

**Florida Keys Council of the Arts Strategic Plan  
Board Approved January 28, 2010 (revised May 2014/April 2017)**

**Executive Summary**

The Florida Keys Council of the Arts is the Local Arts Agency for Key West and the Florida Keys, designated by the Monroe County Board of County Commissioners as provided by Florida Statute 286.011. Local Arts Agencies are charged with supporting, promoting and developing the cultural resources of a community for overall community benefit. The Florida Keys Council of the Arts operates in a public/private partnership with Monroe County and is chartered with the State of Florida as a nonprofit organization with IRS 501(c)(3) status.

FKCA makes grants, supports Art in Public Places, and promotes the destination for its rich and diverse history in art and culture. The Arts Council provides services to visual and performing artists, arts organizations, students and the public, striving to instill a passion for and participation in the arts.

**Vision**

The vision of FKCA is to enrich the arts and enhance the cultural heritage  
of the Florida Keys.

**Mission Statement**

The mission of the FKCA is to advance the creative development and promotion of the arts in our cultural community by providing excellence in leadership, advocacy, education and financial support for artists, cultural organizations, and citizens of Monroe County.

*Support, Connect, Promote and Give* is descriptive language used along with our logo to brand the services we provide to further the mission of the FKCA.

**Action Plan:** Read ~ Discuss ~ Apply ~ Build ~ Measure ~ Publicize

**Financial Goals**

1. To develop sufficient on-going revenue sources to meet FKCA goals
  - Follow steps in proposed corporate business fund drive – staff to track success and report monthly to Treasurer. (Look for modest growth – 2-5% in Fall qtr)
2. To develop sources of earned income
  - Develop and facilitate two educational workshops for artists
3. To increase financial growth at a minimum of 20% per year in each category: Membership, Grants, Public Support and Endowments
  - Create template with quarterly measurements based on quickbooks for each category – list could be revised to read: membership, contributions, regional and endowments
  - Board engagement – Give & Get Challenge – review at each Board meeting
  - Add to all publications, emails and public appearances – Learn More and Give at [www.keysarts.com](http://www.keysarts.com)
4. To develop multiple revenue streams from the private sector with: Membership Drives, Corporate campaign, Endowment, Foundation grants program and Community Fundraising Special Events throughout the Keys.
5. To maintain and expand our cultural tourism partnership for economic development throughout Monroe County.
  - Advocate in advance of TDC contract renewal for increased allocation and services.

## Strategies for Financial Goals

Identify dedicated revenue sources, e.g., state, county tourist sales or entertainment taxes. Expand local private revenues from membership, pledges, annual auctions and other fundraising events; individual contributions and local grants.

Expand and strengthen partnerships with businesses and other organizations such as museums, historical sites, schools, local hospitals and Chambers of Commerce.

Encourage additional funding and revenue sources through continued cooperation with local governments in improving cultural facilities and venues.

## Art Services Goals

1. Provide advocacy, programming and technical expertise to individuals and organizations.
  - Promote the AIS grant program – measure new teaching artist involvement per semester. Track membership numbers for AIS, Art Reach & Special Project grant applications at start and completion of fiscal year.
  - Use exit survey at workshops to assess relevancy and awareness of programs
2. Increase constituents' awareness of FKCA service.
  - Use exit survey at workshops to analyze awareness of programs
  - Measure quarterly effectiveness of Facebook analytics
  - Measure quarterly website page click throughs: Calendar/AIPP/Registry/Grant Opportunities and Calls to Artists, etc.
  - Publicize the calendar mobile app and encourage use
3. Promote and increase cultural activities and support in the lower, middle and upper Keys in the areas that are underserved.
  - Refer to new metrics recommended for AIS grant program – expand for Art Reach and other grants to measure underserved communities.
  - Recruit more artists – use artists' registry to increase diversity in modalities and by region. Create incentives and report quarterly.
  - Increase to bi-monthly press releases of successful grant program outcomes and public art installations and rotating exhibits in Monroe County.
4. Connect with non-arts agencies to expand awareness of our cultural resources within the County.
  - Identify and quantify 5 - 10 new partners for the year.
  - Implement Board PR recommendations for public appearances and outreach to the non-Arts Community in all districts. Quantify audience numbers and number of events per month – set realistic goal to increase both to expand awareness.

## Strategies for Arts Services Goals

Maintain information services such as Public Service Announcements, website, newsletter, weekly cultural calendar e-blast, quarterly KeysArts brochure, the Gallery Guide and CULTURE magazine.

Connect with public and private art educators. Provide technical assistance to the field by conducting workshops.

Encourage partnerships to meet expressed and documented needs for new programming, such as juried shows, performances in public spaces, "Gallery Crawls".

Administer the Cultural Umbrella event funds annually and conduct workshops for application process. Enhance networking opportunities for arts groups such as Performing Arts Network (PAN), Visual Artists (VAN) social membership groups and curators of rotating exhibits of art in public buildings.

Strengthen the network among School Board, City and County governments, Chambers of Commerce, TDC, Rotary and Women's Clubs and individual art organizations. Maintain and expand cultural tourism partnerships for economic development.

## Organizational Goals

1. To increase and serve our diverse Membership community throughout Monroe County.
  - Focus on team work and solidify PLAN for next 12 months per best practices.
  - Assign committee work and timeline based on Strategic Plan – use as a road map and revisit quarterly.
  - Board input for best approach to meet goals and associated activities.
2. To maintain and serve a full and diverse Board of Directors and Advisory Board who represent a cross section of the community and share equally the responsibilities and duties of leadership and advocacy for the Arts.
  - Encourage Board orientation and education – including topics listed in recommendations in Board training including attendance at CFFK Leadership Success Academy.
  - Track Board and Advisory members' attendance, engagement and financial contributions – encourage annual evaluations.
  - Review and revise recommendations generated from Committee work.
3. Recruit Board members who will take personal and financial responsibility for the vision and mission of FKCA.
  - Identify Board prospects –encourage membership and volunteerism.
  - Identify areas of need by implementing a matrix of diversity both geographically and within the arts and business communities.
  - Encourage those who have share a passion for the arts and are advocates of a vital arts community to be involved.

## Strategies for Organizational Goals

Increase awareness in the community of the Arts Council's programming and support to aid in increasing membership.

Maintain a strong Nominating committee to continue recruiting dynamic advocates and patrons of the Arts for the Board and Advisory Board.

## SUPPORT

The Florida Keys Council of the Arts strives to instill a passion for and participation in the arts through our many roles of supporting the cultural aspects of our communities. As the leaders in the Arts Community we effectively support and advocate for the arts and artists of the Florida Keys through our **Connecting, Promoting and Giving**. The FKCA is dedicated to supporting and increasing the many artists' grants and/or scholarships to continue the work of increasing the artistic and cultural opportunities of the broad range of arts in our community. We continue to support these grant programs: Artists in Schools Grant, ArtReach Grant, Special Projects Grant, Key West Writer's Guild Award, Tropic Cinema Leader Project, Dance & Design Scholarship, Casselman Band Scholarship and Cultural Umbrella TDC event funding grants.

## CONNECT

The Florida Keys Council of the Arts is the main source of information on arts and culture in the Keys connecting local artists and arts organizations with one another, with their audiences and the world. As the cultural umbrella for these many diverse endeavors in our community, we will strive to develop new opportunities in the many federal and state programs. We will continue to connect through our advocacy of the arts, our fundraising events and our membership drives. Our leadership with the Performing Arts Network (PAN) and the Visual

Arts Network (VAN) continues to expand and allows everyone to share interest-specific resources and information.

The Florida Keys Council of the Arts connects to the business community as members in good standing of all five local chambers of commerce - Key Largo, Islamorada, Marathon, Lower Keys and Key West, The Florida Keys Lodging Association, the South Florida Cultural Consortium, Florida Cultural Alliance, the Florida Association of Local Arts Agencies (FALAA), the Florida Association for Public Art Professionals (FAPAP) and Americans for the Arts.

## **PROMOTE**

With our many connections we promote, share information and provide resources to the community by: Our website: [www.keysarts.com](http://www.keysarts.com), Quarterly cultural events calendar *Keys Arts*, Annual Gallery Guide, Culture Magazine (in collaboration with the Tourist Development Council), Ongoing radio and TV spots, Newspaper/magazine articles on events, our various grant programs, artists' registry, conduct workshops, social events, Arts License Plates and logo magnets.

We promote awareness of art and culture throughout the County by staffing vital committees such as: Art in Public Places and the Art in Public Buildings program and various Partnership Programs.

The Florida Keys Council of the Arts welcomes ongoing input from the community and artists in order to expand our services. We will increase our connections with artists to advertise our services and opportunities available through grants and scholarships. We will stay current and up to date on new aspects of the ever-changing communications systems.

## **GIVE**

The FKCA will continue to give privately raised funds and federal and state grants to meet the needs of the many artists and organizations within the community. We give grants to literary, visual and performing artists and cultural organizations. Additionally, FKCA administers funds for the Cultural Umbrella event funding, the Art in Public Places commissions and the South Florida Cultural Consortium Visual & Media Artists Fellowships.

## **Measurement of Success Goals and Strategies**

To further the mission, vision and this Strategic Plan of the FKCA, a session will be planned one month in advance of the November Board Retreat. The strategic plan committee with the current Board Chair and Executive Director will analyze information and data pertaining to all of the goals and strategies set forth in this new plan (revision January 2010/[July 2013](#)) and will present at the Board Retreat for discussion and further revision. As recommended at the November 2013 Retreat – an action plan with five strategies will also be reviewed side by side of this Strategic Plan to further determine outcomes and future plans to insure successful programming and operations.