



# CULTURE BUILDS FLORIDA

FLORIDA DEPARTMENT OF STATE  
DIVISION OF CULTURAL AFFAIRS



## Strategic Plan 2020-2025



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# Florida Department of State Division of Cultural Affairs 2020-2025 Strategic Plan

## EXECUTIVE SUMMARY

### MISSION

Advance, support and promote arts and culture to strengthen the economy and quality of life for all Floridians.

### VISION

As a national leader, the Florida Department of State Division of Cultural Affairs (DCA) cultivates vibrant and thriving communities where arts and culture are integrated into every aspect of life. Through broad collaborations, the Division of Cultural Affairs stimulates and advances the creative economy, and well-being for all Floridians.

### VALUES

We are committed to fostering vibrant, healthy, communities by supporting arts and culture.

We are committed to a culture of creativity and innovation.

We are committed to providing the highest levels of service and guidance. We are committed to teamwork and collaboration in everything we do.

We are committed to creating trust through open communication, transparency and respect. We believe that our work has meaning, impact and value.

### GOALS

- Promote healthy, vibrant and thriving communities.
- Build the economy and creative industries.
- Enhance arts and culture opportunities, education and participation for people of all ages, abilities and backgrounds.

### PRIMARY ROLES

Grantmaker/Funder - To act as the state's steward of public and private funding while developing processes, strategies and resources for investments in community change.

Leadership/Direction - To provide and foster leadership that demonstrates the power of arts and culture as a resource for improving public life and economic development.

Connector/Collaborator - To develop strong, strategic partnerships across the private, public and nonprofit sectors in order to improve the arts and culture sector and enhance Florida's quality of life.

Information/Data - To collect and disseminate current information that advances arts and culture in Florida.

## AUDIENCES

### Artists, arts and culture organizations and all Floridians

The Division of Cultural Affairs values and promotes accessibility and outreach to all Floridians. As a foundation for all we do, we commit to collaborate with organizations and community groups to develop, support and provide policies, practices and programs that celebrate and serve all Floridians.

## KEY STRATEGIC ISSUES

- **Working Better Together:** How can DCA foster and create broader connections, collaborations and partnerships more effectively?
- **Visibility/Awareness:** How can DCA increase visibility and awareness of Florida's arts and culture to advance DCA's mission?

## CORE STRATEGIES

1. Foster collaboration and build consensus among advocates.
2. Identify and develop traditional and cross-sector partnerships and collaborations and regularly assess their success.
3. Develop and implement an integrated, coordinated marketing and communications plan for targeted audiences.
4. Create and implement a strategy for increased access to arts and culture opportunities for underserved populations.
5. Promote knowledge and understanding about arts education.

## COMMUNITY-LEVEL INDICATORS

The new Florida Arts & Wellbeing Indicators model measures the association between arts participation and wellbeing at the community level in Florida. This model was developed and tested by the University of Florida Center for Arts in Medicine in partnership with DCA with funding from the National Endowment for the Arts. DCA will continue to communicate results on an ongoing basis.

## ORGANIZATION-LEVEL INDICATORS

- Total economic impact of the nonprofit arts and culture industry in the State of Florida
- Full-time equivalent (FTE) jobs in the nonprofit arts and culture industry in the State of Florida
- Average FTE for grantees
- Annual legislative appropriation for grants

- Quality of partnerships developed for advocacy efforts
- Average percentage of match increase by grantees
- Targeted, strong partnerships and cross-sector collaborations that have a positive impact
- Average audience members by budget size and geographic location of DCA grantees
- Student enrollment in arts classes at K-12 public schools
- Amount of arts and culture education programming by DCA grantees
- Average participation among grantees that have more than 50% educational programs

## **ACTION PLANS**

Each year, work groups will develop action plans that provide details for objectives, major activities, timeframes, responsibilities and needed investments that support the core strategies.

## **MONITORING AND EVALUATION**

A monitoring and evaluation plan will be developed to assess outcomes and impacts of the strategic plan. Frequency of updates, content of updates and format of meetings will be designed around the implementation of this plan. The Strategic Plan is a living document and is intended to be a roadmap for the next five years.



## INTRODUCTION/BACKGROUND

In January 2019, the Florida Department of State, Division of Cultural Affairs (DCA) embarked on a refresh of their current 2015-2020 Strategic Plan, which was approaching its conclusion. DCA undertook an inclusive planning process with the planning team (team), staff and other key stakeholders. The purpose of the planning was to understand the current situation, determine where DCA would ideally be in five years and build a plan for how to get there while aligning with the goals of the State of Florida and the cultural, business and educational communities.

The Division of Cultural Affairs partnered with the Ertrachter Group to work with a planning team comprised of a varied group of stakeholders including representatives of staff, the Florida Council on Arts and Culture, artists, arts and culture organization leaders, the arts education community, local arts agencies, associations and councils. The work crystallizes DCA's vision for the future, its mission, core values, primary roles, key strategic issues, goals, indicators and core strategies.

### COMPREHENSIVE PLANNING PROCESS

During the first phase of the process, the planning team collected and analyzed relevant information through a very thorough and inclusive discovery process to answer the question, "Where is the Division of Cultural Affairs?" Information was collected using a variety of research methods and was designed for maximum stakeholder engagement.

DCA staff conducted an online stakeholder survey to assess current stakeholder attitudes and perceptions about DCA in order to gain a better understanding of how DCA can meet the needs of the people and organizations they serve. The 329 completed surveys (38% increase from the last survey) represent many types of respondents from various counties around the state.

Organizations across Florida convened 20 listening sessions to allow for more clarity on key themes and the inclusion of additional stakeholders. The listening sessions included representatives from multiple organizations, geographic areas and artists.

Once the team was aligned with where DCA is currently, they moved to the next question, "Where does the Division of Cultural Affairs want to be?" This phase included a review of the relevancy of the current mission, vision and values of the organization. In response to themes uncovered during the discovery phase, the team developed goals that aligned with the Department of State's goals and the needs of various aspects of the arts and culture community. Staff will create specific metrics with baselines and targets during the action planning phase.

With an understanding of where DCA is and where they want to be, the next question the team undertook was, "How does the Division of Cultural Affairs get there?" During this phase of the process, the team brainstormed and then prioritized the core strategies that will best help DCA meet its mission and vision. Action planning teams will be created to detail what will need to take place in the next 12-18 months to advance the core strategies.

The last phase of the process answered the question, “How will the Division know if they’re getting there?” This is the monitoring and evaluating plan that will determine the frequency and content of updates. With ongoing feedback, the Strategic Plan is intended to be a dynamic and active document.

### **Division of Cultural Affairs Brief History**

Founded in 1969, the Division of Cultural Affairs is one of six Divisions within the Florida Department of State. The Secretary of State is a gubernatorial appointment with Division Directors selected by the Secretary. The Florida Council on Arts and Culture (formerly named the Florida Arts Council), DCA’s advisory board, is a 15-member body whose members are appointed by the Governor, the Senate President and the Speaker of the House. The Division of Cultural Affairs currently employs 14 fulltime staff and functions as the state arts agency. In 2008, the Museum of Florida History was statutorily transferred from the Division of Historical Resources to the Division of Cultural Affairs. With the addition of personnel from the Museum of Florida History, the total number of staff is 35. The Museum is fully accredited with its own director, staff and budget. It includes art exhibitions as part of its Florida history programming.

# SITUATION ASSESSMENT

## STRENGTHS

- Staff: professional, dedicated; responsive; works well as a unit; willingness to go the extra mile; good ideas and different ways of approaching problems; handles a large amount of data well
- Manages grant process well: manages more than 1,800 grants annually; transparent and trusted
- Useful information source and advisor for organizations

## AREAS FOR IMPROVEMENT

- Public awareness of the value of arts and culture: arts and culture and the humanities are the foundation of a just and vibrant democracy – that message is unclear – need a lot of voices carrying that message.
- Awareness of the Division of Cultural Affairs: More visibility/awareness about DCA's role and responsibility: people need to know what DCA is doing so they can help to leverage that; people need to know more about DCA's role in the arts and culture that makes the state so great.
- Partnerships: More opportunities for partnerships and convening where DCA could take the lead or facilitate; finding more opportunities to join forces with others; expand spheres of influence.
- Advocacy: Need to expand advocacy beyond the arts and culture community.

## OPPORTUNITIES

- Using an accessibility and outreach lens, to serve more communities
- Placemaking and peacekeeping through the arts
- Balanced perception between economy and arts & culture by political leaders
- Changing demographics and interest in the arts at each age group
- Educating the legislative community on the important role of arts and culture in Florida
- National trend promoting arts in medicine

## THREATS

- Arts and culture are viewed as a nonessential service
- Dependence on the legislature for annual funding



# MISSION, VISION AND VALUES

## MISSION

Advance, support and promote arts and culture to strengthen the economy and quality of life for all Floridians.

## VISION

As a national leader, the Florida Department of State Division of Cultural Affairs cultivates vibrant and thriving communities where arts and culture are integrated into every aspect of life. Through broad collaborations, the Division of Cultural Affairs stimulates and advances the creative economy, and well-being for all Floridians.

## VALUES

We are committed to fostering vibrant, healthy and thriving communities by supporting arts and culture.

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We are committed to providing the highest levels of service and guidance.

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## PRIMARY ROLES

**GRANTMAKER/FUNDER** - To act as the state's steward of public and private funding while developing processes, strategies and resources for investments in community change.

**LEADERSHIP/DIRECTION** - To provide leadership that demonstrates the power of arts and culture as a resource for improving public life and economic development.

**CONNECTOR/COLLABORATOR** - To develop strong, strategic partnerships across the private, public and nonprofit sectors in order to improve the arts and culture sector and enhance Florida's quality of life.

**INFORMATION/DATA** - To collect and disseminate current information that advances arts and culture in Florida.



# AUDIENCES

Artists, arts and culture organizations and all Floridians



## KEY STRATEGIC ISSUES\*

### **Working Better Together:**

*How can DCA foster and create broader connections, collaborations and partnerships more effectively?*

### **Visibility/Awareness:**

*How can DCA increase visibility and awareness of Florida's arts and culture to advance DCA's mission?*

### **Access/Outreach:**

*How can DCA foster a culture of access and outreach within the arts and culture community?*

\* Note: Not in Priority Order



## GOALS\*

- Promote healthy, vibrant and thriving communities
- Build the economy and creative industries
- Enhance arts and culture opportunities, education and participation for people of all ages, abilities and backgrounds

\* Note: Not in priority order



## CORE STRATEGIES

1. Foster collaboration and build consensus among advocates.
2. Identify and develop traditional and cross-sector partnerships and collaborations and regularly assess their success.
3. Develop and implement an integrated, coordinated marketing and communications plan for targeted audiences.
4. Provide resources for capacity building and create a foundation for accessibility and outreach in the arts and culture community.
5. Create and implement a strategy for increased access to arts and culture opportunities for underserved populations.
6. Promote knowledge and understanding about arts education.



## COMMUNITY - LEVEL INDICATORS

The new Florida Arts & Wellbeing Indicators model developed and tested by the University of Florida Center for Arts in Medicine in partnership with DCA and with funding from the National Endowment for the Arts is a set of indicators that measures the association between arts participation and wellbeing at the community level in Florida. DCA will continue to communicate results on an ongoing basis.



## ORGANIZATION - LEVEL INDICATORS

- Total economic impact of the nonprofit arts and culture industry in the State of Florida
- Full-time equivalent jobs in the nonprofit arts and culture industry in the State of Florida
- Average FTE for grantees
- Annual legislative appropriation for grants
- Quality of partnerships developed for advocacy efforts
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- Targeted, strong partnerships and cross-sector collaborations that have a positive impact
- Average audience members by budget size and geographic location of DCA grantees
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- Average participation among grantees that have more than 50% educational programs

***Next steps: Staff will use the indicators to develop metrics that specify a baseline and target within a specified timeframe.***





## ACTION PLANS

The Division has created action planning teams to address the key strategic issues.

Action plans will identify key action steps, responsibility, other stakeholders that need to be involved, timeframe, additional resources required and metrics.

Action plans for year 1 will be completed by the end of 2019. Thereafter, action plans will be developed annually during the life of the plan.



## STRATEGIC PLANNING TEAM MEMBERS

<b>LaVon Bracy Davis</b>	Dr. Phillips Center for the Performing Arts Orange/Seminole Counties
<b>Katharine Dickenson</b>	Florida Council on Arts and Culture Palm Beach County
<b>Sheree Greer</b>	Artist Hillsborough/Pinellas Counties
<b>Shigeko Honda</b>	Japan-America Society of Northwest Florida Retired-University of West Florida Escambia County
<b>Malinda Horton</b>	Florida Association of Museums Leon County
<b>Fred Johnson</b>	Artist in Residence and Arts Administrator Hillsborough/Pinellas Counties
<b>Sherron Long</b>	Florida Cultural Alliance Palm Beach County
<b>Gaylen Phillips</b>	Division Staff Leon County
<b>Sandy Shaughnessy</b>	Division Staff Leon County
<b>Jim Shirley</b>	Arts and Cultural Alliance of Sarasota County Sarasota County
<b>Jill Sonke</b>	University of Florida Center for Arts in Medicine Alachua County
<b>Patty Warren</b>	Division Staff Leon County
<b>Curtis Young</b>	Division Staff Wakulla County

## APPENDIX B

### ACTION PLANNING TEAM MEMBERS

Division staff to be determined.



## PLANNING PROCESS SUMMARY

### January 2019

Pre-planning

### February 2019

Planning team meeting #1 (teleconference)

### February/March 2019

Information gathering from stakeholders

- One-on-one interviews with identified stakeholders
- Listening tours
- Online survey
- Other information gathering based on Information Gathering Plan

### April 2019

Planning team meeting #2 (Orlando)

Hosted by Dr. Phillips Center for the Performing Arts

### June 2019

Planning team meeting #3 (Tampa)

Hosted by Henry B. Plant Museum at the University of Tampa

**July 10, 2019** (teleconference) Planning team meeting #4



## DISCOVERY PHASE REFERENCE MATERIALS

- 1. History and Background**  
*Brief description:* A report documenting the division's organizational milestones.
- 2. Current Strategic Plan and Progress Report**  
*Brief description:* A summary report of the 2015-2020 Strategic Plan and achievements.
- 3. List of Division Partnerships**  
*Brief description:* A chart listing the division's partnerships and description of relationships with those partners.
- 4. Sample Strategic Plans for State Arts Agencies**  
*Brief description:* Sample plans from the Nebraska, Georgia, Connecticut, New Jersey and Delaware state arts agencies.
- 5. DCA Annual Report**  
*Brief description:* The 2017 Annual Report highlighting the division's accomplishments and programming during the 2016-2017 Fiscal Year.
- 6. Organizational chart**  
*Brief description:* A visual of the division's reporting structure.
- 7. External Stakeholders Online Survey**  
*Brief description:* A summary report of key findings of a survey conducted online with stakeholders across the state. The goal was to assess current stakeholder attitudes and perceptions about the Division and gain a better understanding of how the Division can meet the needs of the people and organizations they serve.
- 8. Staff Interviews**  
*Brief description:* A highlights report from one-on-one interviews conducted with staff.
- 9. Financial Information**  
*Brief description:* Key insights from a financial perspective with five-year financials.
- 10. Listening Sessions**  
*Brief description:* A report summarizing the results of a cross-section of key stakeholder listening sessions from across Florida. A variety of artistic disciplines, organizations and geographic perspectives are represented.
- 11. Florida Arts & Wellbeing Indicators Executive Summary**  
*Brief description:* A report sharing the results of the project to develop a set of indicators that measure associations between arts participation and wellbeing at the community level.

## GLOSSARY OF PLANNING TERMS

**Strategic/institutional planning** – a systematic process to produce fundamental decisions and actions that shape and guide what an organization is, what it does and why it does it.

**Mission statement** – a statement that defines the core purpose of the organization - why it exists.

**Vision statement** – a picture of the future the organization seeks to create, described in the present tense, as if it were happening now. A statement that shows where the organization wants to go, and what it will look like when it gets there.

**Values statement** – the principles or beliefs that guide an organization’s members as they pursue the organization’s purpose.

**Environmental scanning** – gathering up-to-date information about the organization’s strengths and areas for improvement, and its external opportunities and threats. The assessment helps to refine and reshape the list of critical issues the organization is facing.

**Key Strategic Issues** – after assessing the environment, identify primary concerns facing the organization.

**Strategy** – The means by which an organization intends to accomplish an objective or goals.

**Core strategies** – broad, overall priorities or direction adopted by an organization.

**Goals** – broad, expected outcome statements that define what an organization is trying to accomplish both programmatically and organizationally.

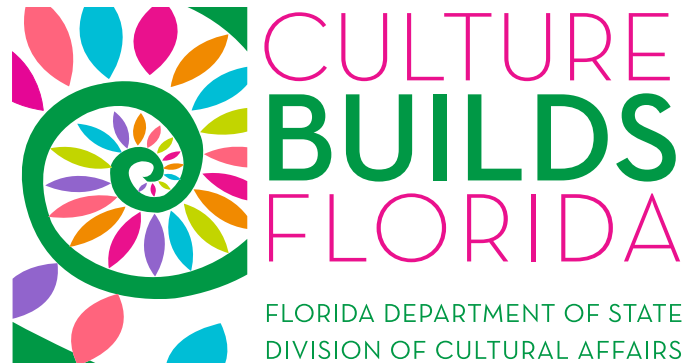
**Indicators** – a measure imposed on important financial and non-financial information that provides an indication of success or failure in support of a goal or strategy.

**Metrics/Objectives** – precise, measurable, time-specific results that support the achievement of a goal.

**Action plan** – a plan for the day-to-day operation of a business over the next one to twelve months. It includes what activities need to happen, who is responsible for making sure they happen, by when, what additional resources are needed and the expected outcomes. Action plans translate the grand strategic objectives into a series of specific, bite-sized, doable actions with human and financial resources allocated to ensure success.

**Stakeholder** – any person, group or organization that can place a claim on an organization’s attention, resources or output, or is affected by that output.





FLORIDA DEPARTMENT *of* STATE

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**Photos top to bottom, left to right:** Cover Page: Miami City Ballet, Art and Culture Center of Hollywood, Dance Alive National Ballet, Ringling Museum of Art; Page 9: Arts4All Florida; Page 10: Henry Morrison Flagler Museum; Page 11: Miami-Dade College Live Arts; Page 12: Cummer Museum of Art and Gardens, Pugh Theatre - Dr. Phillips Center for the Performing Arts, Cultural Center of Spain in Miami, Department of State Art Collection "Boca Ciega Bay" by James Gibson, Art4All Florida; Page 13: TL Tango Lovers; Page 14: New World Symphony; Page 15: Arts Garage; Page 16: Adrienne Arsht Center for the Performing Arts-AileyCamp; Page 17: Association of Performing Arts of India; Page 18: Creative Forces: NEA Military Healing Arts Network Florida Summit; Page 20: Circus Arts Conservatory; Page 21: McKee Botanical Gardens.