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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 $2.79mm35% increase in Government Funding. 10% increase in Non-Government Funding2019 - 10% increase in Government Funding. 10% increase in Non-Government Funding2020 - 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**  |