

**Ongoing connection and convening among HCA and community arts organizations, schools, and municipalities**

#### TACTICS

- Representation from all corners of the county on the HCA board of directors
- Initiate cohesion and open communication with Fortville, New Palestine, McCordsville, Shirley, Wilkinson, and Cumberland arts groups
- Provide county-wide arts networking opportunities
- Consolidate surrounding area events and identify how to market together
- Initiate engagement of younger generation through at least one event co-sponsored with schools

### GOAL

**Establish and expand Second Fridays**

#### TACTICS

- Work with community groups to each sponsor a month for Second Fridays and develop programming around it
- Communicate with local business owners on Main Street to support the events
- Sponsor April (Vawter) and November (open mic) 2019 Second Fridays

### GOAL

**Explore venues that provide opportunities to promote HCA mission and benefits**

#### TACTICS

- Continue execution of Vawter show; explore ways to grow awareness
- Continue support of the 20 North Gallery
- Participate in meetings and events where representation of HCA is warranted (ex. Fortville Convener's Council)



## III SUSTAINABILITY

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Our work holds very little value if it cannot be continued into the future. HCA will focus on financial sustainability and growing reliable funding streams. HCA will take steps toward hiring someone who can be a permanent presence for the organization's programming and administration. HCA will strengthen its internal governance and administration practices.

### GOAL

**Grants, donations, and event revenue support 25% of HCA operating expenses**

#### TACTICS

- Apply for website grant to support higher-capacity website
- Continue to seek funding for gallery through the City of Greenfield
- Effectively execute shared space agreement with Greenfield Main Street
- Co-host art auction with local artist
- Explore the feasibility of quarterly events that both raise funds and further the HCA mission
- Begin tracking volunteer hours

### GOAL

**One permanent, paid staff person is hired to coordinate, communicate, and drive HCA objectives**

#### TACTICS

- Research funding opportunities for staffing
- Draft job description, responsibilities/work plan, and training plan
- Research hiring college intern in interim

### GOAL

**Strengthen and organize governance and administration practices**

#### TACTICS

- Document retention system is researched and implemented
- A board of directors membership structure is codified
- Bylaws are revisited and updated
- Annual budget is drafted and followed
- Create branding guidelines



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