

# Memorandum



**Date:** June 2, 2009

Agenda Item No. 1(D)3

**To:** Honorable Chairman Dennis C. Moss and  
Members, Board of County Commissioners

**From:** George M. Burgess  
County Manager

A handwritten signature in black ink, appearing to read "Burgess", written over the printed name of George M. Burgess.

**Subject:** Sunset Review of County Boards for 2009 – Cultural Affairs Council

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In accordance with the provisions of Section 2-11.40 of the Code of Miami-Dade County, I am transmitting the 2009 Sunset Review of County Boards Report for the Cultural Affairs Council. The Board approved the attached report at its meeting of January 28, 2009 and has recommended the continuation of its board.

A handwritten signature in black ink, appearing to read "Alex Muñoz", written over a horizontal line.

Alex Muñoz  
Assistant County Manager

cmo09909

**Date:** February 25, 2009  
**To:** George M. Burgess  
County Manager  
**From:** Adolfo Henriques  
Chairman, Cultural Affairs Council  
**Subject:** Sunset Review of County Boards for 2009 – Cultural Affairs Council

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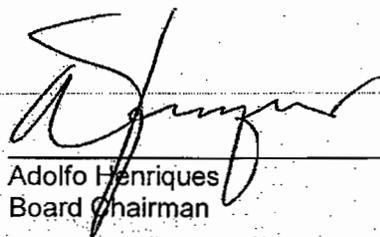
Pursuant to Section 2-11.40 of the Code of Miami-Dade County, I am submitting the 2009 Sunset Review of County Boards Report for the Cultural Affairs Council for transmittal to the Board of County Commissioners (BCC). The Board approved the attached report at its meeting of January 28, 2009.

It is recommended that the BCC approve the continuation of the Cultural Affairs Council.

#### **BACKGROUND**

The Miami-Dade County Cultural Affairs Council (initially named the Metropolitan Dade County Council of Arts and Sciences) was created in 1976. Miami-Dade County's Cultural Affairs Council and its Department of Cultural Affairs develop cultural excellence, diversity and participation throughout Miami-Dade County by strategically creating and promoting opportunities for artists and cultural organizations, and the more than 2 million residents and 11 million annual visitors who are their audiences. The Cultural Affairs Council continues to advance the cultural development of Miami-Dade County strategically, aggressively, and in significant and unique ways. By steadily building upon its many accomplishments over the years, the Cultural Affairs Council directly impacts Miami-Dade County's standing as a major, cosmopolitan, international center.

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Adolfo Henriques  
Board Chairman

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**I. GENERAL INFORMATION**

1. Name of Board reporting:

Cultural Affairs Council

2. Indicate number of board members, terms of office, and number of vacancies:

Number of Board Members: 15

Terms of Office: Thirteen (13) Council members are appointed by individual County Commissioners to terms that end concurrently with the last day of the term of the County Commissioner who appointed the Council member. Two (2) Council members are appointed by the Board of County Commissioners to at-large terms of four years each.

Number of Vacancies: None

3. Identify number of meetings and members' attendance (Attach records reflecting activity from **Jan. 1, 2007** through **December 31, 2008**):

Number of Meetings: 20

Number of Meetings with a Quorum: 19

Attendance Records: See Attachment

What is the source of your funding? The following revenues sources support Council developed and implemented programs and projects: Tourist Development Tax revenues; General Fund revenues; Convention Development Tax revenues and Bond Series revenues; federal; state and private foundation grants; The Children's Trust; contracted services fees; and regional Local Arts Agencies.

4. Date of Board Creation: April 20, 1976

5. Attach a copy of the ordinance creating the Board (Please include all subsequent amendments).

See Attachment

6. Include the Board's Mission Statement or state its purpose:

Miami-Dade County's Department of Cultural Affairs, and its 15-member volunteer advisory board, the Cultural Affairs Council, develop cultural excellence, diversity and participation throughout Miami-Dade County by strategically creating and promoting opportunities for artists and cultural organizations, and the more than 2 million residents and 11 million annual visitors who are their audiences.

7. Attach the Board's standard operating procedures, if any.

N/A



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**ESTABLISHING A NETWORK OF OUTSTANDING CULTURAL FACILITIES**

- ***Construction of the South Miami-Dade Cultural Arts Center is on the Way to Completion.***

The South Miami-Dade Cultural Arts Center is more than 80% constructed and scheduled to be completed in 2009. The Center is a 966-seat theater that the Department of Cultural Affairs is developing on SW 211 Street in Cutler Bay area, across from the Southland Mall. The cutting edge design by the world-renowned, Miami-Dade based architectural firm Arquitectonica already is establishing this first major cultural facility as a landmark in the south part of the County.

- ***Milestones are Achieved on Building Better Communities Cultural Facilities Projects.***

In 2008, the next generation of community cultural facilities, as approved in the Building Better Communities bond program, made significant progress. In a building purchased on Coral Way, The Cuban Museum is proceeding with design work to convert this facility into their new public headquarters. With an anticipated completion in 2012, the Museum Park project took its next important steps with the Miami Art Museum and the Miami Science Museum commencing design work with their internationally acclaimed architects for these major new facilities on the bay in downtown Miami's Bicentennial Park.

**CREATING MORE OPPORTUNITIES FOR PEOPLE TO PARTICIPATE IN THE ARTS**

- ***Nearly 200,000 Children and Families Have New Opportunities to Participate in Arts Programs.***

In 2008, nearly 200,000 children and their families had the opportunity to take part in arts activities as a result of Department of Cultural Affairs' programs made possible by a major grant from The Children's Trust. Initiatives included a scholarship program for summer arts and science camps for kids who otherwise would not have the opportunity to participate, and the Department's second annual "All Kids Included – Family Arts Festival" at the Miami Children's Museum, specially designed to include children of all abilities. The Children's Trust increased its grant to the Department of Cultural Affairs from \$1 million in 2007 to \$1.5 million in 2008 to expand cultural arts programs for thousands of children and youth in Miami-Dade County. In 2009, funding was reduced by 23% as a consequence of the diminished revenue impacts for The Children's Trust due to statewide property tax reform.

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- ***Student Participation in "Culture Shock Miami," a \$5 Student Ticket Initiative, Increases by 84% in 2008.***

*Culture Shock Miami* offers thousands of \$5 tickets to cultural activities to high school and college students, ages 13-22, ([www.cultureshockmiami.com](http://www.cultureshockmiami.com)) in an easy and affordable way. In 2008, ticket sales increased by 84% and cultural events on the website continued to sell out. This program is made possible through Ticketmaster's generous commitment to continue to market and sell *Culture Shock Miami* tickets with no service charge. In 2008, the Department of Cultural Affairs completed the market research phase of a \$1 million, multi-year grant secured from the John S. and James L. Knight for *Shock Waves*, an initiative to help reach even more students.

- ***Golden Ticket Arts Guide," a Program Offering Free Tickets to Senior Citizens, is Enhanced and Improved.***

The Department of Cultural Affairs' *Golden Ticket Arts Guide*, published in English and Spanish, provides Miami-Dade County senior residents with free opportunities to attend a variety of cultural events and venues. In 2008, 38,000 guides were provided free-of-charge to senior citizens, 62 years and older, and featured 50 cultural organizations and hundreds of free cultural events. Also in 2008, the Department developed a web-based form to automate the process of collecting offers from arts partners. Now, participating cultural groups can enter their event information directly into a centralized database accessible through the web, which can be downloaded for publication. This database can be further developed and published as an electronic version of the program. The free guide can be ordered directly by calling a dedicated phone number operated by the Miami-Dade County 311 Answer Center.

- b. Since established: Please see attached.
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4. Is there any other board, either public or private, which would better serve the function of this board?

No.

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5. Should the ordinance creating the Board be amended to better enable the Board to serve the purpose for which it was created? (Attach proposed changes, if answer is "Yes")

No.

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6. Should the Board's membership requirements be modified?

No.

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7. What is the operating cost of the Board, both direct and indirect? (Report on FY 2007 and FY 2008)

The CAC board serves in a fully voluntary capacity; there is no specific county budget for the board itself. County staff serves the County Mayor, County Manager and the County Commission in developing and implementing County cultural policy. To the extent any costs can be directly attributed to the Cultural Affairs Council itself, these would be less than \$5,000 per year (including staff time dedicated to confirming monthly meetings, delivery of monthly agenda packages, the annual Planning and Budget Retreat held offsite, etc.). The County is the direct beneficiary of the invaluable, incalculable contributions made by Council members in the form of their time, expertise and voluntary efforts made in support of advancing the County's cultural development, investments and policies.

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8. Describe the Board's performance measures developed to determine its own effectiveness in achieving its stated goals.

Please see attached "Miami-Dade County Department of Cultural Affairs Business Plan At A Glance". It provides the primary goals and strategies developed and implemented by the Department and the Cultural Affairs Council to advance their joint roles as the County's cultural developers. The Cultural Affairs Council guides and reviews the policies that shape and constitute the Department's Business Plan.

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**Miami-Dade County Cultural Affairs Council / Department of Cultural Affairs**

***Major Accomplishments  
(last update: December 2008)***

The Miami-Dade County Cultural Affairs Council (founded as the Council of Arts and Sciences) was established by the Miami-Dade County Board of County Commissioners in 1976. The significant areas of the Council's accomplishments over the years, which have lent to the emergence of Miami-Dade County as a cosmopolitan, international center, include:

- ***More than 125,000 (in 2007) and 208,000 (in 2008) Children and Families Have New Opportunities to Participate in Arts Programs:*** In 2007, more than 125,000 children and their families had the opportunity to take part in arts activities as a result of Department programs made possible by a major grant from The Children's Trust. Initiatives included a scholarship program for summer arts and science camp for kids who otherwise would not have the opportunity to participate, and a first ever "All Kids Included – Family Arts Festival" at the Miami Children's Museum, specially designed to include children of all abilities. Based on these successes, The Children's Trust increased its grant to the Department of Cultural Affairs from \$1 million in 2007 to \$1.5 million in 2008 to expand cultural arts programs for thousands of children and youth in Miami-Dade County. The increased funding has enabled these programs to serve more than 208,000 children and families directly in 2008. In 2009, funding was reduced by 23% as a consequence of the diminished revenue impacts for The Children's Trust due to statewide property tax reform
- ***Art in Public Places Becomes Part of the Department of Cultural Affairs:*** In 2007, five major public art installations were completed— two at Port of Miami and three at Miami International Airport. Beginning in FY2007-08, the Department of Cultural Affairs has taken responsibility for the County's Art in Public Places Program. With more than 700 works of art in its collection, the program has become a major county-wide "museum" of art created by our own Miami-Dade based artists and by artists from all over the world. A new brochure has been published to provide residents and visitors the opportunity to conduct self-guided tours of highlights of the collection. In addition, a user-friendly Guide to Art in Public Places handbook has been created and distributed, and Department-led workshops conducted, working with all County departments to improve coordination of public art works in public building projects. In 2008, the Department will launch new, technologically state-of-the-art systems to ensure the ongoing evaluation, care, maintenance and public appreciation of this remarkable array of public artworks.
- ***Increasing Funding for Existing and New Grants Programs:*** The Department received annual increases to its budget for eight consecutive years, better than tripling the level of County investment in the community's cultural activities over that timeframe from less than \$5 million in FY1998-1999 to over \$16 million in FY2006-2007. All of these new funds are being used to strengthen the Department's existing grants programs that leverage matching dollars and help strengthen the Department's arts education and outreach

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programs designed to increase citizens' access to and participation in cultural activities. The Council's grants programs have evolved from one program in 1978, funding approximately 30 groups, to 19 area-specific programs in 2006, directly supporting more than 620 non-profit cultural organizations and 5,000 individual artists at various levels in their cultural and administrative development.

- ***Student Participation in "Culture Shock Miami," a \$5 Student Ticket Initiative, Increases by 34% in 2007, and Increases Again in 2008 by an additional 84%:*** The Department established *Culture Shock Miami*, its student discount tickets to the arts program, offering thousands of \$5 tickets to cultural activities to high school and college students, ages 13-22, ([www.cultureshockmiami.com](http://www.cultureshockmiami.com)) in an easy and affordable way. In 2007, ticket sales increased by 34% and cultural events on the website continued to sell out. This program is made possible through Ticketmaster's generous commitment to continue to market and sell *Culture Shock Miami* tickets with no service charge. In 2007, the John S. and James L. Knight awarded the Department a major, multi-year grant for *Shock Waves*, an initiative to help reach even more students. In 2008, the Department of Cultural Affairs completed the market research phase of a \$1 million, multi-year grant secured from the John S. and James L. Knight for *Shock Waves*, an initiative to help reach even more students. Thus far, the program has sold more than 10,000 tickets overall.
- ***"Golden Ticket Arts Guide," a Program Offering Free Tickets to Senior Citizens, is Expanded:*** The Department of Cultural Affairs' *Golden Ticket Arts Guide*, published in English and Spanish, provides Miami-Dade County senior residents with free opportunities to attend a variety of cultural events and venues. In 2008, 38,000 guides were provided free-of-charge to senior citizens, 62 years and older, and featured 50 cultural organizations and hundreds of free cultural events. Also in 2008, the Department developed a web-based form to automate the process of collecting offers from arts partners. Now, participating cultural groups can enter their event information directly into a centralized database accessible through the web, which can be downloaded for publication. This database can be further developed and published as an electronic version of the program. The free guide can be ordered directly by calling a dedicated phone number operated by the Miami-Dade County 311 Answer Center.
- ***Construction of the South Miami-Dade Cultural Arts Center is on the Way to Completion:*** The South Miami-Dade Cultural Arts Center is more than 80% constructed and scheduled to be completed in 2009. The Center is a 966-seat theater that the Department of Cultural Affairs is developing on SW 211 Street in Cutler Bay area, across from the Southland Mall. The cutting edge design by the world-renowned, Miami-Dade based architectural firm Arquitectonica already is establishing this first major cultural facility as a landmark in the south part of the County.
- ***Milestones are Achieved on Building Better Communities Cultural Facilities Projects:*** In 2008, the next generation of community cultural facilities, as approved in the Building Better Communities bond program, made significant progress. In a building purchased on Coral Way, The Cuban Museum is proceeding with design work to convert this facility into

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their new public headquarters. With an anticipated completion in 2012, the Museum Park project took its next important steps with the Miami Art Museum and the Miami Science Museum commencing design work with their internationally acclaimed architects for these major new facilities on the bay in downtown Miami's Bicentennial Park.

- **Training for Artists and Educators, Cultural Organizations and Administrators in Accessibility:** Beginning in 2006-07, the Department has been presenting an annual, day-long workshop for cultural organizations, addressing ADA/accessibility issues related to cultural programming and facilities, policy, marketing, exhibitions, audience and legal issues, in partnership with VSA arts and featuring national experts in each area. In addition, throughout 2007-08, the Department has been activating its Accessibility Action Plan, including: presenting the All Kids Included Family Arts Festival (April 15-17, 2007 and April 24-26, 2008); developing its ADA/Accessible Resource web page; conducting an online survey of current ADA practices as part of its granting processes; providing scholarships to cultural practitioners to attend the Kennedy Center LEAD conference in Fort Lauderdale (August 20-24, 2008), extending Access mini-grants to promote and help pay for arts program access technology, such as ASL interpreters, captioning, audio description marketing materials, etc.; and creating Program Access Demonstration projects (e.g., Early GETsmART for special education classrooms – see below for program description, the Healing Arts Project at the Holtz Hospital NICU, Music and Art for Autism in Schools, and a Theatre Inclusion Project in collaboration with The Playground Theater professional children's company).
  
- **Reaching More Toddlers and Pre-School Children with Innovative Arts Curriculum - "Early GETsmART" and "Start with the Arts:"** In 2005-06, the Department of Cultural Affairs launched *Start with the Arts*, a bilingual, arts-based learning approach for to literacy and school readiness for preschool age children, in partnership with Arts for Learning/Miami and with the support of The Children's Trust. Early GETsmART uses the *Start with the Arts* resource book created by VSA arts to provide professional development workshops for early childhood educators and parents to teach them how to connect the arts with early learning. To date, more than 2,500 early childcare providers and teaching artists have received training in this Pre-K arts curriculum. More than 3,000 students, two to five years old, in over 160 classrooms have had the benefit of teachers and artists collaborating on this innovative pre-school learning program. Additional funding to expand *Start with the Arts* has been secured from The Children's Trust, the Dade Community Foundation and Head Start.
  
- **Establishing a Network of Outstanding Cultural Facilities:** The Department is completing the development of 19 neighborhood cultural facilities, as part of its comprehensive plan to develop a countywide network of neighborhood theaters. Designed to complement the new downtown performing arts center, examples of the most recent include:
  - A completely reconstructed **Hialeah High School Auditorium**, designed to serve both students and community groups, was completed in April 2005 (\$3.468 million in County funding support); and

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- The construction of the new ancillary facility for the historic Lyric Theater in Overtown was completed in 2005 (\$4,340,800 in County funding support).
- **Beginning Work on Cultural Facilities in the Building Better Communities Bond Program:** The Building Better Communities bond program includes more than \$450 million for 19 cultural facilities projects throughout the County. The Department is leading the effort to begin work on this next generation of museums, theaters and arts centers. Earlier in 2005, the master planning process began for Museum Park, one of the most significant bond program projects. Renowned urban design, landscape and planning firm Cooper, Robertson & Partners is developing the master plan for the project's Bicentennial Park site in collaboration with the City of Miami, the County, the Miami Art Museum, the Miami Museum of Science and Planetarium and the Historical Association of Southern Florida. Architectural work on designing world-class art, science and history museums and an outstanding waterfront park is scheduled to begin next year.
- **Receiving a 2005 local Emmy Award for *The "M-List"*** - The "M-List," two 30-minute feature television shows created and produced by the Department of Cultural Affairs, in partnership with the Greater Miami Convention and Visitors Bureau, the Tourist Development Council and OnBoard Media/Beach TV, received the local 2005 Emmy Award as the best Information Oriented Program. The shows feature a total of 17 cultural institutions throughout Miami-Dade County (*African Heritage Cultural Arts Center, ArtCenter/South Florida, Bass Museum of Art, Fairchild Tropical Garden, Frost Museum of Art at FIU & the Margulies Sculpture Park, Gold Coast Railroad Museum, Historical Museum of Southern Florida, Holocaust Memorial, Jewish Museum of Florida, Lowe Art Museum at UM, Miami Art Museum, Miami Children's Museum, Miami Museum of Science and Space Transit Planetarium, Museum of Contemporary Art, Vizcaya Museum and Gardens, Wolfsonian-FIU*), each the subject of its own 3-5 minute segment. The programs are being aired in rotation several times daily as part of Beach TV's regular schedule on its cable channel and multiple times each day in hotel guest rooms as part of the programming "loop" provided exclusively by Beach TV.
- **Achieving 2-to-1 Voter Approval for More than \$450 Million in Cultural Facilities Building and Improvement Projects through the Building Better Communities General Obligation Bond Program:** On November 2, 2004, voters approved the Building Better Communities bond program that included more than \$450 million for 19 cultural facilities projects throughout the County. The Department led the effort to develop a strategic assessment of cultural infrastructure needs and to educate the public about these projects through the County's informational campaign.
- **Publishing a Calendar of Events Commemorating Haiti's Independence:** The Department collaborated with the Greater Miami Convention & Visitors Bureau to publish and distribute more than 25,000 copies of the **Miami Haiti Bicentennial Calendar of Events**, a comprehensive guide to the array of activities occurring in Miami-Dade in 2004 to commemorate the anniversary of 200 years of Haitian independence. An accompanying web site, [www.miamihaitibicentennial2004.com](http://www.miamihaitibicentennial2004.com), was launched for ongoing events listing updates.

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- **Obtaining \$1,500,000 in State Grants for the South Miami-Dade Cultural Center:** The new South Miami-Dade Cultural Center, a 1000-seat theater in Cutler Ridge adjacent to the South Miami-Dade Government Center being designed by ARQ/Arquitectonica, is preparing to issue a construction contract and break ground. The Department of Cultural Affairs received \$500,000 in State cultural facilities funding in FY2002, and was twice since recommended for additional \$500,000 grants by the Florida Arts Council in November 2002 and November 2004, respectively.
- **Securing a Major Grant from the Knight Foundation for "Readiness" and Stabilization Work for the new Performing Arts Center and its Resident Companies:** In 2001, the Department of Cultural Affairs secured a \$1.5 million grant from the John S. and James L. Knight Foundation to help prepare for the opening of the Performing Arts Center. A portion of these funds are being used to conduct the first-ever, community-wide market research on community interest in the performing arts to determine how best to attract citizens and visitors of all backgrounds and means to the new Center. In addition, this support will help develop strategies to ensure that the Center's resident companies are financially stable and that the Center operates at its optimum financial and programmatic levels.
- **Completing Renovations on Some and Advancing Work on Other Neighborhood Cultural Facilities:** Major progress was made in 2001 and 2002 on improvements to existing cultural facilities countywide. This work is being funded through the County's \$57.9 million commitment to developing a network of convenient and affordable neighborhood cultural facilities. In October 2002, Gusman Center for the Performing Arts re-opened, showcasing the complete restoration of its historic theater. In 2002, renovations were completed for the Goodlet Auditorium in Hialeah, the Manuel Artime Performing Arts Center in Little Havana, and the Shores Performing Arts Theater in Miami Shores. In addition, the historic Lyric Theater in Overtown re-opened a full restoration of its interior spaces.
- **Planning and Advancing Protective Work for the Miami Circle:** The Planning Group appointed by Florida's Secretary of State continued meeting in 2002 to develop a long-range management plan for the Miami Circle property, the site of the most important archaeological "find" on the east coast of the United States. The Department of Cultural Affairs took the lead in assembling a pro-bono design team of architects, landscapers and builders and, working with the State's Division of Historical Resources, is designing a pedestrian walkway and a protective covering to provide public access to the site and protect the Miami Circle from the elements.
- **Growing Cultural Districts:** With grant and staff support from the Department of Cultural Affairs, new cultural districts grew dramatically in Little Havana (highlighted by the monthly "Viernes Culturales" events on Calle Ocho), in Homestead (with the establishment of Art South, a colony of individual artists with studios in the old Baptist Church complex in downtown Homestead), and in Bird Road (in a artist-populated warehouse area south of Bird Road and east of the Palmetto Expressway). These pioneering arts districts are attracting new visitors and businesses to under-served areas of Miami-Dade, serving as

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effective catalysts for the economic and social revitalization of their surrounding neighborhoods.

- ***Developing and Deploying an Action Plan for Community and Cultural Recovery:*** In the aftermath of the September 11<sup>th</sup> terrorists' attacks on America, the Department quickly began a comprehensive initiative to help re-energize the community. This included: collaboration with the Greater Miami Convention & Visitors Bureau on creating a 2-for-1 cultural tickets component of the "What Makes You Happy" marketing campaign; discount advertising opportunities for cultural organizations in major print media (2-for-1 ads); and a "VIP Tickets to the Arts" campaign in partnership with the Bureau, the Greater Miami Chamber of Commerce and the Beacon Council to encourage business leaders to purchase "the best seats in the house" to cultural events as holiday gifts.
- ***Establishing a Department of Cultural Affairs:*** Effective October 1, 1999, the agency was reconfigured into a three-division Department of Cultural Affairs. This strategically improved structure enables the Council to maximize programming and capital investments, enhance its comprehensive planning, coordinate decision-making and efficiently utilize limited resources. The three divisions correspond to the Department's key programmatic and service areas: Cultural Grants and Services; Cultural Facilities Improvement and Management; and Education and Outreach. The Council has initiated a major reorganization and expansion of its grants programs.
- ***Raising Federal Funds for New Initiatives:*** In 1999, the Cultural Affairs Council was awarded the largest grant of any local arts agency from the National Endowment for the Arts' (NEA) Education and Access program to help establish its innovative Cultural Access Network program, initiating cross-cultural programs in 11 of the network of neighborhood cultural facilities being improved by the Council. In the last 14 years, the Council has secured more than \$1.5 million in federal funds from a series of NEA grants to address the most pressing needs as identified through the Council's public planning process: grassroots arts development, regional cultural collaborations, neighborhood facilities improvements, individual artists fellowships and exhibitions, organizational advancement for mid-sized performing arts groups, creative development support for new works and cultivation of new audiences for the arts.
- ***Integrating Cultural Needs Firmly into the Broader Civic Agenda:*** In January 1998, at the first-ever Mayor's Economic Summit, attended by national, state and local business and civic leaders, culture was included as one of the 10 industries fundamental to community economic development. Miami-Dade County Mayor Alex Penelas assigned the Council to develop and lead the Summit component on culture. The Culture Workshop's recommendations were embraced as part of the Summit's resulting unified platform, which now constitutes the action plan for the County's economic development.
- ***Advancing the Campaign for New Revenues:*** The Council coordinated two professionally-led focus groups and conducted bilingual public polling in March 1998 to assess community attitudes on a new dedicated revenue source for the arts. The polling results from these representative groups of voters documented strong community support

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for culture, e.g.: a high level of satisfaction exists in the community with the quality of arts and cultural activities in Miami-Dade County (better than two-thirds of voters rated the quality of the arts locally as either excellent or good); and 68% of the voters indicated they had attended at least one arts/cultural event in 1998. These results were consistent across ethnic, age, gender and educational lines.

- **Completing a Nationwide Revenue Study to Establish New Dedicated Revenues:** In 1997, the Council initiated a comprehensive national revenue survey, conducted by a major, international accounting firm. The survey identified 20 potential sources of revenue capable of generating at least \$7 million in new, dedicated revenues needed to expand existing and create new cultural grants programs.
- **Initiating Innovative, Tourism-Related Program Growth:** In 1997, the Council was a catalyst for the creation of the Greater Miami Convention and Visitors Bureau's executive level position of Cultural Tourism Director, developing the job description and serving on the candidate selection panel. Additionally, the 1995 reorganization of Miami-Dade County government resulted in new responsibilities for the Council: managing the State-mandated Tourist Development Council (TDC) and its then \$800,000+ annual grants program (marking the first time in Florida that a local arts agency has been entrusted with the administrative responsibilities for a TDC); and administering the Visitor Industry Voluntary Educational Service Training Trust (VESTT) program, a partnership between local governments and the hospitality industry, for quality service and behavioral training specifically designed for local visitor industry personnel.
- **Taking the First Steps to Establish New Dedicated Revenues:** In 1996, the Council secured \$2.75 million in new dedicated convention development tax funds to sustain its Capital Grants Program for the next seven years and earmarked an additional \$1 million per year from this tax source (a total of \$32 million from 2003 until 2035) for the support of other cultural programs.
- **Leading Hurricane Andrew Cultural Recovery Efforts:** In the devastating aftermath of Hurricane Andrew, the Council secured \$8 million in 1992-93 from the State Hurricane Andrew Recovery and Rebuilding Trust Fund, the Knight and MacArthur Foundations, the National Endowment for the Arts and a nation-wide contributions campaign. The Council implemented a comprehensive technical assistance and funding program for the physical and financial recovery of Miami-Dade's cultural organizations and individual artists.
- **Building Cultural Coalitions and Service Organizations:** To help address broad needs surfaced through its action planning process, the Council has served as a catalyst in creating and supporting numerous service organizations and coalitions of arts groups, including the: Children's Cultural Coalition, Diaspora Arts Coalition, Greater Miami Festivals and Events Association, Dade Cultural Alliance, Theater League of South Florida, Alliance for Media Arts, Haitian Artists Network/Sosyete Koukouy, South Florida Cultural Consortium, Filmmakers' Workshop and Arts Help en Español /Arts Help an Kreyol.

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- ***Sustaining an Interactive Cultural Planning Process:*** The Council conducts a model, dynamic, annual community planning process, distinguished by the television broadcast and print distribution of the Chair's annual State of the Arts Address; the publishing of annual planning brochures with updated goals and objectives; and the coordination of televised, board-led community meetings for public input on Council policies and programs.
- ***Serving as a Catalyst for Performing Arts Facilities:*** Over two decades, the Council led the planning and implementation of cultural facilities projects, including the County's largest public-private sector partnership - a new, Cesar Pelli-designed performing arts center complex (a 2,200 seat concert hall, a 2,480 seat ballet/opera house, a 250 seat studio theater and a public plaza) and securing \$255 million in dedicated funds for its construction); establishing a \$21 million operating endowment; investing \$8 million simultaneously to improve a complementary network of 10 existing performance venues; and committing \$70 million for new and/or improved state-of-the-art facilities in critically under-served areas of the county.
- ***Improving the Cultural Facilities Infrastructure:*** The Council coordinated the investment of \$125 million in public funds from 1986-2000 for new and improved neighborhood cultural facilities (beginning with the Philip Johnson-designed downtown Cultural Center's museums/library complex in 1986 and continuing with the Department's Capital Development Grants Program for improving more than 40 neighborhood facilities since 1988).
- ***Developing New Cultural Groups and Increasing the Economic Impact of the Arts:*** Grant and technical assistance programs established by the Council have helped to develop the number of Miami-Dade's non-profit cultural groups from 110 in 1983 to more than 1,100 in 2005, representing a wide diversity of cultural expressions, heritages and traditions. Cultural Affairs Council studies documented the expanding economic impact of the arts, growing from \$41 million in 1981, to \$156 million in 1989, to \$329 million in 1995, to more than \$538 million in 2000.
- ***Securing Miami-Dade County's First Dedicated Cultural Funding Source:*** The Council led a successful referendum drive in 1978 to pass a tourist development tax as a dedicated revenue source for culture; since then, more than \$40 million of these public funds have been invested by the Council in cultural development.

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MIAMI-DADE CULTURAL AFFAIRS COUNCIL  
 ATTENDANCE REPORT 2007

	Jan. 2007	Feb. 2007 (Planning Retreat)	Mar. 2007	Apr. 2007 (State of the Arts Instead)	May 2007	June 2007	July 2007	Aug. 2007	Sept. 2007	Oct. 2007	Nov. 2007	Dec. 2007
Alejandro J. Aguirre	E	P	P		E	P	E	P	P		E	P
Steven Alexander	P	P	E		E	P	E	A	P		A	P
Pierre R. "Pepe" Bayard	P	P	P		P	P	P	E	E		A	A
Xavier Cortada	P	P	P		P	P	P	P	P		P	P
Hector Fortuñ	P	E	P		P	P	P	E	A		A	P
Adolfo Henriques	P	P	E		E	P	P	P	E		P	P
Alexandria Holloway	E	E	P		E	E	E	P	A		P	E
Robert J. Jensen	P	E	P		P	E	E	E	P		P	P
Jorge Pérez	P	P	P		P	P	P	E	P		P	E
Janá Sigars-Malina	P	P	E		P	E	E	P	P		P	P
Rosa Sugañes	P	P	P		P	E	E	P	P		P	P
Ofelia Tabares-Fernandez	P	P	P		P	P	P	P	P		P	P
Monty Trainer	P	P	P		E	E	P	E	P		P	P
Dwayne A. Wynn	P	P	P		P	E	P	P	A		P	P
Martin Zilber	P	P	E		A	E	E	P	E		A	P

MEETING CANCELED

Key: P = Present  
 E = Excused  
 A = Absent

SUNSET REVIEW QUESTIONNAIRE  
MIAMI-DADE COUNTY BOARDS  
2009

MIAMI-DADE CULTURAL AFFAIRS COUNCIL  
ATTENDANCE REPORT 2008

	Jan. 2008	Feb. 2008 (Planning Retreat)	Mar. 2008	Apr. 2008	May 2008	June 2008	July 2008	Aug. 2008	Sept. 2008	Oct. 2008	Nov. 2008	Dec. 2008
Alejandro J. Aguirre	P	P	P	E	E	MEETING CANCELED		P	E	P	P	MEETING CANCELED
Steven Alexander	P	P	E		P	NO MEETING		P	P	E	E	
Pierre R. "Pepe" Bayard	P	E				MEETING CANCELED						
Xavier Cortada	E	P	E	P	P	NO MEETING		P	E	E	P	
Luis Diaz						MEETING CANCELED						
Hector Fortun	E	P	E	P	A	NO MEETING		E	E	E	E	
Adolfo Henriques	E	P	P	E	E	NO MEETING		E	E	E	P	
Alexandria Holloway	E	P	P	E	A	NO MEETING		E	A	E	P	
Robert J. Jensen	P	E	P	P	P	NO MEETING		E	P	P	P	
Jorge Pérez	E	P	E	P	P	NO MEETING		E	P	P	E	
Jana Sigras-Mallina	P	P	E	P	P	NO MEETING		P	P	P	E	
Rosa Sugrañes	P	E	P	E	P	NO MEETING		E	P	E	P	
Ofelia Tabares-Fernandez	P	P	E	P	P	NO MEETING		P				
Monty Trainer	P	P	P	P	P	NO MEETING		P	P	P	P	
Dwayne A. Wynn	P	P	P	P	P	NO MEETING		P	E	P	P	
Martin Zilber	E	P	P	E	P	NO MEETING		E	P	P	A	

Key: P = Present  
E = Excused  
A = Absent

ORDINANCE NO. 76-34

ORDINANCE ESTABLISHING METROPOLITAN  
DADE COUNTY COUNCIL OF ARTS AND  
SCIENCES; PROVIDING DEFINITIONS;  
ESTABLISHING QUALIFICATIONS FOR  
MEMBERSHIP; PROVIDING FOR THE ELECTION  
OF OFFICERS; PROVIDING FOR AN EXECUTIVE  
DIRECTOR; SETTING FORTH POWERS;  
PROVIDING FOR MEETINGS, COMMITTEES  
AND RULES; PROVIDING FOR FUNDING BY  
DADE COUNTY; PROVIDING A FINDING OF  
PUBLIC PURPOSE; PROVIDING SEVERABILITY;  
PROVIDING INCLUSION IN THE CODE; AND  
PROVIDING AN EFFECTIVE DATE

WHEREAS, the Board of County Commissioners finds that it  
is in the public interest to increase the appreciation of the  
arts and sciences among Dade County's citizens; and

WHEREAS, the Commission finds that it is in the public  
interest to provide proper facilities for all types of cultural  
expression in locations that are accessible; and

WHEREAS, the Commission finds that it is in the public  
interest to create and maintain an atmosphere in which every  
arts and science group in Dade County has an opportunity to  
achieve financial solvency; and

WHEREAS, the Commission finds that it is in the public  
interest to create and maintain an atmosphere conducive to the  
fullest expression of all forms of the arts to provide artistic  
satisfaction to the performer and to enrich the lives and fill  
the leisure time of all Dade County's citizens,

NOW, THEREFORE, BE IT ORDAINED BY THE BOARD OF  
COUNTY COMMISSIONERS OF DADE COUNTY, FLORIDA:

Section 1. Metropolitan Dade County Council of Arts  
and Sciences.-- There is hereby created and established the  
Metropolitan Dade County Council of Arts and Sciences, hereinafter  
referred to as the council, a part of the government of  
Dade County, Florida, for the purpose of developing, coordinating  
and promoting the performing and visual arts and the sciences, in

Dade County, contracting for artistic services, performances, and exhibits, and developing physical facilities for the use of the arts and sciences, all for the enjoyment, education, cultural enrichment, and benefit of the citizens of Dade County. In furtherance of said purpose, the council shall attempt to accomplish the following objectives:

(1) Stimulate greater governmental and public awareness and appreciation of the importance of the arts and sciences to the people of Dade County.

(2) Encourage and implement greater and more efficient use of governmental and private resources for the development and support of the arts, and sciences.

(3) Encourage and implement opportunities for County residents to participate in artistic and scientific activities.

(4) Promote the development of Dade County artists, scientists and institutions and community organizations sponsoring arts and science activities, and audiences.

(5) Survey and assess the needs of the arts and sciences, and of the people of this County relating thereto and make such information promptly and regularly available to all interested agencies and persons upon request.

(6) Support and implement the preservation and growth of the County's artistic and scientific resources.

(7) Foster the development of a receptive climate for the arts and sciences to culturally enrich and benefit the citizens of Dade County in their daily lives, to make Dade County visits and vacations all the more appealing to the world and to attract to Dade County residency additional outstanding creators in the field of arts and sciences through appropriate programs of publicity, education, coordination and sponsor activities such as the presentation of lectures and exhibitions and central compilation and dissemination of information on the progress of the arts and sciences in Dade County.

(8) Encourage and coordinate the artistic and scientific activities of other governmental agencies, including those concerned with the public educational system.

(9) Provide Dade County cultural organizations with information and assistance.

The purposes and objectives provided by this section are hereby deemed to be public purposes.

Section 2. Definition of "the arts and sciences".--

The boundaries of the arts and sciences are constantly changing, but for purposes of this ordinance shall include, without limitation, all phases of the visual and performing arts and shall also include the exhibition of all forms of history and science, when such activities are conducted by nonprofit organizations.

Section 3. Membership and organization.--

(1) Each council member will be charged with the responsibility of serving the best interests of the arts and sciences in the County within the purposes of this act, and no council member shall view his or her council role to be that of representing any particular geographic area of the County, interest group, arts or science institution, community organization, or audience.

(2) (a) The council shall consist of 15 members. No person shall be qualified to sit as a member of the Cultural Arts Council if he or she is a salaried manager, administrator or director of any cultural organization in Dade County. Vacancies on the council shall be filled by the County Commission. In filling any vacancy, the County Commission shall select the replacement council member from a list of three candidates to be submitted by the remaining members of the council. In the event that none of the three candidates suggested meets Commission approval, the council shall submit another and entirely different list for Commission consideration. This process shall continue until a suitable replacement has been found to fill the existing or anticipated vacancy.

(b) The council shall endeavor to make the public aware of any vacancy which occurs, or which is expected, by complying with the notice and publication requirements established in subsection (6) of this section. The council shall then receive open nominations from citizens of Dade County before submitting any list of candidates to the County Commission.

(3) The term of office for each member shall be 5 years; however, of the members first appointed, three shall serve for 1 year, three for 2 years, three for 3 years, three for 4 years and three for 5 years. All members of the council shall be qualified electors residing in the County.

(4) No council member who serves a full term shall be reappointed to the Council during the two-year period following expiration of his or her term.

(5) No council member may receive compensation for his or her services, but the council may approve reimbursement for expenses necessarily incurred in the performance of a member's duties.

(6) For purposes of this section, notice and publication requirements shall be deemed to have been met by advertisement three consecutive days in a newspaper of County-wide circulation at least fourteen days prior to the taking of the intended action.

Section 4. Council officers.-- The council shall elect annually one of its members to be its chairperson, and another as vice chairperson.

Section 5. Executive director.-- The County Manager, with the advice and consent of the council, and subject to approval by the County Commission, shall appoint an Executive Director who shall be a full-time employee and shall receive a salary fixed by the County Commission. The Executive Director shall carry out the policies and programs established by the

council, shall employ, subject to council approval, such full-time and part-time staff and consultants as appropriate to carry out those policies and programs and shall be in charge of the day-to-day operations of those policies and programs.

Section 6. Powers of the council.-- The council shall have all legal powers necessary and appropriate to effectuate its objectives and the purposes as set forth in this ordinance, subject to the approval of the County Commission, including, but not limited to, the power:

- (1) To have a seal and to alter the same at pleasure.
- (2) To provide financial support, including grants, matching grants, loans and guarantees, when other sources of financial support are unavailable or impractical, to Florida artists, arts institutions, local arts interests, and community organizations sponsoring arts activities pursuant to such regulations as the council may adopt and publish.
- (3) To adopt rules for the regulation of its affairs and the conduct of its business.
- (4) To acquire by grant, purchase, gift or devise all property, real or personal, or any estate or interest therein necessary, desirable or convenient for the purpose of this ordinance, and to lease or rent all or any part thereof and to exercise all of its powers and authority with respect thereto.
- (5) To lease or contract for the operation of any part of any of the cultural facilities of the council, subject to reasonable public notice, bids and hearing.
- (6) To fix and collect rates, rentals, fees and charges for the use of any and all of the cultural facilities of the council.
- (7) To contract for the operation of concessions on or in any of the cultural facilities of the council, subject to reasonable public notice, bids and hearing.

(8) To advertise within or without the state any of the activities, events or facilities of the council.

(9) To make and enter into all contracts and agreements necessary or incidental to the purposes and the performance of the duties imposed and the execution of the powers granted under this act, and to employ such director, consulting services, engineers, superintendents, managers, construction and financial experts and attorneys, and such employees and agents as may, in the judgment of the council, be deemed necessary, and to fix their compensation.

(10) To cooperate and contract with the government of the United States or the State of Florida, or any agency or instrumentality thereof, or with any municipality, district, private corporation, co-partnership, association, or individual providing for or relating to cultural activities, events or facilities.

(11) To organize advisory committees.

(12) To recommend for consideration the names of at least three qualified persons for each vacancy that occurs on the council.

(13) To give such priority to the accomplishment of the purposes, objectives, and duties of the council as it shall determine to be in the best interests of the arts and sciences and the people of Dade County.

(14) To request and obtain such assistance, services, and information from other governmental agencies or entities as will enable the council to properly carry out its objectives under this ordinance.

(15) To do all acts or things necessary or convenient to carry out the powers expressly granted in this ordinance.

(16) To seek and accept appropriations or funds from any federal, state, county, city, or municipal governmental entity, or any individual, partnership, jointventure, or corporation.

(17) To create associate memberships.

Section 7. Council meetings; public hearings;  
committees and advisors; reports; rules.--

(1) (a) All meetings shall be open to the public. Council meetings shall be held at least quarterly pursuant to notice and at such times and places as the council shall determine. One-half of the council membership, plus one, shall comprise a quorum for the transaction of business at council meetings.

(b) Continued and unexcused absence from council meetings shall constitute cause for a member's removal from the council, and replacement as provided for in subsection (2) of section 3. Such action shall be taken only with approval of 2/3 of the remaining council members.

(2) The council shall hold at least one public hearing annually, pursuant to public notice specifying the date and place of hearing and the subjects to be considered, specifically for the purpose of making the council's work known and investigating and assessing the needs and development of the arts and sciences in the County.

(3) The council may establish such working committees of council members as it deems appropriate to carry out its purposes, objectives, duties and powers.

(4) The council may convene such advisory panels and may consult with such advisors and experts as it deems necessary and appropriate for carrying out its objectives, duties and powers, and it shall initially establish and consult a professional advisory committee.

(5) The council shall formulate and publish rules and regulations setting forth the criteria pursuant to which its financial aid is given, and such other rules regarding its activities as it deems appropriate.

(6) The council shall annually file with the Board of County Commissioners a report summarizing its activities conducted during the preceeding year and setting forth such recommendations, including recommendations with respect to present or proposed

legislation, concerning State encouragement and support of the arts, as it considers appropriate. The council's annual report, and such other reports as it deems appropriate, shall be made available to the public.

Section 8. Initial council; funding.--

(1) The initial 15 council members shall be selected as follows:

a) The Planning Advisory Board shall submit all public nominations received by it as of March 31, 1976, to both the Mayor's Advisory Committee on the Arts and the Cultural Executive Council/Junior League.

b) Both the Mayor's Advisory Committee on the Arts and the Cultural Executive Council/Junior League shall consider said public nominations, together with any additional nominations that either group may have, and each group will submit 45 nominations to the Planning Advisory Board.

c) The Planning Advisory Board will select 45 nominations from the total of 90 received and submit these 45 nominations to the Board of County Commissioners.

d) From the 45 names submitted by the Dade County Planning Advisory Board the initial 15 council members shall be appointed by the Board of County Commissioners.

(2) Funding by Dade County -- Requests of the council for funding by Dade County shall be initiated through the County Manager in accordance with established procedures.

Section 9. Public purpose.-- This ordinance being for a public purpose and for the welfare of the citizens of Dade County, Florida, shall be liberally construed to effect the purposes hereof.

Section 10. If any section, subsection, sentence, clause or provision of this ordinance is held invalid, the remainder of this ordinance shall not be affected by such invalidity.

2/14/mag.

Amended  
Agenda Item No. 2 (g)  
Page No. 9

Section 11. It is the intention of the Board of County Commissioners, and it is hereby ordained that the provisions of this ordinance shall become and be made a part of the Code of Metropolitan Dade County, Florida. The sections of this ordinance may be renumbered or relettered to accomplish such intention, and the word "ordinance" may be changed to "section", "article", or other appropriate word.

Section 12. This ordinance shall become effective ten (10) days after the date of its enactment.

PASSED AND ADOPTED: April 20, 1976.

Approved by County Attorney as  
to form and legal sufficiency. W.L.Y.

RESOLUTION NO. R-1408-78

RESOLUTION REQUESTING RECOMMENDATIONS FROM THE COUNCIL OF ARTS AND SCIENCES AND ESTABLISHING THAT THE COMMISSION WILL CONSIDER SUCH RECOMMENDATIONS PRIOR TO DISTRIBUTING FUNDS FOR TOURIST-ORIENTED CULTURAL AND SPECIAL EVENTS UNDER THE TOURIST DEVELOPMENT ROOM TAX PLAN

WHEREAS, the Board of County Commissioners has enacted Ordinance No. 78-62, as amended, and Resolution No. R-1073-78, as amended, passed and adopted on October 4, 1978, levying a Tourist Development Room Tax throughout Dade County except within the municipal limits of Miami Beach, Bal Harbour, and Surfside and establishing a plan for the allocation of funds derived therefrom; and

WHEREAS, said plan allocates twenty percent (20%) of the anticipated revenue to be used to promote Dade County tourism by sponsoring tourist-oriented cultural and special events such as concerts, recitals, opera, dance, art exhibition, festivals, and other tourist-oriented activities; and

WHEREAS, Article XXXIII of the Dade County Code created and established the Metropolitan Dade County Council of Arts and Sciences, whose purpose among others is to develop, coordinate, and promote the performing and visual arts and sciences in Dade County; and

WHEREAS, one of the objectives of the Council of Arts and Sciences is to encourage and implement greater and more efficient use of governmental and private resources for the development and support of the arts and sciences; and

WHEREAS, the Board of County Commissioners recognizes the insight and knowledge that the Council of Arts and Sciences has and can offer as to the availability and needs of the diverse cultural activities in Dade County, and acknowledges that the said Council is in an excellent posture to know and be able to recommend which of the cultural and special events available are most likely to attract tourists to the area; and

WHEREAS, the Board of County Commissioners would like to utilize the Council's specialized knowledge and insight,

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF DADE COUNTY, FLORIDA, that this Board hereby requests recommendations from the Council of Arts and Sciences regarding the specific allocations to be drawn from that portion of the funds designated for tourist-oriented cultural and special events under the Tourist Development Room Tax Plan. These recommendations will be considered by the Board when allocating and distributing funds to the various cultural and special events that will bring tourists to our area.

The foregoing resolution was offered by Commissioner

Ruth Shack, who moved its adoption. The motion was seconded by Commissioner Beverly B. Phillips, and upon being put to a vote, the vote was as follows:

Neal F. Adams	Aye
Clara Oesterle	Absent
William G. Oliver	Aye
Beverly B. Phillips	Aye
James F. Redford, Jr.	Aye
Harvey Ruvlin	Aye
Barry D. Schreiber	Aye
Ruth Shack	Aye
Stephen P. Clark	Aye

The Mayor thereupon declared the resolution duly passed and adopted this 21st day of November, 1978.

DADE COUNTY, FLORIDA  
BY ITS BOARD OF  
COUNTY COMMISSIONERS

RICHARD P. BRINKER, CLERK

Approved by County Attorney as  
to form and legal sufficiency. W.J.

By: EDWARD D. PHELAN  
Deputy Clerk.

MEMORANDUM

1.500(c)

7.01-14

Agenda Item No 2 (b)

*Res. file*

TO Honorable Mayor and Members,  
Board of County Commissioners

DATE (Public Hearing--11-17-81)  
November 3, 1981

FROM Robert A. Ginsburg  
Dade County Attorney

SUBJECT Ordinance amending the Tourist  
Development Room Tax Plan  
authorizing the use of funds  
in category three to promote  
culture

81-125

The accompanying ordinance was prepared and placed on  
the agenda at the request of Commissioner Ruth Shack.

*[Signature]*  
Robert A. Ginsburg

RAG/mag  
attachment

ORDINANCE NO. 81-126

ORDINANCE AMENDING THE TOURIST  
DEVELOPMENT ROOM TAX PLAN  
AUTHORIZING THE USE OF FUNDS  
IN CATEGORY THREE (3) TO PROMOTE  
CULTURE: PROVIDING FOR SEVERABILITY  
AND AN EFFECTIVE DATE

WHEREAS, the Florida Local Option Tourist Development Act, Florida Statutes 125.0104 (1979), permits the Board of County Commissioners to levy a tourist development room tax; and

WHEREAS, the Board of County Commissioners has established the Dade County Tourist Development Council and has adopted its plan for tourist development; and

WHEREAS, Section 29-55 Code of Metropolitan Dade County provides for modification of the Tourist Development Room Tax Plan by ordinance enacted by an affirmative vote of a majority plus one additional vote of the Board of County Commissioners; and

WHEREAS, the Dade County Council of Arts and Sciences has recommended that certain amendments be made to Section 3 of the Tourist Development Room Tax Plan providing for the promotion of culture;

NOW, THEREFORE BE IT ORDAINED BY THE BOARD OF COUNTY COMMISSIONERS OF DADE COUNTY, FLORIDA:

Section 1. Section 3 of the Tourist Development Room Tax Plan is hereby amended to read as follows: <sup>1/</sup>

3. To promote Dade County tourism by ~~sponsoring~~ sponsoring tourist-oriented ~~activities~~ culture, cultural and special events such as visual and performing arts including theater, concerts, recitals, opera, dance, art exhibitions, festivals and other tourist-related activities. \$875,000 (20 percent).

<sup>1/</sup> Words stricken through shall be deleted. Underscored words constitute the amendment proposed. Remaining provisions are now in effect and shall remain unchanged.

Section 2. If any section, subsection, sentence, clause or provision of this ordinance is held invalid, the remainder of this ordinance shall not be affected by such invalidity.

Section 3. This ordinance shall become effective ten (10) days after the date of its enactment.

PASSED AND ADOPTED:

Approved by County attorney as  
to form and legal sufficiency. KAC

Prepared by: RJW

M E M O R A N D U M

Agenda Item No. 7(L)

To: Hon. Chairperson and Members  
Board of County Commissioners

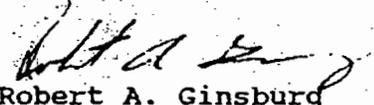
Date: (Public Hearing 1-18-94)  
December 14, 1993

Subject: Cultural Affairs  
Council

From: Robert A. Ginsburg  
County Attorney

94-06'

This proposed amendment has been prepared to conform the Dade County Code to the provisions of Ordinance No. 93-114 which generally increased the membership on County Boards.

  
Robert A. Ginsburg  
County Attorney

RAG/ydl

MEMORANDUM

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TO: Hon. Chairperson and Members  
Board of County Commissioners

DATE: January 18, 1994

FROM: *Joaquin G. Avino*  
Joaquin G. Avino, P.E., P.L.S.  
County Manager

SUBJECT: Ordinance Relating  
to the Cultural  
Affairs Council

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The ordinance relating to the Cultural Affairs Council appearing on today's Agenda for public hearing is a result of the adoption of Ordinance 93-114 which amended the number of members and modified the terms of office of members of various County boards. The proposed ordinance dictates the way in which members may be appointed to the Council and modifies their terms of office. Because it does not, however, affect the original function or the overall composition of the Council, there is no resulting economic impact.

---

ORDINANCE NO. 94-06

ORDINANCE RELATING CULTURAL AFFAIRS COUNCIL,  
AMENDING QUALIFICATIONS FOR MEMBERSHIP,  
AMENDING TERMS OF MEMBERSHIP, AMENDING  
QUORUM, PROVIDING SEVERABILITY, INCLUSION  
IN CODE AND AN EFFECTIVE DATE

WHEREAS, the adoption of Ordinance 93-114 has amended the number of members and modified the terms of office of the members of various County Boards, and

WHEREAS, the provisions of Section 2-293 relating to membership on the Cultural Affairs Council are now inconsistent with the provisions of Ordinance 93-114, and need to be brought into alignment with that Ordinance,

NOW, THEREFORE, BE IT ORDAINED BY THE BOARD OF COUNTY COMMISSIONERS OF DADE COUNTY, FLORIDA:

Section 1. Section 2-293(b)(2), Code Metropolitan Dade County is hereby amended as follows:

(b)(2) Vacancies on the Council shall be filled by the County Commission. The members shall be appointed for five-year staggered terms. Each Board member shall be appointed to a term which shall end concurrently with the last day of the term of the County Commissioner who appointed the Board member, as provided in Section 2-38.2 of this Code. If a vacancy occurs prior to the expiration of the Board member's term, the County Commissioner who appointed that member shall appoint a new member to fill the balance of the term. Subject to the provisions of this paragraph, the Council's fifteen (15) members shall consist of nine

Words stricken through shall be deleted. Underscored words constitute the amendment proposed. Remaining provisions are now in effect and shall remain unchanged.

~~(9) thirteen (13) members appointed by individual Commissioners and six (6) two (2) members appointed by the Board of County Commissioners to a term of four (4) years. In 1989 the Commissioners shall, by agreement or by lot, determine which of them shall make the individual appointments to fill existing vacancies. Thereafter individual Commissioners shall each appoint one (1) member until nine (9) thirteen (13) members shall have been appointed by individual Commissioners. The next six (6) two (2) appointments shall be made by the Board of County Commissioners. In filling any vacancy to be filled by the Commission, the County Commission shall select the replacement Council member from a list of three (3) candidates to be submitted by the remaining members of the Council. In the event that none of the three (3) candidates suggested meets Commission approval, the Council shall submit another, and entirely different list for Commission consideration. This process shall continue until a suitable replacement has been found to fill the existing or anticipated vacancy.~~

Section 2. Section 2-293(d), Code Metropolitan Dade County is hereby amended as follows:

~~(d) No Council member who serves a full term shall be reappointed to the Council during the two-year period following expiration of his or her term. No Council member shall serve more than eight (8) consecutive years on the Council; provided that this limitation shall not be applicable to Council members with unexpired terms on November 1, 1993 who were reappointed after that date. Nothing shall prohibit any individual from being reappointed to the Council after a hiatus of two (2) years.~~

Section 3. If any section, subsection, sentence, clause or provision of this ordinance is held invalid, the remainder of this ordinance shall not be affected by such invalidity.

Section 4. It is the intention of the Board of County Commissioners, and it is hereby ordained that the provisions of

this ordinance shall become and be made a part of the Code of Metropolitan Dade County, Florida. The sections of this ordinance may be renumbered or relettered to accomplish such intention, and the word "ordinance" may be changed to "section," or "article", or other appropriate word.

Section 5. This ordinance shall become effective 10 days after adoption.

PASSED AND ADOPTED:

JUNE 18 1994

Approved by County Attorney as  
to form and legal sufficiency. RA6

Prepared by:

DBM

**MINUTES OF THE  
MIAMI-DADE COUNTY CULTURAL AFFAIRS COUNCIL  
January 28, 2009**

A meeting of the Miami-Dade County Cultural Affairs Council was held at the 6th Floor Conference Room, Stephen P. Clark Government Center, 111 N.W. 1st Street, Miami, Florida.

**MEMBERS PRESENT**

Alejandro Aguirre  
Xavier Cortada  
Luis Diaz  
Evelyn Greer  
Dr. Alexandria Holloway  
Robert Jensen  
Louis-Albert Jolivet  
Janá Sigars-Malina  
Monty Trainer  
Dwayne Wynn

**MEMBERS NOT PRESENT**

Adolfo Henriques, Chairman  
Steven Alexander  
Jorge Pérez  
Rosa Sufrañes

**STAFF**

Michael Spring, Director  
Kelly Allocco  
Francine Andersen  
Christina Beauvoir  
Nikenna Benjamin  
Sue Camp  
John Copeland  
Eric Fliss  
Gerry Landreth  
Marialaura Leslie  
Harold Livingston  
Deborah Margol  
Gilda B. Mooney  
Alex Peraza  
Adriana Pérez  
Dana Pezoldt  
Brandi Reddick  
Militssa Torres

**OTHERS PRESENT**

Alina Interián, Florida Center for the Literary Arts  
Robert Parente, City of Miami Office of Film, Arts and Entertainment  
Arleen Stanek, Office of the Inspector General  
George Volsky, Coral Gables Cultural Council  
Jack Wolf, IMPACT Miami

Former Chairperson Alejandro Aguirre called the meeting to order at 12:10 p.m. He introduced and welcomed the Council's newest members, Evelyn Greer and Louis-Albert Jolivet. He introduced Alina Interián, Executive Director of the Florida Center for the Literary Arts, a college-wide academic and cultural initiative that promotes the appreciation of literature in all forms and engages South Florida's diverse community in an exchange of ideas. Ms. Interián provided the Council with a brief history of the organization, a comprehensive review of its writing programs and highlighted the organization's most recent accomplishments and achievements. At the conclusion of her presentation, Ms. Interián thanked the Council for the continued support of the organization's programs and encouraged Councilors to attend any one of the Center's activities.

Dwayne Wynn joined the meeting at 12:25 p.m.

Michael Spring commended Ms. Interián and her staff for their outstanding efforts in providing high quality programming in the area of literary arts. He noted that the Center is a major promoter of the Department's *Culture Shock Miami* program and has been a supportive partner of the program since its inception.

**ITEMS FOR RATIFICATION**

**Approval of the November 19, 2008 Minutes**

The minutes from the November 19, 2008 Council meeting were approved unanimously (motion by Monty Trainer, seconded by Luis Diaz).

**FY2008-2009 Community Grants Program – Second Quarter Recommendations**

Dana Pezoldt reported that the FY2008-2009 Community Grants program panel convened on November 20, 2008 to review 51 applications requesting \$407,325 for the second quarter of the program. The panel recommended funding 50 applicants for a total of \$195,000.

Ms. Greer noted that she will abstain from voting on the package of recommendations until such time she could confirm her conflicts of interest.

Individual grant recommendations that involved Councilor conflicts of interest were removed from the package of recommendations and voted on individually. Council members declared conflicts of interest and abstained from voting on the following:

Xavier Cortada - Florida International University Board of Trustees, for the benefit of the Physics Department (\$2,746)

Bob Jensen – DuMond Conservancy for Primates and Tropical Forests (\$1,962)

The panel's recommendation to fund the remaining 48 organizations was approved unanimously (motion by Mr. Diaz, seconded by Dwayne Wynn).

Academy of Performing Arts and Entertainment, Inc.	\$3,139
Archdiocese of Miami, Inc., for the Benefit of Our Lady of the Holy Rosary Church	\$3,530
Area Performance Gallery, Inc.	\$2,354
Arts on the Way	\$3,139
Barry University - Department of Fine Arts	\$1,766
Barry University - School of Education	\$2,943
Beaux Arts of the Lowe Art Museum of the University of Miami, Inc.	\$5,885
Center for the Advancement of Jewish Education, Inc.	\$7,847
City of Miami - Department of Parks and Recreation Disabilities Division	\$2,943
City of Miami Beach - Department of Tourism and Cultural Development	\$2,943
City of South Miami	\$1,569
Communities in Schools of Miami, Inc.	\$5,885
Community Theatre of Miami Lakes, Inc.	\$3,139
Creative Children Therapy, Inc.	\$3,924
Dade Community Foundation f/a for Neighbors of Schenley Park, Inc.	\$1,177
Deering Estate Foundation, Inc., The	\$5,493
Dr. Martin Luther King, Jr., Parade and Festivities Committee, Inc.	\$7,847
Empower "U", Inc.	\$3,924
Facundo Rivero Performing Arts, Inc.	\$3,924
Florida Memorial University - Department of Visual and Performing Arts	\$2,354
Friends of the Japanese Garden afa for Cirque du Noir, Inc.	\$3,139
Good Hope Equestrian Training Center, Inc.	\$3,530
Goodwill Industries of South Florida, Inc.	\$5,885
Haitian-American Youth Organization, Inc.	\$3,924
Harmony School of Art and Music, Inc.	\$3,139
Hispanic-American Lyric Theatre, Inc., f/a Risingstar Artist Group	\$2,354
Kiwanis Club of Little Havana	\$6,278
Mad Cat Theatre Company	\$3,924
Miami Dance Project, Inc.	\$5,493
Miami Downtown Development Authority	\$3,924
Miami Oratorio Society, Inc., The	\$3,139
Miami-Dade County Fair Foundation, Inc.	\$3,924
Miami-Dade County Park and Recreation Dept. - Region 4	\$1,569
Mid Eastern Dance Exchange, Inc.	\$3,139
Mustard Seed Initiative, Inc., The	\$3,924
ReThink and ReUse Center, Inc.	\$3,924
Rotary Foundation of South Miami, Inc.	\$3,924
Shakespeare in the Park Miami, Inc.	\$7,847
Solid Rock Enterprises, Inc.	\$5,885
South Florida Boys Choir, Inc., The	\$3,924

St. Patrick's Day Committee, Inc.	\$2,354
Temple Beth Shalom	\$3,530
Tradisyon Lakou Lakay, Inc.	\$1,569
United Haitian American Artists, Inc.	\$3,924
<b>TOTAL</b>	<b>\$190,292</b>

The panel's recommendation to fund the remaining two organizations for a total of \$4,708 for which there were the above-noted Councilors' conflicts of interest and abstentions, were voted on individually and passed unanimously as follows:

Florida International University Board of Trustees, for the benefit of the Physics Department (motion by Mr. Wynn, seconded by Mr. Diaz)	\$2,746
DuMond Conservancy for Primates and Tropical Forests (motion by Mr. Wynn, seconded by Dr. Alexandria Holloway)	\$1,962

#### Sunset Review of the Cultural Affairs Council

Deborah Margol reported that as a part of the regular review of all County advisory boards, the Cultural Affairs Council is required to take formal action on the Sunset Review Report and to recommend whether the Council should be continued. The Council unanimously approved the Sunset Review Report and the recommendation for its continued operation as a County advisory board and requested that this action be included as part of its submission through the biannual Sunset Review of County Boards Report to the Miami-Dade County Board of County Commissioners (motion by Mr. Trainer, seconded by Mr. Wynn).

#### ITEMS FOR APPROVAL

##### Requests for Excused Absences for January 28, 2009

Requests for excused absences submitted by Chairman Adolfo Henriques, Steven Alexander and Rosa Sagrañes were approved unanimously (motion by Mr. Jensen, seconded by Mr. Trainer).

##### FY2008-2009 Summer Arts and Science Camps (SAS-C) Grants Program Recommendations

Mr. Trainer reported that the FY2008-2009 Summer Arts and Science Camps (SAS-C) Grants Program panel convened on January 9, 2009 to review 30 applications requesting a total of \$779,569. The panel recommended funding 19 applications for a total of \$350,000. One organization withdrew its application prior to the panel meeting.

Ms. Greer noted that she will abstain from voting on the package of recommendations until such time she could confirm her conflicts of interest.

Individual grant recommendations that involved Councilor conflicts of interest were removed from the package of recommendations and voted on individually. Council members declared conflicts of interest and abstained from voting on the following:

Chairman Aguirre - Fairchild Tropical Botanic Garden (\$13,930)

Mr. Cortada - Museum of Contemporary Art (\$21,000); Museum of Science (\$21,000)

Janá Sigars-Malina - Fairchild Tropical Garden (\$13,930)

Mr. Trainer - Museum of Contemporary Art (\$21,000)

The panel's recommendation to fund the remaining 16 applications was approved unanimously (motion by Mr. Wynn, seconded by Mr. Jensen).

Actors' Playhouse Productions, Inc.	\$17,856
Arts Ballet Theatre of Florida, Inc.	\$21,000
Coral Gables Congregational Church, Inc.	\$13,200
Creative Children Therapy, Inc.	\$21,000
Diva Arts & Entertainment, Inc.	\$11,100
enFAMILIA, Inc.	\$21,000

Greater Miami Youth Symphony of Dade County, Inc.	\$21,000
Historical Association of Southern Florida, Inc.	\$13,624
Marjory Stoneman Douglas Biscayne Nature Center	\$17,500
Miami Light Project, Inc.	\$21,000
Miami Stage Company/Miami Children's Theater, Inc.	\$18,000
Miami-Dade County Department of Park and Recreation-Division of Arts and Culture	\$24,000
PlayGround Theatre, Inc., The	\$24,000
South Florida Art Center, Inc. (d.b.a. ArtCenter/South Florida)	\$ 7,790
Thomas Armour Youth Ballet, Inc.	\$24,000
Young Men's Christian Association of Greater Miami, The	\$18,000
<b>TOTAL</b>	<b>\$294,070</b>

The panel's recommendations to fund the remaining three organizations for a total of \$55,930 for which there were the above-noted Councilors' conflicts of interest and abstentions, were voted on individually and passed unanimously as follows:

Fairchild Tropical Botanic Garden (motion by Mr. Cortada, seconded by Mr. Wynn)	\$13,930
Museum of Contemporary Art (motion by Dr. Holloway, seconded by Mr. Diaz)	\$21,000
Museum of Science (motion by Mr. Wynn, seconded by Mr. Diaz)	\$21,000

Mr. Spring added that the SAS-C Grants Program would not be possible without the continued support of The Children's Trust, an initiative created to improve the lives of children through collaborative efforts and strategic investments in programs that enhance the lives of children. The SAS-C Grants Program is fully funded by a grant from The Children's Trust.

#### **Waiver of Formal Bid Procedures for Entertainers at the South Miami-Dade Cultural Arts Center**

Eric Fliss reported that the Department will submit a recommendation to the Miami-Dade County Board of County Commissioners and Mayor that formal bid procedures and bid protest procedures be waived for artists that would perform at the South Miami-Dade Cultural Arts Center. This waiver is similar to existing multi-year waivers in place for other Park and Recreation Department facilities such as the Joseph Caleb Auditorium, the Miami-Dade County Auditorium, etc. The recommendation to waive bid procedures for entertainers at the South Miami-Dade Cultural Arts Center was approved unanimously (motion by Mr. Jensen, seconded by Mr. Wynn).

Mr. Fliss noted that since becoming Managing Director of the center, he has joined a number of professional development associations and attended various conferences in an effort to establish relationships with potential programmatic and educational outreach partners. In addition, Mr. Spring reported that he is scheduled to meet with John Richard, the newly appointed President and CEO of the Adrienne Arsht Center of the Performing Arts, in order to discuss possible collaborative initiatives that can be presented at the South Miami-Dade Cultural Arts Center. Also serving as a member of the board of the Performing Arts Center Trust, Ms. Greer offered to facilitate communications and partnerships between the Arsht Center and the South Miami-Dade Cultural Arts Center.

#### **Guidelines for the FY2009-2010 Spring Grants Cycle - Capital Development (CAP) Grants Program Guidelines; Cultural Advancement (ADV) Grants Program Guidelines; Dance Miami Choreographers' Fellowship (DMF) Grants Program Guidelines; Festivals and Special Events (FEST) Grants Program Guidelines; Hannibal Cox, Jr. (HCJ) Grants Program Guidelines; International Cultural Exchange (ICE) Grants Program Guidelines; Youth Arts Miami (YAM) Grants Program Guidelines**

Ms. Margol provided the Council with a comprehensive review of program guidelines for the spring cycle of grants programs (a memorandum with detailed information was provided in the meeting package). In her report, Ms. Margol highlighted changes to the Festivals and Special Events Grants Program, the Hannibal Cox, Jr. Cultural Grants Program and the Youth Arts Miami Grants Program. There were no substantive changes to the Capital Development, Cultural Advancement, Dance Miami Choreographers Fellowship and International Cultural Exchange Grants Programs. The guidelines for the spring cycle of grants programs were approved unanimously (motion by Mr. Trainer, seconded by Louis-Albert Jolivet).

#### **REPORTS AND DISCUSSION ITEMS**

FY2009-2010 State of Florida - Division of Cultural Affairs Budget Update

Mr. Spring directed the Council's attention to an advocacy position paper published by the Florida Cultural Alliance that was included in the meeting package. The Florida Cultural Alliance has adopted Secretary of State Kurt Browning's budget request for the Division of Cultural Affairs, which was forwarded to Governor Charlie Crist. The Secretary's request calls for the full restoration of the Division's budget. In an effort to muster support for an increase to the Division of Cultural Affairs' budget, Chairman Aguirre has volunteered to attend the Dade Delegation's public hearing, scheduled to take place on January 30, 2009 at the Board of County Commissioners Chamber.

Mr. Spring reminded Councilors that in the past, the Council has underwritten and endorsed a membership letter that is mailed to cultural and community leaders encouraging their membership in the Florida Cultural Alliance. Council members interested in participating as sponsors of this year's membership drive were asked to speak with staff after the meeting for more details (Chairman Adolfo Henriques has agreed to sponsor a portion of the membership drive).

Council members discussed various philosophical approaches to the way in which they would carry out statewide advocacy efforts. Mr. Cortada agreed while that arts advocates should emphasize the economic impact of the arts as an industry, he emphasized the importance of talking about the value of art created as a means of self expression in the public dialogue. Council members have the opportunity to explore this issue further at the annual planning and budget retreat.

#### **Federal Economic Recovery and the Arts**

Mr. Spring directed the Council's attention to a position paper published by Americans for the Arts, the nation's leading arts advocacy group, based in Washington, D.C. The position paper delineates how federal dollars would be expended, should the arts industry be included in an economic recovery package. He noted that the House of Representatives recommended \$50 million of the stimulus package be allocated to the National Endowment for the Arts (NEA); to date, the U.S. Senate version of the stimulus package does not include a funding recommendation for the NEA.

#### **Culture Shock Miami – Discount Tickets for Youth Program**

Gerry Landreth reported the results of the *Culture Shock Miami* student participation study. The analysis broke down program participation by zip code. This study was prepared in an effort to further analyze the program's geographical areas of reach. Mr. Landreth reviewed the results with the Council, noting that the program is reaching virtually every zip code in Miami-Dade County as well as one zip code in neighboring Broward County. Mr. Cortada noted that while he was pleased to see the program reaching the entire county, he expressed concern at the low number of tickets sold in low-income areas such as Liberty City, Little Havana, North Miami-Dade, etc. Mr. Spring noted that the zip code analysis helped *Culture Shock Miami* staff better identify geographical areas of lesser reach and will be working towards improving penetration of the program's services in those areas. Mr. Diaz and Mr. Wynn offered contacts to help with this work. Mr. Landreth continued his presentation by noting that demands by student ticket buyers for tickets to performances have been increasing and partnerships with new and existing cultural partners are strengthening. Students are purchasing more and more tickets to multiple events rather than single ticket purchases, which indicates to staff that students are becoming dedicated "arts consumers." In addition, staff continues to work with Ground Up and Rising, Inc. to produce *Cultural Etiquette*, a film designed to educate young arts patrons as to the "rules" of proper decorum at arts events and presentations. Staff recently met with Al Chio from Y-100 / Clear Channel to discuss collaborative marketing opportunities. Intensive internet marketing of the program continues as well as cross-promotion opportunities with other County departments and programs continue to be explored. A memorandum summarizing the program's progress was included in the Council's meeting package.

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#### **South Miami-Dade Cultural Arts Center**

Mr. Spring provided an update on the construction of the South Miami-Dade Cultural Arts Center. The Tower Group's new project management team joined the project in November 2008 and is beginning to develop a realistic plan for addressing key issues and completing the building. Mr. Spring anticipates receiving a revised schedule and work plan from The Tower Group for completing the facility and updating the Council at the next month's meeting. A detailed status report on the progress of the project was included in the meeting package.

#### **Art in Public Places Update**

Mr. Spring reported that written reports related to the Art in Public Places (APP) program are included in the Council's meeting package on a monthly basis. He reported that APP staff continues to bring new projects online; make progress on a new repair and maintenance program; and collaborate more closely with other Departments on developing and implementing their public art projects.

## Director's Reports

- 1) The annual *State of the County Address* will be delivered by Miami-Dade County Mayor Carlos Alvarez on February 10, 2009 at the Filmore at the Jackie Gleason Theater of the Performing Arts.
- 2) Council Chairman Adolfo Henriques will be presented with the "Sand in my Shoes" award by the Greater Miami Chamber of Commerce for his outstanding community service. The ceremony will take place on February 19, 2009 at the Hilton Hotel in downtown Miami.
- 3) The Council was reminded that the annual planning and budget retreat will be held from 11:00 am – 3:00 pm on February 25, 2009. A location for the retreat has yet to be determined.
- 4) Mr. Wynn and Council member Rosa Sagrañes have volunteered to participate in the County's strategic planning process as task force members of the County's Community Planning Team.
- 5) The Little Haiti Cultural Complex official grand opening will be taking place on January 29, 2009. All Council members were invited to attend.
- 6) An agenda item is being submitted to the Miami-Dade County Board of County Commissioners requesting the next installment of General Obligation Bond funds for the development of the Miami Art Museum project. Mr. Spring noted that more detailed information will be provided at the next month's Council meeting.
- 7) Commissioner Dennis Moss has been selected to serve as Chairman of the Board of County Commissioners, with Jose "Pepe" Diaz serving as Vice-Chair. Commissioner Javier Souto will remain as Chair of the Department's reporting committee, renamed the Recreation, Culture and Tourism Committee.

## COUNCILOR REPORTS

Dr. Holloway invited Council members to attend *Artists of the Diaspora* on February 15, 2009, from 4:00 pm to 6:00 pm. This program was initiated in an effort to bring classical music to the youth of South Miami-Dade.

Mr. Wynn commended the staff at the Adrienne Arsht Center for the Performing Arts and the Gusman Center for the Performing Arts for televising the inauguration of President Barak Obama for the public free of charge. He also commended the coordinators of the annual Reverend Dr. Martin Luther King, Jr. parade and festivities for their outstanding work in planning this year's event.

Mr. Trainer invited the Council to attend the annual *Coconut Grove Arts Festival*, taking place February 14 – 16, 2009.

Mr. Cortada reported that he is scheduled to lecture at the Philip and Patricia Frost Art Museum at Florida International University on February 4, 2009 at 7:30 pm.

Mr. Joliver encouraged Council members to attend the grand opening of the Little Haiti Cultural Arts Center in Miami.

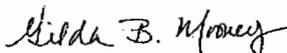
Ms. Greer thanked the Council for its warm welcome to the board. She announced that memberships to the Arsht Center are now available at various levels.

Mr. Jensen reported that the South Miami-Dade High School Auditorium is being used quite successfully. He also provided an update on the restoration of the Seminole Theatre, which continues to move forward.

Chairman Aguirre reported that Fairchild Tropical Botanic Garden recently concluded its annual Chocolate Festival which was a rousing success.

With no further business to discuss, the meeting was adjourned at 1:40 p.m.

Respectfully submitted,



Gilda B. Mooney