

United Arts of Central Florida

Updated Strategic Plan

Years: July 1, 2018—June 30, 2021

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 2018

- 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
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)*

B. Private Sector Funding

1. Corporate Giving

a. Corporate pursuits

- 1) *Year 2018: Pursue 3 new corporations every month and follow up with the prior month's corporations to develop relationships.*
- 2) *Year 2019: Pursue 3 new corporations every month and follow up with the prior month's corporations to develop relationships.*
- 3) *Year 2020: Pursue 4 new corporations every month and follow up with the prior month's corporations to develop relationships.*

b. Development Committee and existing corporate relationships

- 1) *Year 2018: Work with the Development committee to find possible connections with the 3 monthly corporations*

- 2) *Year 2019*: Work with the Development committee to find possible connections with the 3 monthly corporations
 - 3) *Year 2020*: Work with the Development committee to find possible connections with the 4 monthly corporations
- c. Establish Corporate Leadership Council Program
- 1) *Year 2019*: Create Business Leadership Council with levels and benefits for corporate participation
 - 2) *Year 2019 and ongoing*: When pursuing corporate relationships, inform them about the Corporate Leadership Council Program
- d. Workplace giving campaigns: For more information, please see information under “Individual Giving” and then “Workplace Giving Campaigns”
2. Foundations
- a. Research National foundation opportunities:
- 1) Research 1 new foundation monthly that supports the arts, science, and history.
 - 2) Outreach to these organizations after discussing with the development board regarding contacts they may have with that foundation.
- b. Work with large foundations to make a national impact on the arts.
- 1) *Year 2018*: Establish a national arts coalition and organize materials to submit for diversity and inclusion grant funding.
 - 2) *Year 2019 and ongoing*: Facilitate diversity outreach programming in Central Florida and maintain open contact with other art funds groups to obtain data on the impact of the arts on diversity.
- c. Launch Exporting Arts to underrepresented communities
- 1) *Year 2018*: Expand to 4 new and diverse communities
 - a) The Villages
 - b) Lake County
 - c) Those in need of Arts and Healing0 programming
 - d) Disability
 - 2) *Year 2019*: Expand to 3 new and diverse communities while continuing the relationships with the communities from 2018.
 - a) Seniors
 - b) Homelessness
 - c) Veterans
 - 3) *Year 2020*: Expand to 3 new and diverse communities while continuing relationships with those from 2018 and 2019.

3. Individual Giving

a. New Donor Acquisition

1) Cultivation Events

- a) *Year 2018 and ongoing*: Hold cultivation events with diverse communities aimed at engaging current donors in partnership with groups within those communities.
- Hold cultivation event with African-American community (January 2018)
 - Hold cultivation event with Latino community (March-April 2018)
 - Hold Cultivation event with Asian community (May-June 2018)
 - Hold cultivation event with LGBTQ+ community (July-August 2018)
- b) *Year 2018 and ongoing*: Expand cultivation events to new communities like the beauty salon community and specialty pharmaceuticals.

2) Mobile Giving

- a) *Year 2018*: Launch mobile-giving program (for fundraising & marketing)
- *Year 2018*: have 3 to 5 groups engaged in the mobile giving program
 - *Year 2019*: have 3 to 5 new groups engage in the mobile giving program while retaining 50% of users from prior year
 - *Year 2020*: have 3 to 5 new groups engage in the mobile giving program while retaining 50% of users from prior year

3) Challenge Campaigns

- a) Retail stores: Work with local retail stores to host events United Arts where proceeds benefit
- *Year 2018*: Create partnerships with 3 retail stores to host events for UA.
 - *Year 2019*: Create partnerships with 3 new retail stores to host events for UA while retaining 50% of store participation from prior year.
 - *Year 2020*: Create partnerships with 3 new retail stores to host events for UA while retaining 50% of store participation from prior years.
- b) "Feed Your Soul" Campaign: Solidify the program that will create partnerships with local restaurants and provide UA further funding.
- *Year 2018*: Engage 3 restaurants to participate in the "Feed Your Soul" Campaign
 - *Year 2019*: Engage 6 restaurants to participate in the "Feed Your Soul" Campaign
 - *Year 2020*: Engage 10 restaurants to participate in the "Feed Your Soul" Campaign

4) Sustainer Program

- a) *Year 2018*:
- Test the pilot for the sustainer program for direct mail. Find a reputable mail list company and send out letters to 5,000 new potential donors from diverse communities and new neighborhoods.
 - Bring sustainer information to festivals and events to promote our sustainer program in diverse communities.
 - Send a separate mailing to existing donors that gave less than \$100 to UA last year.

- b) *Year 2019*: Pending the success of the pilot program, will determine whether we continue or not. If it is successful, then we will make our goals from 2018 an ongoing goal.
- b. Board Participation and Strengthen Development Committee
- 1) Reach 100% Board Participation (2018 and Ongoing)
 - 2) Board Development/Engagement
 - a) *Year 2018 and ongoing*: Continue holding Board development sessions to encourage Board participation in fundraising
 - b) *Year 2018 and ongoing*: Continue Board participation contracts that defines what each board member hopes to contribute to United Arts and their fundraising goals.
 - 3) Board Goals → Give/Get
 - a) *Year 2018*: Goal of Board to raise \$50,000
 - Examples of ways to raise funds include “Friendraisers,” Sustainer challenge of encouraging potential donors to join as a sustainer, and mobile giving campaigns
 - b) *Year 2019*: Goal of Board to raise \$75,000
 - Examples of ways to raise funds include “Friendraisers,” Sustainer challenge of encouraging potential donors to join as a sustainer, and mobile giving campaigns
 - c) *Year 2020*: Goal of Board to raise \$100,000
 - Examples of ways to raise funds include “Friendraisers,” Sustainer challenge of encouraging potential donors to join as a sustainer, and mobile giving campaigns
 - 4) Board Recognitions
 - a) *Year 2018*: Create Recognitions system for Board members who meet their goal (December 2018)
 - *3 things a board member must do to get a pin*:
 - Provide \$1,000 in Give/Get
 - Attend 3 meetings
 - Follow through with Board Participation events
 - Description of Recognition System:
 - Becoming a Board Member: Receive a UA Board Pin
 - 1st Year: Bronze
 - 2nd Year: Silver
 - 3rd Year: Gold
 - b) *Year 2018 and ongoing*: Board Reception party where members are recognized for outstanding achievements (June 2018)
- c. Workplace Giving Campaigns
- 1) Through corporate relationships we want to increase workplace giving accounts
 - a) *Year 2018*: expand the workplace giving sites to 2 new corporate locations
 - b) *Year 2019*: Expand the workplace giving sites to 2 new corporate locations while engaging the 2 workplace giving sites from 2018
 - c) *Year 2020*: Expand the workplace giving sites to 2 new corporate locations while engaging the 4 workplace giving sites from 2018 and 2019

- 2) Update workplace giving materials (as needed)
 - a) *Year 2018*: Created workplace giving video that should last the next 5 years
 - b) *Year 2018 and ongoing*: Create coordinated materials for workplace giving campaigns (as needed) that are responsive and engaging to the particular corporation and their interests in supporting United Arts.
 - 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
 - c) *Year 2019*: Continue to engage Board members to speak on behalf of United Arts at workplace giving presentations.

- d. Planned Giving Program
 - 1) *Year 2018*: Launch an education process of Planned Giving to the local cultural institutions in Central Florida (May 2018).
 - a) Find a legal representative to inform the United Arts staff on Planned Giving.
 - 2) *Year 2019*: Begin solicitation of bequests and IRA rollovers at end of year.
 - a) Explore relationship with Central Florida Foundation.
 - b) Go through an education process with current United Arts Board members regarding Planned Giving.
 - 3) *Year 2020*: Develop a charitable giving annuity (CGA) program; begin solicitations of CGAs.
 - a) Provide workshops to local cultural institutions about Planned Giving.
 - b) Begin identification and solicitation of specific planned giving prospects from the invigorated donor file.

4. Collaborative Campaign
 - a. Publicly: Maintain and grow the annual collaborative fundraising campaign
 - 1) Increase visibility of campaign (2018 and ongoing)
 - 2) Start annual billboard campaign (March 2018)
 - 3) Start weekly press releases (February 2018)
 - 4) Work with media partners and advisory groups to expand audiences
 - 5) Hold Collaborative Campaign Kickoff event February 2018 and 2020 with collaborative partners, media partners, donors, and political officials--with a goal of 4 sponsors.
 - 6) Hold an Arts for *ALL* Day type of event in 2019 and 2021 to kick off the Collaborative Campaign—with a goal of 10 sponsors

 - b. For the Collaborative Partners: Maintain and grow the annual collaborative fundraising campaign
 - 1) Provide resources to onboard new/ returning staff
 - a) *Year 2018 and ongoing*:
 - Provide at least 3 workshops per year to inform and clarify the collaborative campaign
 - Educate and encourage at the summit and debrief

- Provide marketing guidance and assistance
 - Continue to foster a positive approach to the Collaborative Campaign
 - Encourage 7% growth annually which is the average national rate of growth for nonprofits
- c. Maintain and grow the Arts for *ALL* Fund
- 1) Year 2018: Raise \$350,000 for *Arts for ALL* Fund
 - 2) Year 2019: Raise \$375,000 for *Arts for ALL* Fund
 - 3) Year 2020: Raise \$400,000 for *Arts for ALL* Fund

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. Create/update United Arts annual marketing plan, outlining the organization's branding, marketing and communications efforts (Annually)
 - b. Expand brand and United Arts' recognition as United Arts exports cultural programs into new communities (Ongoing)
 - c. Expand brand and United Arts recognition throughout Central Florida via booth presence at a minimum of fourteen community events per year (Ongoing)
 2. *Collateral materials*
 - a. Update all marketing materials (including OrlandoAtPlay.com and development materials) for relevancy; ensure that all materials reflect Central Florida's diverse communities and offerings (Annually)
 - b. Create branded materials, as needed, to promote new and existing United Arts campaigns and initiatives
 3. *Website – UnitedArts.cc*
 - 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)
 4. *Raise awareness of the availability of arts & cultural programming to ethnically diverse communities in Central Florida*
 - a. Expand brand and United Arts recognition within Central Florida's ethnically diverse communities, as outlined in United Arts' marketing plan (Ongoing)
 - 1) Continue building relationships with diverse community leaders, influencers and media outlets (Ongoing)
 - 2) Continue building upon and leveraging target marketing focus groups for Hispanic, African-American, Asian, and Caribbean communities for all cultural partners (Ongoing)

- 3) Design a collaborative marketing plan to launch a joint-campaign, in collaboration with Americans for the Arts and select United Arts Funds, within the US, focused on raising access to the arts for diverse communities (2018)
 - 4) Hold outreach event (*Arts for ALL Day*) to ethnic communities at Loch Haven Cultural Park, in collaboration with cultural partners and *Orlando Weekly's* annual *Artlando* event (February 2019)
5. *Expand use and readership of United Arts' event website: OrlandoAtPlay.com*
 - a. Expand ways to drive consumers to cultural events website (www.OrlandoAtPlay.com) (Ongoing)
 - b. Analyze site user demographics from Google Analytics and incorporate findings in marketing strategies (Ongoing)
 - c. Maximize spending of Google AdWords Grant funding in order to maintain current budget and be eligible for funding increases (Ongoing)
 - d. Develop a comprehensive marketing plan to attract both residents and tourists to arts and cultural events site (Annually in September)
 - e. Develop push communications by user demographics using demographic-effective avenues to more effectively attract users (Ongoing)
 - f. Work with local government and chambers to integrate OrlandoAtPlay.com with their websites (Ongoing)
 - g. Increase postings on the site for counties that are underrepresented (Ongoing)
 - h. Round out offerings on the site by growing public art and dining offerings (ongoing)
 6. *Orlando Arts Magazine*
 - a. Increase online presence
 - 1) Dedicated website with link to United Arts website (Ongoing)
 - 2) Expand Facebook presence with strategic tie to UA development message. (Summer 2018)
 - b. Increase readership
 - 1) Expand distribution by 10% (Year 2018) – currently 110 distribution points 22,000 per issue
 - a) Seek new, major distribution partners in 4-county region
 - b) Increase diversity of coverage, both organizations and programs (Year 2018)
 - c) Continue to establish best practices for writers (Ongoing)
 - d) Continue to encourage the cultural organizations to pitch stories throughout the year (Year 2018)
 - e) Increase revenue to support quality of publication (Ongoing)
 - f) Solidify new advertising partnerships (Ongoing)
 - g) Improve quality of magazine and images by working with our graphic artist and the groups to provide stronger photography (Year 2018)

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. *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)
3. *Continue Diverse Programming Grant category* for organizations to provide programming and target marketing for diverse audiences; to work with consultants to produce diversity plans; and to access community engagement training. (Ongoing)
4. *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 and fiscal accountability (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 with each grantee's final report (Ongoing), and in conjunction with the Americans for the Arts *Arts & Economic Prosperity Study* (5-year intervals, next in Year 2021)
 - f. Evaluate resources allocated to and revenue generated by the contracted fiduciary services (Annually)
3. *General grants oversight*
 - a. Grant funds are disbursed in a timely manner (Ongoing)
 - b. Grant application and reporting does not place undue burden on the grantee (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. *Lake County*
 - a. Explore feasibility of replicating Career Pathways Through the Arts Program in Lake County School District
 - 1) Meet with Lake County School District Superintendent to gauge interest and commitment to program
 - 2) Meet with JPMorgan Chase to gauge interest in funding program
 - 3) Establish relevant partnerships
 - 4) Submit proposal & implement 2 year program (2018-2019)

2. *Osceola County*

- a. Continue expansion of Arts Education funding to programs in Osceola County in partnership with Dr. Phillips Charities, Osceola School District, Osceola County and Tupperware Brands (Year 2018-2019)
- b. Continue annual Principals Arts Appreciation Breakfast in Osceola County (ongoing as funds are available)
- c. Continue Year 2 implementation of Career Pathways Through the Arts Program in Osceola County of STEM to STEAM High School funded by JPMorgan Chase in partnership with the Osceola School District, Osceola County, and Tupperware Brands. Create Advisory Task Force of arts, entertainment & hospitality industries professionals to advise Career Pathways Program in both Osceola and Orange counties. (2018 and ongoing)

3. *Orange County*

- a. Complete coordination of Evans High School, Career Pathways programming; continue to support paid internships (2018 and ongoing)
 - 1) Seek funding for 20 internships per year (2019)
 - 2) Complete arts programs with Enzian (film production shorts) and CFCArts (choral/music) at Evans High School with performance in February 2018.
 - 3) Plan annual Job Expo with arts, entertainment & hospitality industries at Evans as part of Career Pathways Program (Summer 2018, ongoing)
- b. Continue Principals Arts Appreciation Breakfast in Orange County (January 2018, annually, ongoing)
- c. Maintain Orange County Public Schools funding agreement and increase funding by 10% to cover additional costs for DPC residencies (2018 and ongoing)

4. *Seminole County*

- a. Continue offering small grants for teachers to bring approved arts education programs to their schools, as funding is available (Ongoing)

5. *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)

6. *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 (Ongoing)

7. *Expand arts education programs*

- a. Commission new diverse arts education programming that fits the needs of the school systems (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 (annually)

B. *Individual Artists*

1. Continue to allow artists to apply for community-based projects through the mini-grant program.

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 (2018)
2. Offer technical assistance to Lake & Seminole groups as funding permits (Ongoing)
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
4. If Ford Foundation proposal is funded, create Capacity Building Program for small, emerging, culturally diverse cultural groups in partnership with the Central Florida Urban League (2018, ongoing)

D. *Research*

1. Partner with Americans for the Arts for the study: *Arts & Economic Prosperity, the Economic Impact of Nonprofit Arts and Culture Organizations and Their Audiences*. (Published every 5 years, participate in AEP6 data collection in 2021; reports available Summer 2022)
2. Publish Creative Industries data, bi-annually, as available through Americans for the Arts and Dun & Bradstreet (Reports due Spring 2018, 2020)
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. Target other communities such as Windermere and The Villages for programming export (Summer 2018 and ongoing)
 - b. Cover administrative costs for planning any new initiatives including: for 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:** Continue pursuing eligible interns to assist various employees with tasks while also providing interns with pivotal insight and education into the nonprofit sector. Continue monthly newsletters that are sent to current volunteers about upcoming volunteer opportunities. Attend events and promote the volunteer and internship opportunities throughout the year. (Ongoing)
3. **Maintain Nominating Committee** that meets over a 6-month timeframe to wisely select the board members that best meet United Arts' needs (Year 2019/Quarter 1)
4. **Identify key industries and companies** from which to recruit Board members
 - a. Review board performance & financial contribution annually
 - b. Ensure Board diversity
5. **Maintain a small Human Resources Task Force** to review & update Personnel Policies and Procedures on an annual basis (Ongoing)
6. **Build qualified and effective staff team**
 - a. Conduct bi-weekly staff meetings to keep staff apprised of agency activity
 - b. Conduct weekly meetings with Department Directors & CEO
 - c. Conduct annual staff reviews at the end of each fiscal year
 - d. Ensure proper training for staff through workshops and conference attendance
 - e. Personnel—provide relevant and competitive compensation, benefits and services to staff, including health, retirement, paid time off and continuing education opportunities. Review employee benefit plans annually.
7. **Update Software & Equipment**
 - a. Continue to evaluate donor management software program (Blackbaud's Raisers Edge) to ensure it continues to meet the organization's needs. (Ongoing)
 - b. Continue to explore Raisers Edge functionality and add-on modules that would be beneficial to staff (Ongoing)
 - c. Continue providing training to staff and new users
 - d. Maintain inventory of computer hardware with a replacement schedule (Ongoing)

G. **Ensure Fiscal Accountability**

1. **Audit and Finance Committee**—maintain a functioning committee that meets throughout the year 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 annually, to be completed and approved by the Board of Directors, within 120 days of the close of the organization's fiscal year. Ensure report is clear and concise and presents an easy to understand and transparent picture of the organization's operations. (Ongoing)
 - c. Prepare and file the organization's tax return annually, to be completed and approved by the Board of Directors, in compliance with IRS deadlines. Ensure the 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 a timely manner and in accordance with IRS regulations (Ongoing)
 - e. Employee Retirement Plan – administer an employee retirement plan in accordance with IRS regulations, to provide a vehicle for staff to save for their future. (Ongoing)
3. **Vendors**
 - a. Process and pay vendor and grantee payment requests in a timely manner.
 - b. Prepare and file vendor 1099's annually (Ongoing)
 - c. Explore ongoing ways to pay vendors in a quick, effective manner at low cost to the payer and the payee. (Ongoing)
 4. **Contributions**
 - a. Provide donors with timely and accurate records of their gifts and pledges (Ongoing)
 - b. 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 (Annually in June)
 7. **Risk Management**
 - a. Ensure the organization carries insurance, which comprehensively protect the organization, its employees and the Board of Directors (Ongoing)
 - b. Stay up to date on hardware, software and internet security protocols (ongoing)
 - c. Stay abreast of fraud protection protocols and solutions (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)
 - e. Financial Statements, including statement of revenue and expenses and balance sheet (Monthly)
 9. **Additional documents**—Review and update the organization's whistleblower policy, non-discrimination policy and document retention policy (Annually)
 10. **Expense recoup**—Review services provided and examine opportunities to recoup expenses in

a competitive manner for development, database services, payroll services, research, etc.
(Ongoing)

VI. Grow arts & culture through thoughtful leadership & partnerships

- A. ***Diversity—Capacity Building for culturally diverse organizations*** (Year 2019 and ongoing)
 - 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, such as the Ford Foundation, that support efforts towards cultural diversity
 - 4. If Ford Foundation grant is funded, create Capacity Building Program for small, emerging, diverse cultural groups in partnership with the Urban League of Central Florida and any other appropriate partners (2019 and ongoing)

- B. ***Diversity—Assist organizations with expansion of diversity efforts***
 - 1. Establish Diverse Advisory Task Forces with leadership representing African American-Hispanic and Asian communities that will advise UA and cultural groups on outreach to diverse communities, identifying diverse staff and board members (January 2018 and ongoing)
 - 2. Provide community engagement training and resources to cultural organizations (Spring 2018)

- C. ***Diversity Grants*** – Continue with Duke-funded Diversity Grants to assist groups in developing and marketing programs that will attract diverse audiences (Ongoing)

- D. ***Diversity Consortium*** – Explore the creation of creating multi-city Diversity Consortium with the goal of applying for a major grant to the Ford Foundation aimed at diversity initiatives including expanding Diversity Grants for new programing, marketing to diverse audiences, and expanding board diversity among funded groups (2018)

- E. ***Diversity Event*** – Hold an **Arts for ALL Day** type of event January of 2019 and 2021 to kick off the Collaborative Campaign in partnership with *Orlando Weekly* magazine’s Artlando festival that focuses on attracting diverse communities and younger audiences.

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

- G. ***Convener***
 - 1. Invite cultural groups to meet with Diversity Task Forces to gain input on audience & board development within diverse communities (2018 & ongoing)
 - 2. Host United Arts Annual Board Meeting open to the public (June)
 - 3. Host monthly meetings with funded large budget organizations’ Executive Directors to discuss topics of interest (Ongoing)

4. Host quarterly “UA 101” workshop for new organizations to learn about United Arts funding and services (ongoing)

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

1. Create a networking event that brings together the cultural sector and technology industries to explore collaboration and cultivates tech industry as potential donor base (October 2018)
2. Present annual State of the Arts to the Donors Forum
3. Continue funding partnerships with Orange County, Orange County Public Schools, Seminole County, City of Orlando and City of Winter Park (Ongoing)
4. Update and disseminate Creative Industries data (2018 - Update every 2-years)
5. Update and disseminate Economic Impact data (2021 - Update every 5-years, as available through Americans for the Arts)
6. Participate in meetings with Orange County Arts & Cultural Affairs, its Advisory Council, and related Board of County Commissioners, Tourist Development Council/Application Review Committee, and relevant Council committee meetings (Funding & Standards, Advocacy) (Ongoing)
7. UA appoints member of Orange County Arts and Cultural Affairs Advisory Council (Replacement term ends 6/30/2019; can serve 2-year terms)
8. Participate in regional and statewide arts education forums to share and gather best practices, including the working group of local arts agencies through Florida Alliance for Arts Education (Ongoing)
9. Partner with the Edyth Bush Leadership Institute on capacity building for nonprofits as well as identifying potential members to serve on nonprofit boards (Fall 2018)
10. Continue to work with Donors 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

I. *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 advocacy conference calls as led by FALAA (Ongoing)
7. Maintain membership in Florida Cultural Alliance, the statewide advocacy agency (Ongoing)
8. Participate in statewide Florida Cultural Alliance conference calls and advocacy regarding state of Florida grant funding (Ongoing)
9. Coordinate Advocacy efforts for Central Florida in support of the Florida Council on the Arts for state grant funding (Annually)
10. Participate in Orange County Arts and Cultural Affairs Advocacy Committee (Ongoing)