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| **KEY STRATEGY** | **STRATEGIC GOAL** | **IMPLEMENTATION PLAN** | | | **METRICS** |
| **2018** | **2019** | **2020** |
| ***Expand Financial Support*** | ***Achieve diversified, adequate and sustainable funding.*** | * Advocacy for city funding. * Advocacy for state funding. * Research sustainable revenues from other sources (e.g. utilities, rental car tax, other). * Research new grant opportunities. | * Advocacy for city funding. * Advocacy for state funding. * Research sustainable revenues from other sources (e.g. utilities, rental car tax, other). * Research new national and international grant opportunities. | * Advocacy for city funding. * Advocacy for state funding. * Submit legislation for sustainable revenues from other sources (i.e. utilities, rental car tax, other). * Apply to new national and international grant opportunities. | 2018 - Base point $2.79mm  35% increase in Government Funding. 10% increase in Non-Government Funding  2019 - 10% increase in Government Funding. 10% increase in Non-Government Funding  2020 - 10% increase in Government Funding. 20% increase in Non-Government Funding |
| ***Implement an effective Development Strategy that inspires more investment in the arts.*** | * Establish a Development Task Force * Gather and promote testimonials that qualitatively illustrate the value of investment in the arts. * Document and distribute (via film, photography, lit, etc.) the good works being done as there are exponential interested potential audiences that simply weren’t communicated about the program. * Digitize and systematize giving across all plats. forms including onsite sales at events. * Sell sponsorship of previously unmarketed programmatic inventory. * Research and found a donor advisory committee. * Interview Development consultant/partner/contractor. | * Gather and promote testimonials that qualitatively illustrate the value of investment in the arts. * Document and distribute (via film, photography, lit, etc.) the good works being done as there are exponential interested potential audiences that simply weren’t communicated about the program. * Expand giving opportunities and sales at events * Continue to develop and sell sponsorship of programmatic inventory. * Foster and expand donor advisory committee. * Hire Development consultant/partner/contractor. * Expand Development subcommittees. | * Gather and promote testimonials that qualitatively illustrate the value of investment in the arts. * Document and distribute (via film, photography, lit, etc.) the good works being done as there are exponential interested potential audiences that simply weren’t communicated about the program. * Expand giving opportunities and sales at events. * Continue to develop and sell sponsorship of programmatic inventory. * Foster and expand donor advisory committee. * Develop subcommittees under Development for events (i.e. Arts Awards, SOTA, etc.) and programs. * Explore Endowment. |

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| **KEY STRATEGY** | **STATEGIC GOAL** | **2018** | **2019** | **2020** | **METRICS** |
| ***Broaden Access to the Arts*** | ***Expand Arts Education with a focus on underserved and diverse populations.*** | * Cultural Service Internships * Arts & Culture Career Development Curriculum (150 8th graders at YMLA / YWLA) * Field Learning Experiences with student cohorts of Career Development Curriculum * Lift Every Student (embedded artists in underserved schools) * APP Curriculum K-12. | * Cultural Service Internships * Arts & Culture Career Development Curriculum (200 8th graders at YMLA / YWLA) * Field Learning Experiences with student cohorts of Career Development Curriculum * Lift Every Student (embedded artists in underserved schools) * APP Curriculum K-12. | * Cultural Service Internships * Arts & Culture Career Development Curriculum (250 8th graders at YMLA / YWLA) * Field Learning Experiences with student cohorts of Career Development Curriculum * Lift Every Student (embedded artists in underserved schools) * APP Curriculum K-12. | 2018 - 150 8th graders studying the Careers in Culture curriculum. 30 rising 9th grade Cultural Service Interns on a specific summer project. 25 Cultural Service Interns in place at CSG orgs (16 y.o. and up). 3 Lift Every Student Instructors.  2019 - 200 8th graders studying the Careers in Culture curriculum. 50 rising 9th grade Cultural Service Interns on a specific summer project. 35 Cultural Service Interns in place at CSG orgs (16 y.o. and up). 6 Lift Every Student Instructors.  2020 - 250 8th graders studying the Careers in Culture curriculum. 60 rising 9th grade Cultural Service Interns on a specific summer project. 45 Cultural Service Interns in place at CSG orgs (16 y.o. and up). 9 Lift Every Student Instructors. |
| **KEY STRATEGY** | **STATEGIC GOAL** | **2018** | **2019** | **2020** | **METRICS** |
| ***Broaden Access to the Arts*** | ***Advance Policies and Practices of cultural equity that empower a just, inclusive and equitable city.*** | The above educational work PLUS:   * CSG assistance and best practice sharing via annual inclusion meetings * Non-CSG collaborative efforts with this lens. LaVilla Jazz Fest, etc. * Outreach via town halls, lectures, panels, and surveys. * PNC Arts Alive. * Lavilla Jazz & Heritage Festival (year one). * Floyd Norman Lecture * Deanna Haggag Lecture * Focus on new APP work in neighborhoods that currently do not receive the advantages of public art. * Host Diversity, Inclusion, and Equity Roundtable with Americans for the Arts! | The above educational work PLUS:   * CSG assistance and best practice sharing via annual inclusion meetings * Non-CSG collaborative efforts with this lens. LaVilla Jazz Fest, etc. * Continued outreach via town halls, lectures, panels, and surveys. * Renew! PNC Arts Alive * Lavilla Jazz & Heritage Festival (year two). * Continue lectures with a focus on diversity, inclusion, equity and representation * Focus on new APP work in neighborhoods that currently do not receive the advantages of public art. | The above educational work PLUS:   * CSG assistance and best practice sharing via annual inclusion meetings * Non-CSG collaborative efforts with this lens. LaVilla Jazz Fest, etc. * Publish comprehensive state of awareness and activities in the arts for all sections of the community. * Renew! PNC Arts Alive * Lavilla Jazz & Heritage Festival (year three). * Continue lectures with a focus on diversity, inclusion, equity and representation. * Focus on new APP work in neighborhoods that currently do not receive the advantages of public art. | 2018 - 2,000 citizens reached via outreach in person. Established Jazz Festival celebrating African American history, creative roots of the city. National roundtable on diversity.  2019 -3,000 citizens reached via outreach with lens on diversity & inclusion. Second year jazz fest.  2020 - 4,000 citizens reached with lens on diversity and inclusion. Third jazz fest. More than 5 diverse programs. |
| ***Serve as major information resource and promoter of arts and arts-related happenings.*** | * Print Catalog/Guide of 2018 work. * Continue development of website, blog, email newsletter and social media assets. * Propose partnerships with media outlets. * Research agency of record for communications and marketing. | * Print (expand) Catalog/Guide of 2019 work. * Continue development of website, blog, email newsletter and social media assets. * Research smartphone applications for events and APP. * Execute partnerships with media outlets * Hire agency of record for communications and marketing | * Print (expand) Catalog/Guide of 2020 work. * Continue development of website, blog, email newsletter and social media assets. * Execute (cont.) smartphone application for events and/or APP. * Execute additional partnerships with media outlets. * Hire agency of record for communications and marketing. | 2018 - 5,000 catalogs of the year in programming printed. 10% increase in web traffic and email open rate.  2019 - 10,000 catalogs. 10% increase year over year in web traffic and email open rate.  2020 - 15,000 catalogs. 10% year over year increase in web and email open rate. Campaign launch with creative agency. |

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| **KEY STRATEGY** | **STRATEGIC GOAL** | **2018** | **2019** | **2020** | **METRICS** |
| ***Engage the Community*** | ***Expand and strengthen our relationships and partnerships throughout the community.*** | * Continue participation in Cultural Fusion. * Grow partnership with Non-Profit Center. * Grow partnership with Durkeeville Historical Society. * Expand events out of the usual suspect locations and have events in outer parts of the county. * Create a partnership with dining and retail sector to support the clustering of cultural events with local activities including Culinary Arts. * Continue guest speaking circuit for clubs and organizations. * Continue to strengthen relationship with elected officials in city government by meeting with the administration and each city council member each year | * Review participation in Cultural Fusion. * Partner with Non-Profit Center on Diversity on boards and staff. * Grow partnership with Durkeeville Historical Society. * Host events out of the usual suspect locations and have events in outer parts of the county. * Create a partnership with dining and retail sector to support the clustering of cultural events with local activities including Culinary Arts. * Research Creative Forces with the NEA. * Continue guest speaking circuit for clubs and organizations. * Continue to strengthen relationship with elected officials in city government by meeting with the administration and each city council member each year | * Review participation in Cultural Fusion. * Partner with Non-Profit Center on Diversity on boards and staff. * Expand partnership with Durkeeville Historical Society on Lift Ev’ry Voice and Sing Park. * Host events in all parts of the county * Create a partnership with dining and retail sector to support the clustering of cultural events with local activities including Culinary Arts. * Apply for Creative Forces with NEA. * Continue guest speaking circuit for clubs and organizations. * Continue to strengthen relationship with elected officials in city government by meeting with the administration and each city council member each year | 2018 - Culinary Arts partnership launch. 1 new initiative with diverse non-profit.  2019 - NEA partnership or grant. National event headlined or hosted by Jacksonville.  2020 - national event headlined or hosted by Jacksonville. |

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| **KEY STRATEGY** | **STRATEGIC GOAL** | **2018** | **2019** | **2020** | **METRICS** |
| **Engage the Community** | ***Understand and respond to the needs of artists, art professionals and arts educators.*** | * Every Single Artist Lounge * PRO Network of Professional Development for artists * Artist/Entrepreneur Conference * Public Art Panels, Lectures & Charrettes * Continued communication of opportunities to artists. * Actively support Artist Live/Work projects for sustainable housing. | * Every Single Artist Lounge * PRO Network of Professional Development for artists * Artist/Entrepreneur Conference * Public Art Panels, Lectures & Charrettes * Continued communication of opportunities to artists. * Propose new Creative Capital curriculum. * Actively support Artist Live/Work projects for sustainable housing. | * Every Single Artist Lounge * PRO Network of Professional Development for artists * Artist/Entrepreneur Conference * Public Art Panels, Lectures & Charrettes * Continued communication of opportunities to artists. * Execute new Creative Capital curriculum. * Actively support Artist Live/Work projects for sustainable housing. | 2018 - 1,000 artists participating in the ESAL. 150 participants in Pro Dev Conference. 2 APP charrettes held.  2019 - 1,500 artists participating in ESAL. 200 participants in Pro Dev Conference. Artist Live/Work development announced. 4 APP charrettes/discussions held.  2020 - 2,000 artists participating in ESAL. 200 participants in ProDev Conference. Artist Live/work development under construction. 6 charrettes / discussions held. |
| ***Position Cultural Service Grant funded organizations and other arts organizations for growth and sustainable community impact.*** | * Continue CSG training on grant application and professional development. * Continue sourcing private grants for the county such as PNC Arts Alive. * Support grant development with letters of support and recommendation. * Explore capacity building with Community Foundation for small organizations. * Explore multi-year funding for CSG organizations. * Review CSG process and amend as needed for process improvement and excellence in grantmaking | * Continue CSG training on grant application and professional development. * Continue sourcing private grants for the county such as PNC Arts Alive. * Support grant development with letters of support and recommendation. * Establish capacity building workshop for level 3 organizations with Community Foundation. * Review CSG process and amend as needed for process improvement and excellence in grantmaking | * Continue CSG training on grant application and professional development. * Continue sourcing private grants for the county such as PNC Arts Alive. * Support grant development with letters of support and recommendation. * Establish capacity building workshop for level 2 organizations with Community Foundation. * Review CSG process and amend as needed for process improvement and excellence in grantmaking | **2018 - PNC Arts Alive** |