

United Arts of Central Florida
Updated Strategic Plan
Years: January 1, 2016—June 30, 2018

Mission: Enriching communities by investing in arts, science and history.
Values: Trust; Professionalism; Excellence; Inclusion, and Leadership

Strategies:

- I. Stabilize and broaden the financial base through focused development efforts
- II. Define and strengthen the United Arts Brand
- III. Ensure a consistent and transparent grantmaking process
- IV. Enhance and expand arts education initiatives & opportunities
- V. Develop a full-service, well-managed agency aligned with national best practices
- VI. Grow arts & culture through thoughtful leadership & partnerships

I. Stabilize and broaden the financial base through focused development efforts

A. Public Sector Funding

1. *Explore dedicated public sector funding stream*

Year 2016

- a. Meet with County and City elected officials
- b. Calculate needed funds from cultural community
- c. Agree upon source of dedicated funding stream
- d. Agree on partners for funding stream
- e. Establish advocacy base with cultural organizations

Year 2017

- a. Meet with state legislators on issue
- b. Begin advocacy effort

2. *Continue funding partnerships with Orange County, Orange County Public Schools, Osceola County, Osceola County Public Schools, Seminole County, City of Orlando and City of Winter Park – Goal: Grow each to \$1 per capita or more.* (Ongoing)

3. *Seek new three year funding from Osceola County*—Submit \$200,000 proposal for each of three years to the Dr. Phillips Foundation, matched by Osceola County to expand arts education services in Osceola (Spring 2016-2018)

4. ***Seek new funding match from Osceola Public School System*** to replicate Evans Career Pathways Program in Osceola County—funds will be matched by JP Morgan Chase (Two year effort starting Fall 2017)
5. ***Seek new, ongoing, funding from Lake County*** Proposal for \$100,000 to Lake County Economic Development Department—to be repeated on an annual basis for re-granting and technical assistance rendered to cultural groups in Lake County (Spring 2016, then ongoing)

B. Private Sector Funding

1. Continue to broaden funding beyond the Trustee model

a. *Maintain and grow the annual collaborative fundraising campaign*

- 1) Increase visibility of campaign (2016 and ongoing)
- 2) Start billboard campaign (March 2016)
- 3) Start weekly press releases (March 2016)
- 4) Work with Bright House to do PSA's for campaign (2016 and ongoing)
- 5) Hold kickoff event Dec 3, 2016 with collaborative partners and ethnic chambers at Loch Haven Park – target 4 sponsors for event
- 6) Hold kickoff and expand to 10 sponsors (December 2017)

b. *Commit to new donor acquisition*

1) Cultivation events

- a) *Year 2016*: Hold three cultivation events aimed at engaging current donors and also hold cultivation events in diverse communities in partnership with groups within those communities.
 - Hold reception with Mayor - goal is to have 150 people at event (February 2016)
 - Hold cultivation event with African-American community (April 2016)
 - Hold cultivation event with Gay/Lesbian community (July 2016)
- b) *Year 2017*: Expand cultivation events to new communities like beauty salon community and specialty pharmaceuticals.
- c) *Year 2018*: Expand cultivation events to new communities.

2) Texting program

- a) *Year 2016*: Launch texting program (for fundraising & marketing) targeted at engaging millennials
 - *Year 2016*: Have 2,500 new text numbers first year (Starting in March 2016)
 - *Year 2017*: Have 5,000 new text (Starting in March 2017)
 - *Year 2018*: Goal is to have 7,500 new text numbers (Starting March 2018)

3) Challenge campaigns

- a) *Year 2016*: Have bi-monthly challenge campaigns targeting different groups and associations; for example law firms, banks, accountants, chambers, tech industry and educators. Goal is to raise \$50,000
- b) *Year 2017*: Raise \$100,000 from challenges
- c) *Year 2018*: Raise \$250,000 from challenges

c. Increase Board participation and strengthen Development Committee

- 1) *Year 2016*: Have 100 percent board participation

a) Board development

- *Year 2016*: Hold Board development sessions to encourage board participation in fundraising
- *Year 2017*: Continue Board engagement sessions but expand length of Board engagement sessions
- *Year 2018*: Continue Board engagement sessions

b) Board goals

- *Year 2016*: Goal of Board to raise \$250,000 for *Arts for ALL* Funds
- *Year 2017*: Goal of Board to raise \$350,000 for *Arts for ALL* Funds
- *Year 2018*: Goal of Board to raise \$450,000 for *Arts for ALL* Fund

c) Board rewards

- *Year 2016*: Create rewards system for Board members who meet their goal

d. *Grow Workplace Giving Campaigns*

**1) Create Florida Blue partnership to enhance workplace giving campaigns—
Define and launch (Spring 2016)**

a) Year 2016

- Cement Florida Blue giving of \$30,000 to pay for arts experiences at workplace giving sites
- Create with Florida Blue a list of 20 new companies to solicit for workplace giving campaigns
- Create menu of art experiences from groups we fund
- Create work agreement for Arts groups

b) Year 2017

- Expand volunteer ambassador program for encouraging employees at companies to support United Arts
- Expand arts experience to more companies—particularly lapsed companies
- Create rewards system for higher level donations

2) Update workplace giving materials

a) Year 2016: Create coordinated materials for workplace giving campaigns to engage companies throughout the year

- Institute lapsed workplace giving direct re-solicitations
- Produce a PowerPoint presentation and update video for use in presentations that tell a comprehensive and engaging story about United Arts and its cultural partners, and that uses key message points (economic development and educational programming). Quality of both should reflect new marketing standards.
- Develop collateral materials to better engage workplace giving companies' coordinators prior to presentation and to help them explain United Arts and workplace campaigns to their employees
- Develop cultivation materials to engage employees year-round

b) Year 2017

- Launch a volunteer speaker's bureau to train presenters to help with volume of workplace giving presentations

e. *Launch a Major Gifts (\$10,000+) program*

Year 2016

- 1) Create donor levels and benefits for major donor program
- 2) Focus on reengaging and reacquiring lapsed major donors and trustees
- 3) Engage strong Development Committee to assist in solicitation of gifts
- 4) Begin working with major gift facilitators like WealthEngine to identify strong local prospects. Take the list currently in-house and vet first with the Executive Committee and begin outreach to 25 prospects.

Year 2017

- 5) Continue engagement of restored donors. Continue prospect identification and research with WealthEngine. Solicit 50 additional names from the WealthEngine list.

Year 2018

- 6) Continue engagement of restored donors and secure new prospect lists. Solicit 50 additional names from the new list.

f. *Corporate Leadership Council program*

Year 2016

- 1) Create Business Leadership Council with levels and benefits for corporations (March 2016)
- 2) Expand outreach to corporations two to three meetings per week with corporate decision makers (March 2016)

g. *Launch Exporting Arts to underrepresented communities*

Year 2016

- 1) Launch Lake Nona collaboration with Nemours and Tavistock
- 2) Research other underrepresented communities and senior communities

Year 2017

- 3) Expand to three other communities

Year 2018

- 4) Expand to five other communities

h. Planned giving

Year 2016

- 1) Begin solicitation of bequests and IRA rollovers at end of year. Explore relationship with Central Florida Foundation.

- 2) Begin identification and solicitation of specific planned giving prospects from the invigorated donor file.

Year 2017

- 3) Develop a charitable giving annuity (CGA) program; begin solicitation of CGAs

i. Aggressively research new national foundation opportunities to support existing programs

Year 2016

- 4) Research 10 new foundations who support the arts, science and history
- 5) Do outreach to these organizations

II. Define and strengthen the United Arts brand

A. *Meet with Sentinel Editorial Board on State of the Arts to establish United Arts as a voice of the arts* (Annually/ongoing)

B. *Enhance marketing efforts*

1. *Brand/Messaging*

- a. Refocus all messaging for consistency and to key messages of economic development and educational programming (Year 2016/Summer)
- b. Expand brand & United Arts recognition as United Arts exports cultural programs into Medical City and other communities
- c. Expand brand & United Arts recognition within Central Florida's ethnically diverse communities
- d. Expand brand & United Arts recognition throughout Central Florida via booth presence at and/or sponsorship of community events

2. *Collateral materials*

- a. Improve quality of all marketing materials & ensure that all materials showcase Central Florida's diverse communities (including OrlandoAtPlay.com and development materials)
- b. Design of tri-fold brochure to promote who United Arts is

3. *Website*

- a. Refresh and maintain brand consistency (Ongoing)
- b. Drive traffic to website and then to giving pages through social media, advertising, direct mail and public relations. Develop banner ads to raise United Arts visibility among broad donor base (Ongoing)

- c. Add separate page for research—materials for AEP5 study partners, reports and resources (Spring 2016)

4. *Raise awareness of the availability of arts & cultural programming to ethnically diverse communities in Central Florida*

- a. Present four target marketing to diverse communities panel discussions for all groups (November 2015-June 2016)
- b. Create target marketing focus groups for Hispanic, African-American, Asian, and Caribbean communities for all groups (January-March 2016)
- c. Design a collaborative marketing campaign focused on raising access to the arts by diverse communities (May 2016)
- d. Hold outreach event to ethnic communities at Loch Haven Park with cultural groups and ethnic chambers (December 2016 and ongoing)

5. *Expand use and readership of United Art's event website: OrlandoAtPlay.com*

- a. Analyze user demographics from Google Analytics (Ongoing)
- b. Maximize spending of Google AdWords Grant funding in order to maintain current budget and be eligible for funding increases (Ongoing)
- c. Develop a comprehensive marketing plan to attract both residents and tourists to arts and cultural events site (Annually November – December)
- d. Develop push communications for user demographics using demographic-effective avenues (Ongoing)
- e. Work with local government and chambers to integrate OrlandoAtPlay.com with RSS (Rich Site Summary) feeds on their websites (Ongoing)
- f. Increase postings on the site for counties that are underrepresented (Ongoing)

6. *Orlando Arts Magazine*

- a. Increase online presence
 - 1) Dedicated website with link to United Arts website (Ongoing)
 - 2) Expand Facebook presence (Ongoing)
- b. Increase readership
 - 1) Expand distribution by 10% (Year 2016) – currently 101 distribution points, including 33 FAIRWINDS locations with an annual distribution of 114,000 or 19,000 per issue
 - a) Seek new, major distribution partners in four-county region
 - b) Increase page count by four pages (Year 2017)

- 2) Conduct a focus group for quantitative analysis (Year 2017)
 - 3) Introduce a Hispanic section featuring Hispanic artists/performers (*Vision Magazine*, Hispanic Chamber publication, is being eliminated due to cost) (Year 2017)
 - 4) Continue to encourage the cultural organizations to pitch stories throughout the year (Year 2016)
- c. Increase revenue to support quality of publication
- 1) Solidify new advertising partnerships (Ongoing)
 - 2) Improve quality of magazine and images by working with our graphic artist and the groups to provide stronger photography (Year 2016)

III. **Ensure a consistent and transparent grantmaking process**

A. ***Operate Grants Programs***

1. ***Continue three-tier Operating Support Grants***, for Large-, Midsize- and Small-budget funding levels. Continue to assist grantees with specific issues in response to panel comments (Ongoing)
2. ***Create Cultural Diversity Subcommittee of Standards & Allocations*** to make recommendations to the Operating Grant Application regarding diversity efforts (Spring 2016)
3. ***Continue Mini Grant category*** for nonprofits under \$25K budget with awards decided by Executive Committee. Continue to reach out to culturally diverse and grassroots organizations who are unaware of the grant opportunity. (Ongoing)
4. ***Address Dr. Phillips Center for the Performing Arts potential effect*** on grants and fundraising through Standards & Allocations committee discussion (Spring 2016)
5. ***Evaluate whether to fund organizations*** in counties whose governments do not currently contribute funds (Annually and ongoing)

B. ***Grant Administration Oversight***

1. ***United Arts Grant Programs***

- a. Grant reporting is adequate to ensure fiscal accountability on the part of the grantee (Ongoing)
- b. Grant reporting provides equal emphasis on programming, fiscal accountability and governance (Ongoing)

2. ***Orange County grant programs and other fiduciary programs***

- a. Grant reporting provides relevant information to ensure the goals and objectives of the Cultural Tourism and Cultural Facilities Funding programs are being met (Ongoing)
- b. Contractual obligations and grantee requirements are confirmed (Ongoing)
- c. Grant pay reports are reviewed and disbursed in a timely manner (Ongoing)
- d. Fiduciary—funds received from Orange County are accounted for in a concise and transparent manner (Ongoing)
 - 1) Measurement—program is audited as part of the annual United Arts audit (Annually and ongoing)
- e. Data Collection—reporting allows for relevant and timely data collection

3. ***General grants oversight***

- a. Grant funds are disbursed in a timely manner (Ongoing)
- b. Grant reporting does not place undue burden on the grantee (Ongoing)

4. ***Technology***

- a. Determine worth of purchasing new module from grants database vendor which would cost an additional \$2,000 per year. The new module is accumulating additional features over time as the software is developed, which may include needed batch functionality, as well as connectivity with other funders' applications to save applicants entry time. (Ongoing)

IV. Enhance and expand arts education initiatives & opportunities for children and adults to have access to and experience the arts

A. Arts education programs & new funding

1. ***Osceola County***

- a. Continue expansion of Arts Education funding to programs in Osceola County in partnership with Osceola School District (as funds are available) (Year 2016-2018)
- b. Create a Principals Appreciation Breakfast in Osceola County (May 2016; then ongoing)
- c. Assist Osceola County Superintendent and Fine Arts Coordinator with equipment and facilities needs research to turn a new STEM high school into a STEAM high school that meets the needs of “back of house” curriculum to be designed.

- d. Replicate the Orange County Evans High School Career Pathways curriculum program, in Osceola; seek funding from JP Morgan Chase, \$150,000 per year for two years to assist with planning and coordination of project. (Grant submittal; March 2016, implementation September 2016 then ongoing, through 2018)

2. ***Orange County***

- a. Continue coordination of Evans High School, Career Pathways programming; complete internship designs (2016)
- b. Seek JP Morgan Chase funding for 30 internships (2017)
- c. Continue Principals Appreciation Breakfast in Orange County. (February 2016, annually, ongoing)
 - 1) Add scoring system for Arts Principal Award to better highlight best practices used by principals to support the arts in their schools (2016/Fall)
- d. Maintain Orange County Public Schools funding agreement and increase funding by 10% to cover additional costs for DPAC residencies (2016 and ongoing)
- e. Arts Engagement Mini-Grants: Continue offering Arts Engagement Mini-Grants to Orange County projects that provide arts education to out-of-school audiences such as toddlers, adults, and seniors, as well as summer and after-school programs. (Ongoing)

3. ***Lake and Seminole counties***

- a. Continue offering small grants for teachers to bring approved arts education programs to their schools, as funding is available (Ongoing)
- b. Continue to seek funding agreements with Lake and Seminole county school systems to expand teacher grants when match funding is available (Annually and ongoing)

4. ***UAArtsEd.com arts education website***

- a. Continue online directory of arts education programs available to schools and summer camp opportunities. Expand as additional organizations develop new programs. (Ongoing)
- b. Continue offering small grants for teachers to bring approved arts education programs to their schools, as funding is available. (Annually and ongoing)

5. ***Review arts education programs***

- a. Conduct panel review of arts education programs by public school educators to offer recommendations for improvement for lesson plans and program offerings. (Ongoing)

- b. Add to existing teacher surveys specific educational standards that each arts education program will meet, to evaluate effectiveness in reaching desired outcomes. (Year 2016 and ongoing)
- c. Add outcomes to Arts Engagement Mini-Grant reporting requirements, to evaluate learning gains and quality of life improvement resulting from the funding. (Year 2016 and ongoing)

V. Develop a full-service, well managed agency aligned with national best practices

A. *Marketing/Events*

1. Create United Arts video with multiple versions of varying lengths for appropriate marketing needs (2016)
2. Explore ways to drive consumers to cultural events website (www.OrlandoAtPlay.com) (Ongoing)
3. Place Power2Give fundraising website on 6-month hiatus until merger with Fractured Atlas is complete and all processes are tested and working (2016)

B. *Individual Artists*

1. Subcontract with four to five visual & performing arts groups who work with individual artists to identify worthy artists to conduct community-based projects, through the Artists in Communities Grant program.
2. Partner with Orlando Repertory Theatre's ELTA (Engaged Learning through the Arts) program, which provides annual training for potential teaching artists, to create a roster of "approved artists" that can work in communities and schools and be featured on UAArtsEd.com. (Ongoing)

C. *Capacity Building*

1. Support Capacity Building series for small and midsize groups in partnership with Edyth Bush Leadership Institute Rollins College, funded by Wells Fargo (2016)
2. Work with Edyth Bush Leadership Institute to host "Planned Giving Workshops" for cultural groups (Summer/Fall 2016).
3. Cultivate future nonprofit leadership through opportunities for training in arts management (Ongoing)
 - a. Maintain Internship program/mentoring
 - b. Participate in speaking engagements or panels for area college students
 - c. Provide or utilize volunteer opportunities for research assistance, as available

D. *Research*

1. Publish the Americans for the Arts study: the *Arts & Economic Prosperity, the Economic Impact of Nonprofit Arts and Culture Organizations and Their Audiences*. (Every 5 years, participate in AEP5 data collection in 2016; reports due Summer 2017)
2. Publish Creative Industries data, bi-annually, as available through Americans for the Arts and Dun & Bradstreet (Reports due Summer 2017)
3. Aggregate data from funded projects for Cultural Tourism and Cultural Facilities Funding evaluation and data repository (Annually) – (Compile statistics, historical information, return on investment, numbers of audience served, etc. (Ongoing)
4. Maintain partnership with Central Florida Foundation for use of the Nonprofit Search portraits that support grant review process (Ongoing)

E. *Contract Services*

1. Provide cost-effective services for the arts and cultural community in a manner that enhances their ability to provide programming while compensating United Arts in an equitable manner (Ongoing)
 - a. Export cultural programming to Medical City (Spring 2016 and ongoing)
 - b. Target other communities such as Windemere and The Villages for similar programming export (Summer 2016 and ongoing)
 - c. Cover administrative costs for planning any new initiatives including: Medical City export program, and both Evans High School Program and proposed Osceola program (Ongoing)

F. **Operations Plan (Internal): Maintain a well-managed agency aligned with national best practices**

1. **Board:** Ensure an active and engaged board with 100% contribution and participation appropriately to provide fiscal and policy oversight (Ongoing)
2. **Volunteers:** Establish structured committees for all major areas of operations comprised of volunteers from the board and community at large with appropriate skill sets and levels to forward the mission and goals of the organization (Year 2016)
3. **Maintain Nominating Committee** that meets over a six-month timeframe to wisely select the board members that best meet United Art's needs (Year 2016/Quarter 1)
4. **Identify key industries and companies** from which to recruit Board members
 - 1) Review board performance & financial contribution annually
 - 2) Ensure Board diversity

5. **Name a small Administrative/Financial Task Force** (Year 2016/Quarter 2) to assess & recommend:
 - 1) Financial policies: cash reserve, investment, etc.
 - 2) Budget design that fits Development & Grants Department needs
 - 3) Separation of duties
6. **Maintain a small Human Resources Task Force** to review & update Personnel Policies and Procedures on an annual basis (Ongoing)
7. **Build qualified and effective staff team**
 - 1) Conduct weekly staff meetings to keep staff apprised of agency activity
 - 2) Conduct annual staff reviews
 - 3) Establish merit system pay raises, as funds become available
 - 4) Ensure proper training for staff through workshops & conference attendance
 - 5) Personnel—provide relevant and competitive compensation, benefits and services to staff, including health, retirement, paid time off and continuing education opportunities
8. **Update Software & Equipment**
 - 1) Evaluate several donor management software programs to replace current product that will no longer be supported due to aging platform (Year 2016/Quarter 1)
 - 2) Design and implement plan for entire database conversion and new product training (Year 2016/Quarter 1)
 - 3) Evaluate equipment needs, replace as necessary (Ongoing)

G. Ensure Fiscal Accountability

1. **Audit and Finance Committee**—maintain a functioning committee that meets quarterly to review the financial operations of the organization (Ongoing)
 - a. Recruit volunteers with expertise in tax, audit, finance and law to serve on the committee (Ongoing)
2. **Compliance**
 - a. Renew all required business registrations and certifications in a timely manner (Ongoing)
 - b. Conduct an external audit of the organization's books on an annual basis. Ensure report is clear and concise and presents an easy to understand and transparent picture of the organizations operations. (Ongoing)

- c. Prepare and file the organization's tax return annually. Ensure return is clear and concise and presents an easy to understand and transparent picture of the organizations operations. (Ongoing)
 - d. Payroll and payroll taxes—ensure staff is paid in a timely manner and all related payroll taxes are deposited in accordance with IRS regulations (Ongoing)
3. **Vendors**—Process and pay vendor and grantee payment requests in a timely manner. Prepare and file vender 1099's annually (Ongoing)
4. **Receivables**—Provide donors with timely and accurate records of their gifts and pledges. Remind donors of past due pledges in a timely and courteous manner (Ongoing)
5. **Internal controls**
 - a. Ensure donor information is handled and stored in a secure manner (Ongoing)
 - b. Ensure organization assets are safeguarded and accounted for in accordance with GAAP (Ongoing)
6. **Resource allocation**
 - a. Ensure organization's resources are allocated in a manner to maximize the goals and objectives set forth through its Board approved strategic objectives. (ongoing)
 - b. Approve annual resource allocation annually. Resource allocation is approved via the approval of a formal budget detailing the organization's revenue sources and expenditures at the organization's annual meeting held in June each year. (Annually in June)
7. **Risk Management**—Ensure organization carries insurance which comprehensively protect the organization, its employees and the Board of Directors (Ongoing)
8. **Governing documents**—Review and update the organization's key documents:
 - a. Strategic Plan (Ongoing)
 - b. Personnel Policies and Procedures (Annually)
 - c. Financial Policies and Procedures including an investment policy (Annually)
 - d. Approved budget (Annually)
9. **Additional documents**—Review and update the organization's whistleblower policy, document retention policy and a fundraising plan. (2016)
10. **Expense recoup**—Review services provided and examine opportunities to recoup expenses in a competitive manner for development, database services, payroll services, research, etc. (Annually)

VI. Grow arts & culture through thoughtful leadership & partnerships

A. *Diversity—Capacity Building for culturally diverse organizations* (Year 2016-2017)

1. Identify culturally diverse organizations and artists in Central Florida and make sure they have information about United Arts services
2. Partner with the City of Orlando to provide bi-lingual technical assistance workshops to Latino Groups and individual artists. Seek partner to expand bi-lingual workshops into Osceola County
3. Explore national funding sources that support efforts towards cultural diversity

B. *Diversity—Assist organizations with expansion of diversity efforts*

1. Host Diversity Workshop focused on marketing, sensitivity to diverse cultures, and diversifying boards (Year 2016/Quarter 1)

C. *Diversity*— Host free open house at Loch Haven Park with cultural groups on December 3 and invite diverse communities (December 2016 and ongoing)

D. *Diversity*—Continue to diversify Board, grant panels, and all United Arts Committees to be reflective of the demographics of Central Florida (Ongoing)

E. *Convener*

1. Conduct at least two community-wide networking gatherings, presentations & panel discussions on issues pertinent to cultural community
2. Host annual State of the Arts presentation in partnership with Central Florida Foundation (Fall 2016)
3. Conduct a series of Diversity Workshops (Spring 2016)
4. Host United Arts Annual Board Meeting open to the public (June)
5. Host monthly meetings with funded organizations' Executive Directors to discuss topics of interest (Ongoing)

F. *Partnerships to raise awareness of cultural issues and expand resources*

1. Continue funding partnerships with Orange County, Orange County Public Schools, Seminole County, City of Orlando and City of Winter Park (Ongoing)
2. Develop funding partnerships with Lake and Osceola counties (2016)
3. Partner with Central Florida Foundation to inform Grant review processes from the Nonprofit Search database (Ongoing)
4. Participate/Host Statewide Arts Agency networking meetings (Spring 2016)
5. Update and disseminate Creative Industries data (Update every two years)

6. Participate in meetings with Orange County Arts & Cultural Affairs, its Advisory Council, and related Board of County Commissioners' meetings (Ongoing)
7. UA appoints member of Orange County Arts & Cultural Affairs Advisory Council (Replacement term ends 2017; can serve 2 two-year terms)
8. Participate in regional arts education forums to share and gather best practices (Annual)
9. Partner with the Edyth Bush Leadership Institute on capacity building for nonprofits as well as identifying potential members to serve on nonprofit boards (2016)
10. Continue to work with Funders Forum to discuss focused and strategic funding to cultural sector (Ongoing)
11. Participate with Americans for the Arts and other national arts Listservs, associations, conferences and information-sharing on industry changes, best practices, and services (Ongoing)
12. Partner with Visit Orlando, publisher of *Orlando Arts Magazine*, *Unexpected Orlando*; and workshops in promoting the arts (Ongoing)
13. Continue participation with the Orlando Chamber, EDC & Central Florida Partnership to raise visibility & awareness of the value of arts & culture with business leaders

G. Advocacy—Act as “voice of the arts” in the community

1. Advocate on issues important to the Central Florida cultural community (Ongoing)
2. Seek public sector dedicated funding stream (Ongoing)
3. Inform press & community leaders of State of the Arts (Ongoing)
4. Meet annually with Sentinel Editorial Board on State of the Arts (Ongoing)
5. Maintain membership in Florida Association of Local Arts Agencies (FALAA) (Ongoing)
6. Participate in statewide Florida Cultural Alliance conference calls and advocacy regarding state of Florida grant funding (Ongoing)
7. Coordinate Advocacy efforts for Central Florida in support of the Florida Council on the Arts
8. Participate in statewide advocacy conference calls as led by FALAA (Ongoing)