



Strategic Plan 2023-2025

Indiana National Road Association

Dear Members, Friends, and Stakeholders:


I am pleased to provide you with the Indiana National Road Association Strategic Plan for 2023–2025. Our current plan was developed during our annual planning retreat in August of 2022.

As a member-based organization, strategic planning has become a key component to effectively managing the organization, measuring success, and creating value. We also believe it is important to be transparent with our plans and ensure broad communication as well as encourage dialogue with our members and key stakeholders.

Our strategic plan for the next three 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.

Your help in our continued success in supporting the Indiana National Road Association is critical to our success. I know we can count on you as we move forward.

In closing, we are excited, encouraged and engaged in our strategic efforts committed inside this plan. I hope to see you in the very near future and we can continue the dialogue and hear your ideas on our organization and its future.



Larry Messing
President & Board Chairman



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I. Mission Statement

Our mission is to protect, preserve and promote Indiana’s section of the Historic National Road Corridor.

We do this by:

- Promoting travel and heritage of the National Road across the state of Indiana with a goal of benefiting local economies.
- Working with community partners and stakeholders to identify and preserve historic assets and promote increased awareness of the National Road.
- Supporting events and celebrations in communities along the National Road.
- Serve as subject matter experts and speakers at schools, public events, businesses, government, and civic organizations.

II. Organizational Profile

The Indiana National Road Association (INRA), a 501c3 non-profit organization, was formed in 1994. The organization’s original purpose was to obtain national scenic byway designation for the Indiana national road corridor, part of an overarching strategy to preserve, promote, and protect the national road corridor in Indiana. The organization first created a comprehensive corridor management plan to facilitate application to the Federal Highway Administration for designation.

The National Scenic Byways Program was established by Congress under the Intermodal Surface Transportation Efficiency Act (ISTEA), which was signed into law on December 18, 1991. National Scenic Byway designations recognize those roads across the country that exhibit one of more six core intrinsic qualities— scenic, natural, historic, recreational, archaeological, or cultural— contributing towards a unique travel experience.

Following submission of the corridor management plan and application for designation, the Historic Indiana National Road was officially recognized as a National Scenic Byway in 1996. In 2002, the Historic Indiana National Road was further recognized with the prestigious designation of “All American Road”. As of 2021, there were 184 roads in 48 states that are designated as either National Scenic Byway or All – American Roads. All-American Roads are the very best of the national scenic byways. An All-American Road must meet the same criteria as a national scenic

II. Organizational Profile (Cont.)

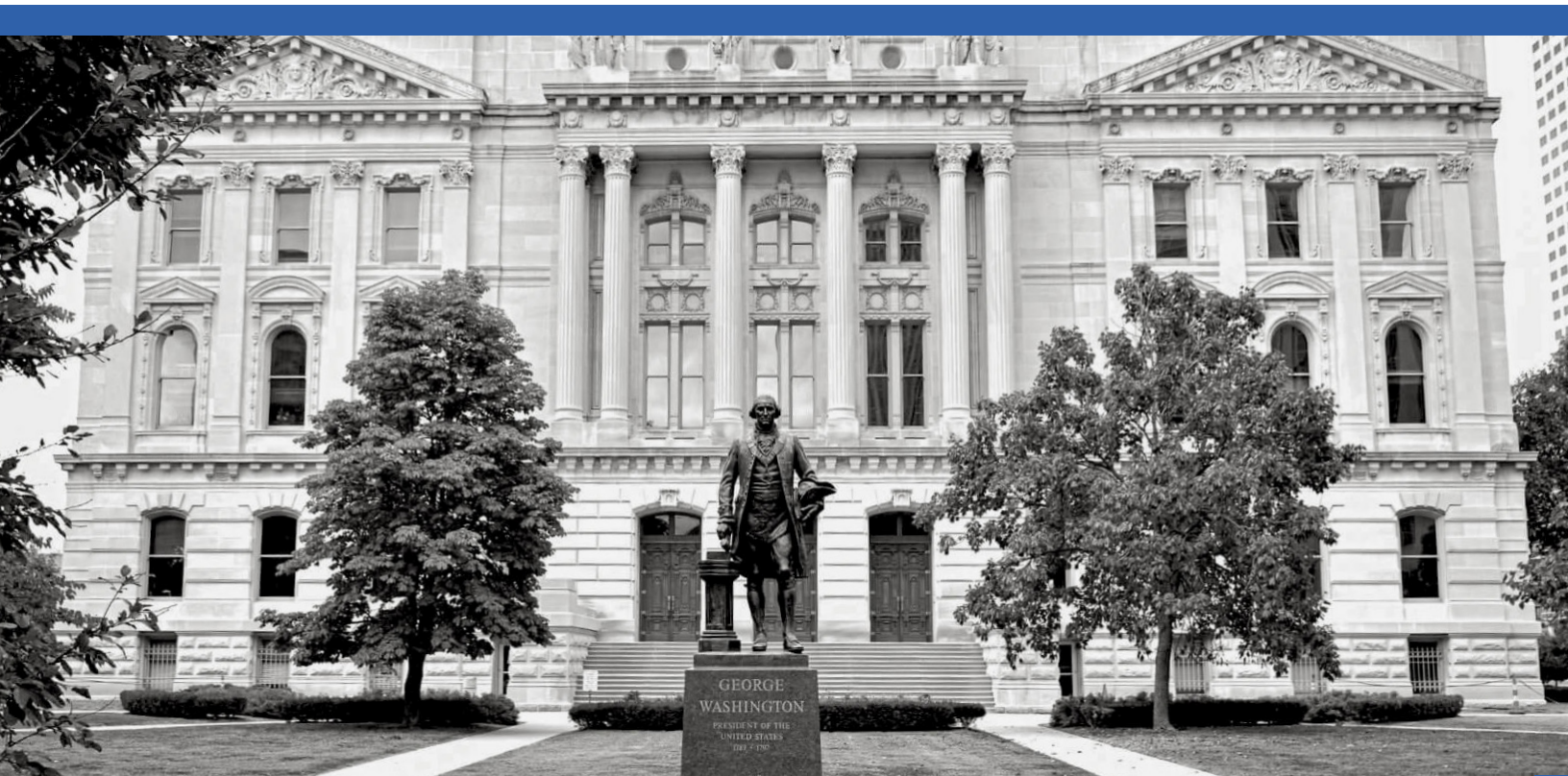
byway, but also possess multiple intrinsic qualities of national significance and are considered a destination and reason for travel unto itself.

Strong scenic byways programs preserve the beauty of the designated scenic corridors, which reaps rewards by protecting community character while providing economic opportunities in tourism and recreation.

As reported by the Scenic America Organization, there are an increasing number of studies showing significant economic benefits along the corridor resulting from identification, promotion, and preservation of scenic byways.

Indiana is home to 4 national scenic byways, including the Historic National Road. Only the Historic Indiana National Road however has also received the distinction of being designated an All-American Road. The other national scenic byways in Indiana are Indiana's Historic Pathways, Ohio River Scenic Byway, and Whitewater Canal Scenic Byway. In addition, there are eight other road corridors designated by Indiana as State Scenic Byways. According to statistics reported by Scenic America, in 2019, Indiana hosted 82.7 million visitors, who spent \$13.7 billion. The money generated through tourism and travel in the state contributed \$1.5 billion in state and local taxes in 2018.

Designations of national scenic byways continued from 1996 for the next 13 years until the last designations were made in October 2009.



II. Organizational Profile (Cont.)

INRA has been in continuous operation since 1994 and completed numerous programs to support our mission. These accomplishments include, but are not limited to:

- Completion of a comprehensive Corridor Management Plan for the Indiana National Road, leading to the designation of the National Road corridor in Indiana as a National Scenic Byway
- Partnership with Indiana Department of Transportation (INDOT) to design and procure signage identifying and promoting the Indiana National Road corridor. INDOT installed these signs prominently across the entire roadway across the State, making the National Road corridor highly visible to everyone traveling on the Road.
- Façade grant programs to help spur revitalization in several communities along the corridor
- Saved and relocated a historic stainless-steel diner in partnership with City of Plainfield and Indiana Landmarks.
- Designed, constructed, and installed 17 large free-standing National Road interpretive panels along the Road, a multi-year \$500,000 effort accomplished through grants, and in partnership with INDOT.
- Designed, constructed, and installed a permanent free-standing exhibit about the history and importance of the Indiana National Road, a multi-year \$50,000 effort accomplished through grants.
- Published two pictorial books about historic structures along the Road, one for the Eastern portion, and one for the West.
- Facilitated the creation of the National Register Deer Creek Historic District along a remaining 1920's portion of the National Road in Putnam County.
- Accepted donation of a historic bank building in Brazil, IN, that was subsequently sold with protective covenants for adaptive re-use to encourage downtown revitalization in Brazil
- Cooperative effort with other scenic byways in Indiana to create a Travel Passport” program to create, publish, and distribute thousands of Scenic Byway Travel Passports to celebrate the State Bicentennial in 2016, and promote travel on the byways of Indiana
- Created a National Road “Dine and Drive” program promoting unique dining opportunities along the Road and encourage tourism
- Creation and launch of a greatly expanded Indiana National Road Website in 2020, highlighting special destinations, history of the Road, and key sponsors for the organization.
- Ongoing promotion of National Road history, and current events through our robust Social Media presence followed by over 4,000 users.

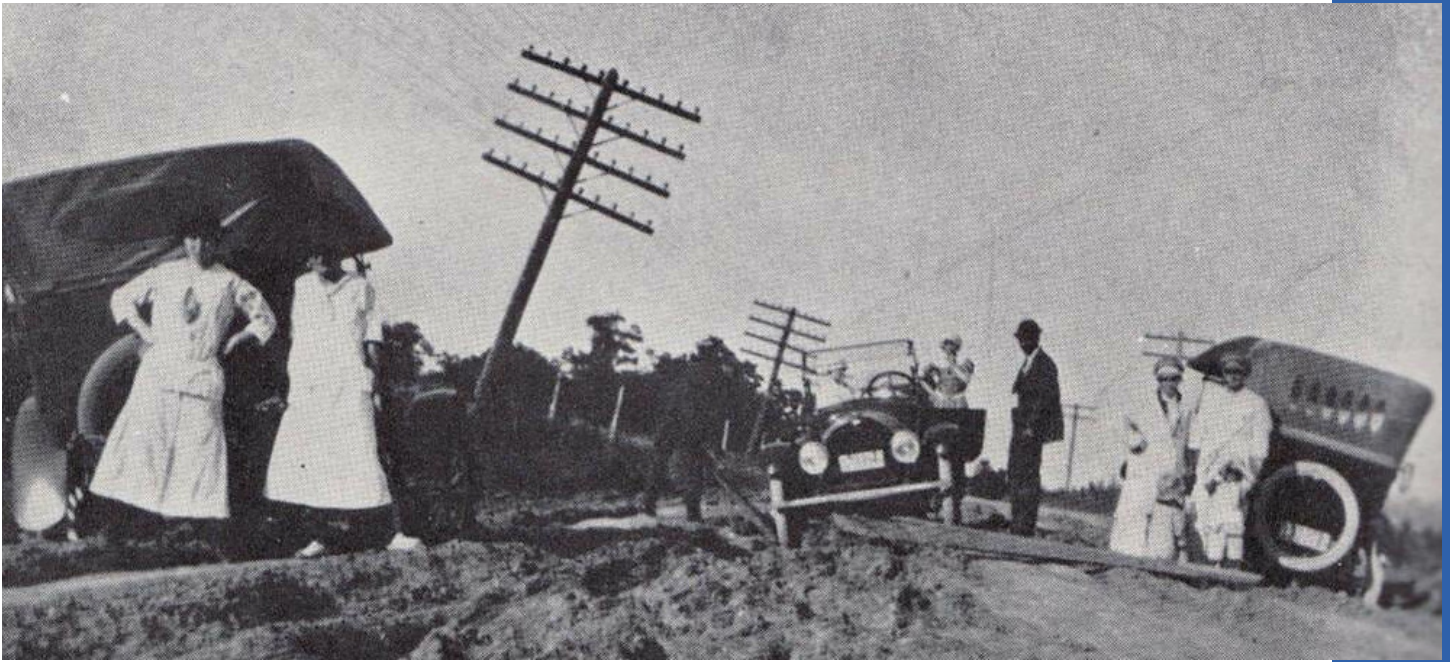
III. Organizational Situation

For many years (1996 to 2020), INRA worked in partnership with Indiana Landmarks. In exchange for an annual payment of \$10,000 to Landmarks, INRA was provided with 25% of a Landmarks FTE to serve as an INRA Executive Director. Officers and Board members of INRA serve in a voluntary capacity. This part time paid professional staff helped organize INRA programming, made grant applications on behalf of INRA, and helped the officers insure organizational consistency across the volunteer group. During these years INRA was able to initiate and complete many projects and programs benefitting communities along the Road, raising the visibility of the national road corridor as an irreplaceable and unique historic and cultural asset. In 2020, INRA made the difficult but necessary decision to end the paid staff position of Executive Director due to lack of funding.

Financial support for INRA (and other similar scenic byway organizations) activities and programs has come from a combination of solicitations for annual membership (both business and individual), donations, grants, and sponsorships. Unfortunately, all federal funding for the national scenic byway program ended in 2012. The State of Indiana also ended its funding of a state scenic byway program in the same year.

Prior to de-funding the federal and state scenic byway programs, scenic byways offered periodic grant opportunities specifically to fund major projects and programs to help fund the byway organizations and promote the byways. INRA and our national road communities benefited from these opportunities to create our Interpretive Panel installations, secure Façade Grants along the National Road in rural communities, create and install our National Road Exhibit, and print promotional materials. Administrative fees, as part of the federal and state grants, funded most of the cost for our Executive Director. Following the defunding of federal and state byway programs, INRA relied on more on solicitations of memberships, donations, and private sponsorship of individual programs. In 2014, INRA also had a substantial cash reserve, thanks to a one-time donation of a piece of real estate that the organization sold. By 2020 however, cash reserves were depleted, and income from donations, memberships, and sponsorships was insufficient to continue funding the part time paid position of Executive Director.

Other Byway organizations in Indiana and across the country have similar difficulty raising funds for organization support and programming. In 2019 Midwest Regional Byway meeting was organized by the Scenic Byway Foundation (volunteer organization that lobbies for restoration of a federal funded scenic byway program). During that meeting, the Scenic Byway Organization estimated that since federal and state programs were defunded in 2012, up to 75% of the local individual byway organizations originally formed to support and promote their scenic byways following the initial 1991 legislation had ceased to be viable, or operated only at a very minimal level, with little or no programming.



III. Organizational Situation (Cont.)

Many communities along the National Road in Indiana, especially in rural areas, struggle to individually promote visibility for their attractions and history, which limits the viability of their local businesses, and lowers quality of life. These communities benefited from past INRA programs, and there is clearly a need for an organizational entity dedicated to preserving and promoting the unique cultural heritage and history around the National Road. Ironically, the US 40 road infrastructure across the state is an excellent modern, dual lane roadway, relatively lightly used, ideally suited to efficient, safe and leisurely travel and exploration.

To maintain and sustain a viable and relevant organization in the absence of federal and state support, INRA needs to identify new partnerships and sponsors, focusing on programing that will both attract support and best benefit communities along the corridor. Restoration of the National Scenic Byway initiative to renew support for local byway organizations is a possibility, however, cannot be counted on.

IV. Key Stakeholders

While the Indiana National Road Association 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 Indiana National Road. These stakeholders 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.

Statewide

Indiana Historical Society	indianahistory.org
Indiana Historical Bureau	in.gov/history
Indiana Humanities	indianahumanities.org
Indiana State Museum	indianamuseum.org
Indiana Chamber of Commerce	indianachamber.com
Indiana Landmarks	indianalandmarks.org
Visit Indiana - Indiana Destination Development Corp	visitindiana.com
Model T Museum	mtfca.com/museum/
Indiana Automotive	indianalandmarks.org/about/indiana-automotive
The INDOT Byway Coordinator, Brandon Burgoa	brburgoa@indot.in.gov

Wayne County

Wayne County Historical Museum	wchmuseum.org
Wayne County Chamber of Commerce	wcareachamber.org
Richmond/Wayne County Convention & Visitors Bureau	visitrichmond.org

Henry County

Henry County Tourism	growinhenry.com/living-here/tourism
Knightstown Chamber of Commerce	knightstown.in/business_in_knightstown/knightstown_chamber_of_commerce.php

IV. Key Stakeholders (Cont.)

Hancock County

Hancock County Chamber of Commerce (Greenfield)	greenfieldcc.org
Hancock County Visitors Center	visitinhancock.org

Marion County

Marion County - Indy Chamber	indychamber.com
Visit Indy	visitindy.com

Hendricks County

Hendricks County Economic Development Partnership	hcedp.org
Avon Chamber of Commerce	avonchamber.org
Brownsburg Chamber of Commerce	brownsburg.com
Danville Chamber of Commerce	danvillechamber.org
Plainfield Chamber of Commerce	plainfield-in.com
Visit Hendricks County	visithendrickscounty.com

Putnam County

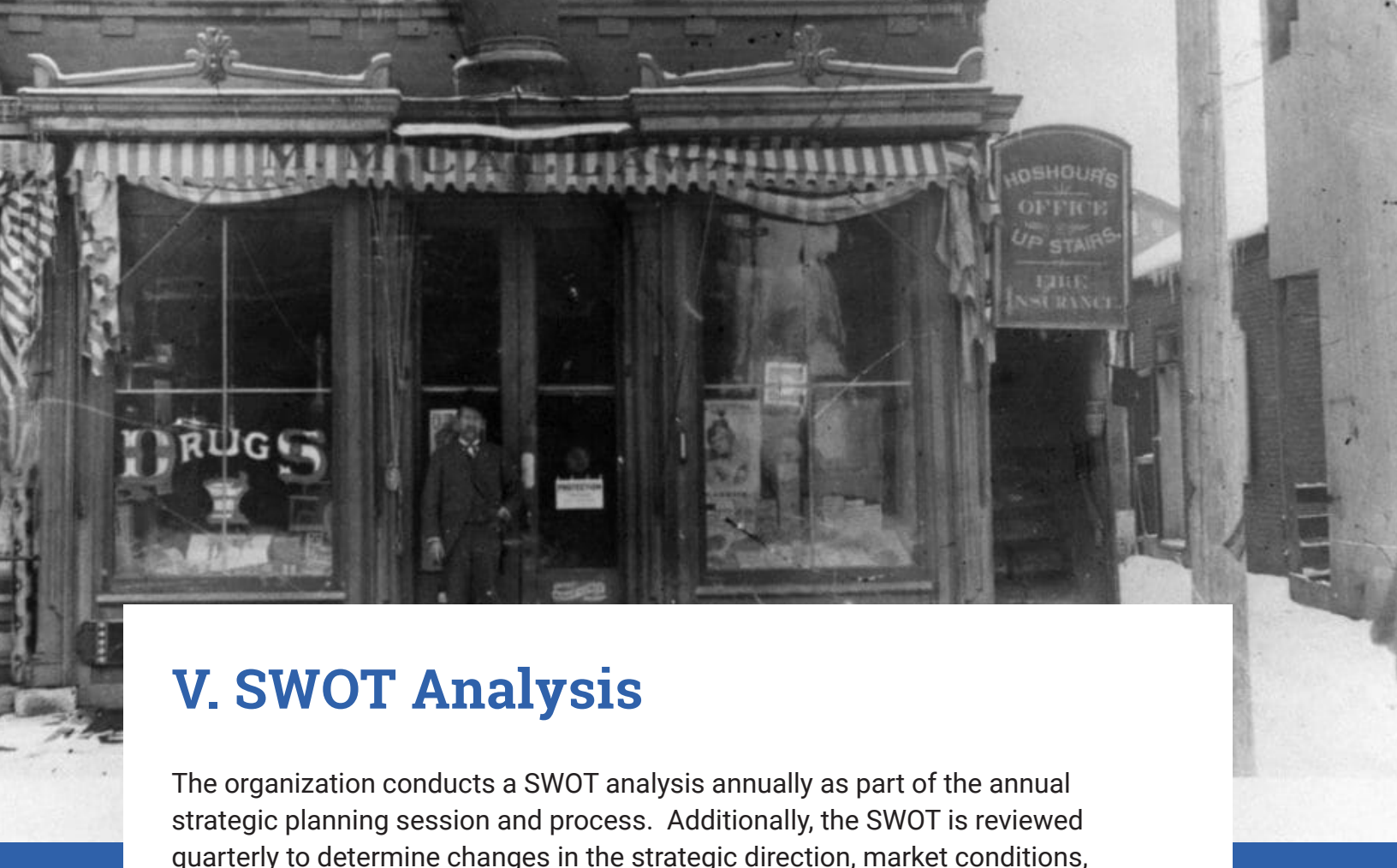
Putnam County Chamber of Commerce	(765) 653-4517
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Clay County

The Clay County Historical Society	claycountyhistoricalsocietyin.org
Clay County Chamber of Commerce	makingprogresstoday.com

Vigo County

Terra Haute Chamber of Commerce	terrehautechamber.com
Terre Haute Convention & Visitors Bureau	terrehaute.com



V. SWOT Analysis

The organization conducts a SWOT analysis annually 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, new laws, regulations, and state/national requirements regarding education.

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.

In the strategic plan we address each quadrant of the SWOT:

- **Strengths:** How do we preserve, protect, or enhance our strengths?
- **Weaknesses:** How do we mitigate or strengthen our weaknesses?
- **Opportunities:** How do we capitalize upon our opportunities?
- **Threats:** How do we protect ourselves from the threats?

V. SWOT Analysis (Cont.)

STRENGTHS

- Database (Bloomerang) + Marketing Automation Platform (Mailchimp)
- Website presence + quality + SRO
- National Road Brand (Cumberland, MD to Vandalia, IL)
- Indiana National Road Interpretive Markers (15)
- Social Media engagement/interaction (FB – 2k followers)
- Strong Capitalization (cash on hand)
- Knowledge (long tenure of key board members as subject matter experts)

WEAKNESSES

- Donor Value Proposition
- Membership Value Proposition
- Minimal membership
- Membership engagement
- Recruitment of board members (9 currently, as of October 2022)
- Generation of new revenue/funds
- Grant ID, writing/application
- Loss of Indiana Landmarks partnership (2019)

OPPORTUNITIES

- Community Organization Engagement & Partnership
- Social Media (Instagram)
- Co-branding with Indiana National Road businesses
- Leverage IN Indiana
- Market Segmentation (motorcycles, RV groups)
- Member/leader growth
- Succession Planning (BOD officers)
- GuideStar (non-profit data base)
- Increase membership (scale)

THREATS

- Survival of Organization - low membership + 75% of all scenic byway organization around US have folded since loss of Federal Funds
- Loss of long-tenured key board members

VI. Strategic Plan Framework

Key Strategic Priorities for 2023 – 2025

Fiscal year January 1 – December 31

#1 Increase Membership & Stakeholder Growth

Actively promote value proposition of INRA, recruit new members, engage new stakeholders – be recognized as an organization that provides a return on investment of time or capital.

#2 Improve Financial Strength

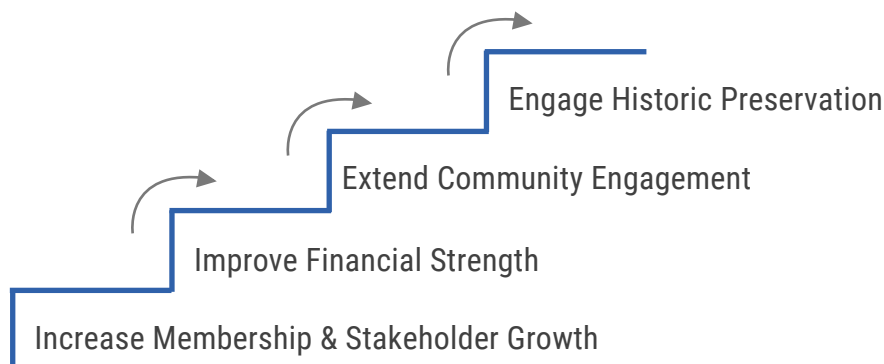
Actively promote, schedule, and conduct fundraising and grant activities to support both capital and expense needs of the organization – be recognized as a non-profit that engages donors and grant applications in a meaningful way that supports the sustainable preservation throughout all seven counties

#3 Extend Community Engagement

Actively recruit new community members and stakeholders and establish strong community partnership in all seven counties of the Indiana National Road – be recognized as the subject matter experts and organization that can enable historic interpretation for schools, community groups and activities, businesses, and chambers of commerce in the seven counties.

#4 Engage Historic Preservation

Actively monitor and promote the preservation of artifacts, historical documents, signage, pocket parks that are the core elements of the Indiana National Road – be recognized as the expert data & Knowledge source for the Indiana National Road.



Key Strategic Priority 1

#1 Increase Membership & Stakeholder Growth

Actively promote value proposition of INRA, recruit new members, engage new stakeholders – be recognized as an organization that provides a return on investment of time or capital.

Initiative	Outcomes	Lead	Team Members	Resources Required	Interdependencies	Start Date	End Date
1.1 Develop Member & Stakeholder Value Proposition PowerPoint	Roadshow ready presentation	Larry Messing, Rachel Hughes	BOD	Internal Timeline (L)	Core Team	Q1 2023	Q2 2023
1.2 Increase membership to 75 members by year end	Increase Revenue	Bob Hunt	BOD	Investment in Marketing Material (H)	Core Team	Q1 2023	Q4 2025
1.3 Set at least (1) presentation to key stakeholders in each county along NR Scrub Database (Bloomerang)	Membership + Engagement	Bob Hunt	BOD	Internal Time (L)	Core Team + Marketing	Q1 2023	Q4 2025

Key Strategic Priority 2

#2 Improve Financial Strength

Actively promote, schedule, and conduct fundraising and grant activities to support both capital and expense needs of the organization – be recognized as a non-profit that engages donors and grant applications in a meaningful way that supports the sustainable preservation throughout all seven counties.

Initiative	Outcomes	Lead	Team Members	Resources Required	Interdependencies	Start Date	End Date
2.1 ID Grants & Funding Sources. Apply for (1) Key Grant FY 2023	Key Project Funding	TBD	BOD	Internal Timeline (L)	Core Team + Finance	Q2 2023	On-Going
2.2 Balance Operating Budget	Effective Allocation of \$ Resources	Bob Hunt	Treasurer + BOD	Internal Timeline (L)	Finance + Marketing	Q1 2023	On-Going

Key Strategic Priority 3

#3 Extend Community Engagement

Actively recruit new community members and stakeholders and establish strong community partnership in all seven counties of the Indiana National Road – be recognized as the subject matter experts and organization that can enable historic interpretation for schools, community groups and activities, businesses, and chambers of commerce in the seven countries.

Initiative	Outcomes	Lead	Team Members	Resources Required	Interdependencies	Start Date	End Date
3.1 Review Website for Effectiveness & On-going Maintenance & Support	Improved metrics (Use, Engagement, Clicks)	David Steele	BOD	Internal Timeline + SME e.g. Graphic Design + Web Developer (L)	Finance + Marketing	Q2 2023	Q3 2023
3.2 Review of Social Media Applications (e.g. Instagram)	Determine vendor or self-managed	David Steele	BOD	Internal Timeline + SME e.g. Graphic Design + Web Developer (L)	Finance + Marketing	Q2 2023	Q2 2023
3.3 Investigate Community Expo's e.g. Rain Ride	ID Events	TBD	BOD	Internal Time (L)	Finance + Marketing	Q2 2023	Q4 2023
3.4 Evaluate Small Museum at Circle Center (Indy)	Increased Membership + Awareness	Larry Messing, Bob Hunt, David Steele	BOD	Internal Time (L)	Finance + Marketing	Q4 2023	On-Going
3.5 Evaluate Museum Exhibits Partnership Using Indiana Historical Society as Partner	Branding + Awareness	Larry Messing, Bob Hunt, David Steele	BOD	Internal Time (L)	Finance + Marketing	Q4 2023	On-Going
3.6 Develop at Least (1) Formal Strategic Partnership e.g. Indiana Historical Society, Rails to Trails, National Road Heritage, etc.	Branding + Awareness	Larry Messing, Bob Hunt, David Steele	BOD	Internal Time (L)	Finance + Marketing + National Road Association	Q4 2023	On-Going

Key Strategic Priority 4

#4 Engage Historic Preservation

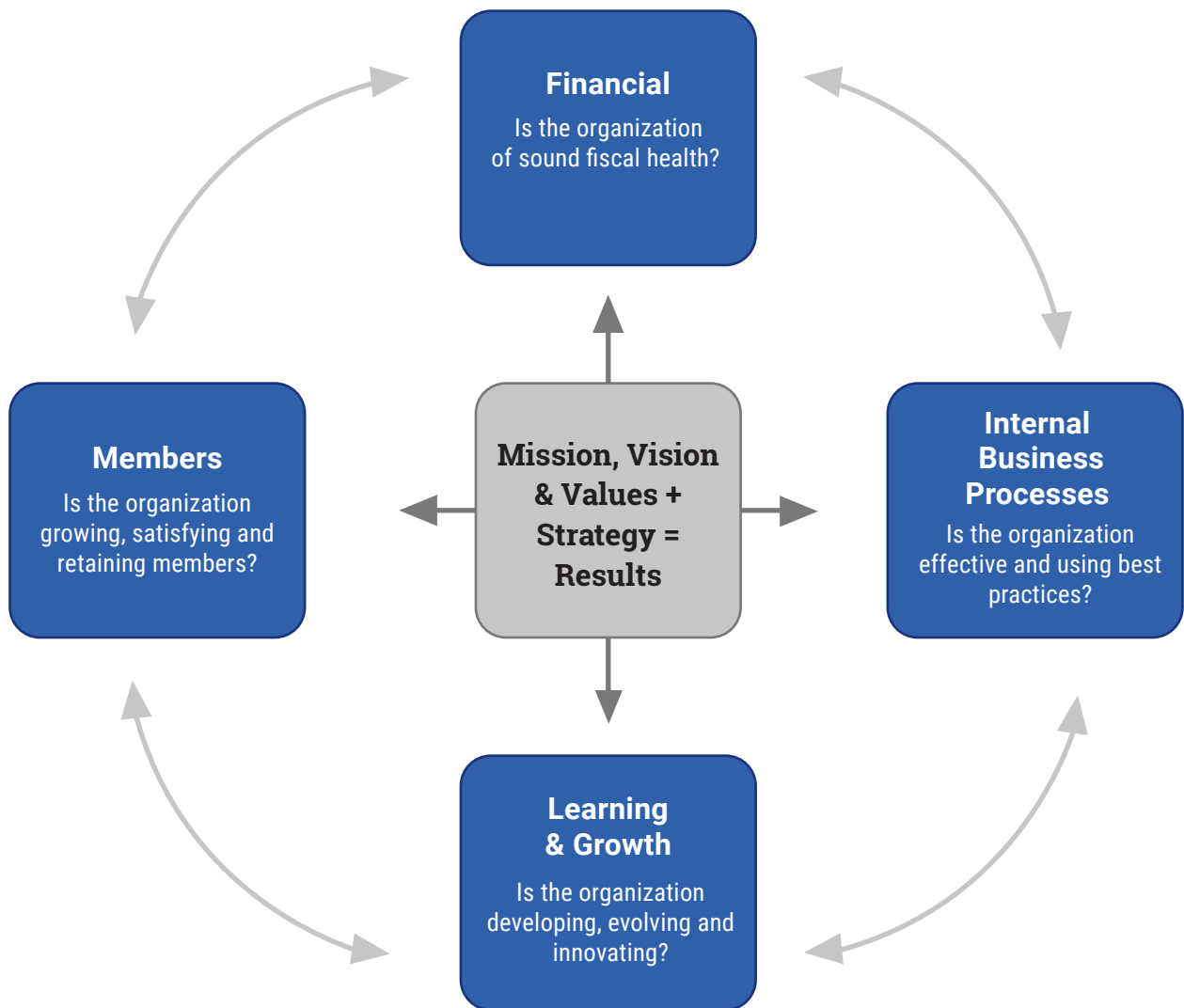
Actively monitor and promote the preservation of artifacts, historical documents, signage, pocket parks that are the core elements of the Indiana National Road – be recognized as the expert data & Knowledge source for the Indiana National Road.

Initiative	Outcomes	Lead	Team Members	Resources Required	Interdependencies	Start Date	End Date
4.1 Review Condition of (17) NR Interpretive Markers / Panels with Condition Rating System	Branding + Awareness	BOD by Geography	BOD	Internal Timeline (L)	Finance + Marketing + National Road Association	Q3 2023	Q1 2024

VII. Performance Measures

INRA 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.

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



VII. Performance Measures

Core Question Overview

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

#1 Internal Business Process: Is the organization effective and well run?

- Are by-laws current, changes made when needed, and reviewed annually?
- Is Mission, Vision, Values statement reviewed by board annually?
- Does the organization demonstrate appropriate board governance and process exists and is 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 key stakeholders?
- 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 the organization have executive committee to address performance of board?
- Does organization conduct annual board self-appraisal?

VII. Performance Measures (Cont.)

#2 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 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 and expertise?

#3 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?

VII. Performance Measures (Cont.)

#4 Learning & Growth: Is the organization supporting, evolving and innovating consistent with the mission.

- Does the organization conduct annual strategic planning session?
- 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 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?

VIII. Board of Directors 2023

Larry Messing, President (Marion County)

Steve Barnett (Marion County)

David Steele, VP (Marion County)

Rachel Hughes (Wayne County)

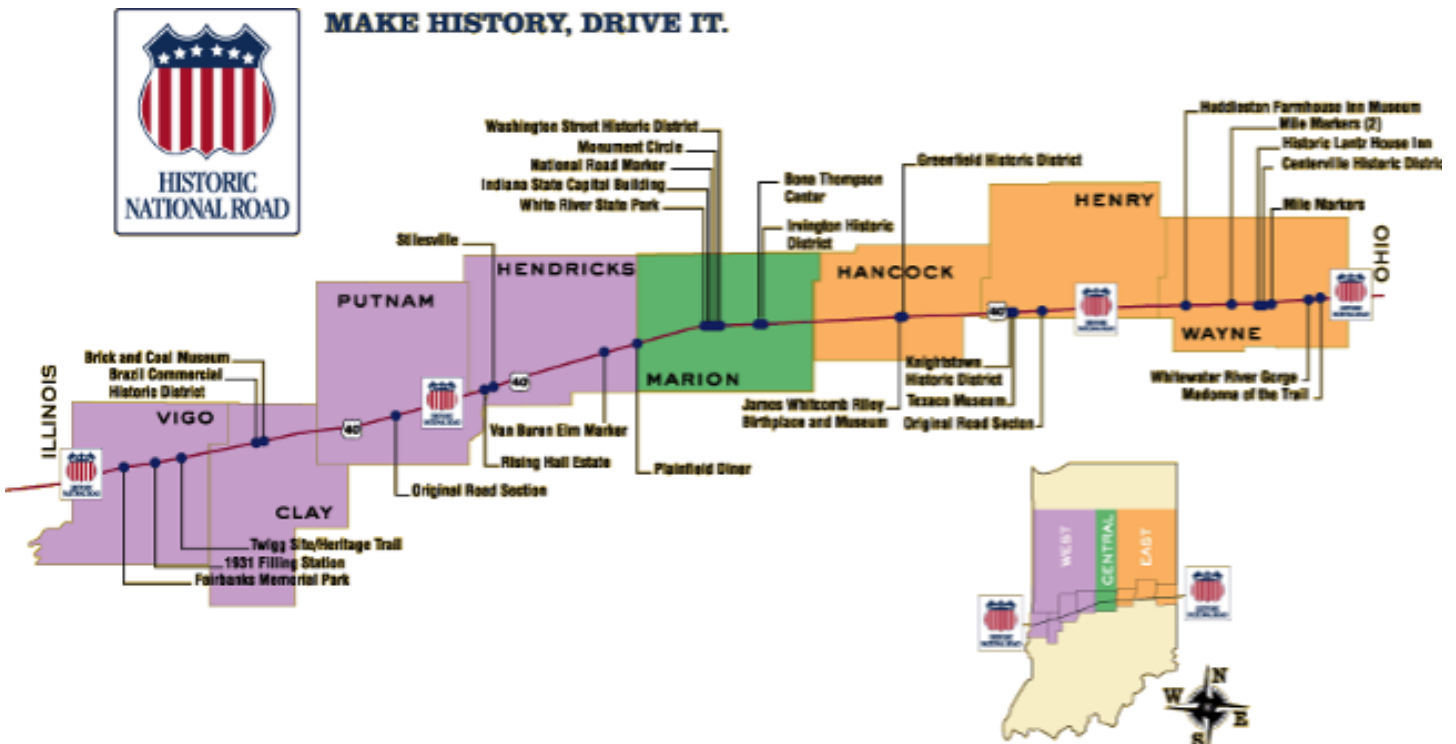
Dara Gard, Secretary (Vigo County)

Lou Northern (Marion County)

Bob Hunt, Treasurer (Hancock County)

Donna Tauber (Henry County)

Greg Midgley (Hendricks County)





Indiana National Road Association
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<https://www.facebook.com/IndianaNationalRoad>
