Department of Cultural Affairs Business Plan

Fiscal Years: 2012 and 2013

(10/1/11 through 9/30/13)

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DEPARTMENT OVERVIEW

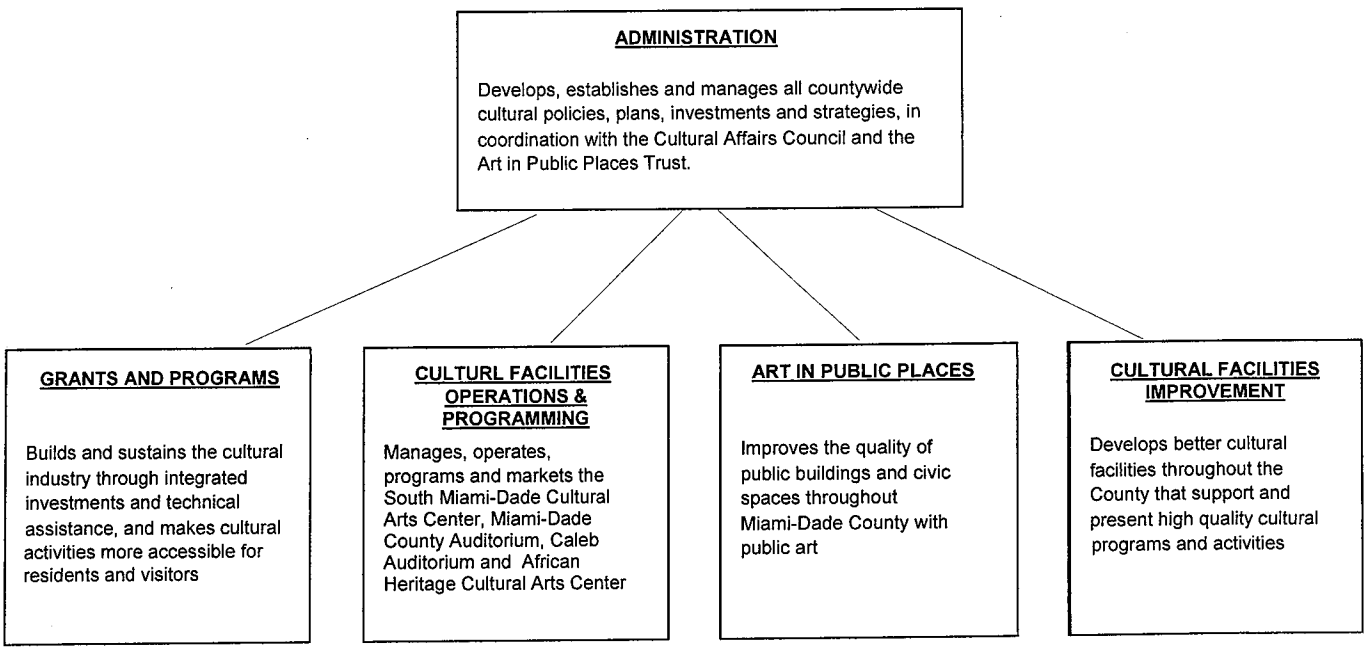
Department Mission

The Miami-Dade County Department of Cultural Affairs and 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 our residents and visitors who are their audiences. Three central goals serve as guideposts for our work:

- securing more public and private resources to invest in and promote cultural development;
- developing better cultural facilities in neighborhoods throughout Miami-Dade and improving the visual quality of the County's built environment; and
- making cultural activities more accessible for our residents and visitors.

The Department directs the Art in Public Places program and its board, the Art in Public Places Trust, commissioning, curating, maintaining and promoting the County's art collection. The Department manages, programs and operates the new South Miami-Dade Cultural Arts Center, the Miami-Dade County Auditorium, the Joseph Caleb Auditorium and the African Heritage Cultural Arts Center, presenting and supporting excellence in the arts for the entire community. Through staff, board and programmatic resources, the Department, the Council and the Trust promote, coordinate and support Miami-Dade County's more than 1,000 not-for-profit cultural organizations as well as thousands of resident artists through grants, technical assistance, public information and interactive community planning.

Table of Organization



Strategic Alignment Summary

The Department's efforts align with the following Miami-Dade County Strategic Plan Goals, and correlating objectives, for Recreation and Culture:

- RC1 – Recreation and cultural locations and facilities that are sufficiently distributed throughout Miami-Dade County
  - RC-1.1: Ensure parks, libraries and cultural facilities, programs and services are accessible to residents and visitors
- RC2 – Attractive and inviting venues that provide world-class recreational and cultural enrichment opportunities
  - RC-2.1: Increase attendance at recreational and cultural venues
  - RC-2.2: Ensure facilities are safe, clean and well-run
- RC3 – Wide array of outstanding programs and services for resident and visitors
  - RC-3.1: Provide vibrant and diverse programming opportunities and services that reflect the community's interests
  - RC-3.2: Strengthen and conserve local historic and cultural resources and collections

The Department's most critical activities that support these goals and objectives are:

Securing and investing additional public and private resources to improve and expand programs, services and facilities:

Initiatives include:

- ***Restoring the $4.091 million net decrease*** (from $11.06m to $7.518m) in County revenues allocated annually for competitive grants since FY2006-07; County funding is critical to strengthening and stabilizing the operations of non-profit cultural groups; through the Department's grants programs:
  - County revenues are utilized in their entirety for competitive grants
  - each County arts dollar invested leverages $27 of other funds
  - the local arts industry provides a documented impact on the local economy that exceeds $922 million each year, employs 23,000 people full-time, and draws audiences of more than 12 million people
- ***Being reimbursed $2.2 million owed*** to South Miami-Dade Cultural Arts Center's Operations account, diverted in FY 2009-10 to fund non-departmental, County obligations (the Miami Sports Commission and the 6 non-profit museums operating in County-owned facilities - Fairchild, HistoryMiami, Miami Art Museum, Miami Science Museum, Vizcaya and ZooMiami)
- ***Securing an additional $1.8 million annually*** in CDT-derived funds to support the Center's projected annual operating and programming costs of $2.6 million (currently, $770,000 of CDT funds annually are dedicated to the operating and programming costs of the Center; the additional $1.8 million per year needs to be allocated beginning FY 2012-2013)

- ***Increasing the annual funding provided*** for Miami-Dade County Auditorium, the Caleb Auditorium and the African Heritage Cultural Arts Center so that they are able to provide quality programs to their respective, largely underserved markets and populations, and to enable these cultural facilities to serve and support their customers effectively and competitively
- ***Being compensated for project management services*** provided on behalf of the Office of Management and Budget ensuring the sound investment and proper utilization of funds in GOB-backed projects for which the Department has been assigned oversight and responsibility; GOB bond fund interest earnings are available and eligible for this specific purpose, and other County departments are being duly compensated for their services related to GOB projects from these revenues, while the Department has yet to be equally and commensurately treated
- ***Implementing the Departmental re-organization*** which relies on reclassifications of key positions to help manage increased responsibilities and to recognize and develop leadership within the Department
- ***Supporting www.power2give.org***, a new private sector giving model managed by the Department that provides a direct way to connect local arts and cultural projects with individuals and corporations interested in turning specific needs into realities; non-profit cultural organizations post clearly identified and described projects for which funding is needed, and people visiting the site can pick a need that interests them and direct their giving to making that exact project come to fruition; Knight Foundation is providing a dollar-for-dollar match for the first $100,000 raised through power2give.org (launched December 14, 2011)

Operating and programming excellent cultural facilities:

Initiatives include:

- Managing and operating the South Miami-Dade Cultural Arts Center, a campus of state-of-the-art cultural facilities in Cutler Bay dedicated to presenting and supporting excellence in the arts for the entire community
- Assuming management and operating responsibilities beginning in FY 2012 for three County-owned cultural facilities: Miami-Dade County Auditorium, Joseph Caleb Auditorium and the African Heritage Cultural Arts Center; developing appropriate and realistic staffing, programming and capital needs plans for each facility; and securing the requisite County funding to implement these plans, and to refurbish immediately and subsequently maintain each facility in good working order
- Working in partnership with local government and non-profit institutions to ensure sufficient resources to establish and activate new and/or expanded cultural facilities
  - Museum Park complex – Miami Art Museum, Miami Science Museum (through Miami-Dade County, City of Miami, Miami Art Museum of Dade County Association, Inc., and Museum of Science, Inc.)

- Fairchild Tropical Botanic Garden (through Miami-Dade County and Fairchild Tropical Botanic Garden, Inc.)
- HistoryMiami (through Miami-Dade County and Historical Association of Southern Florida, Inc.)
- Lyric Theater (through the Black Archives History & Research Foundation)
- Cuban Museum (through the Cuban Museum, Inc.)

- Functioning as the County's representative for cultural building projects that are part of the BBC bond program and safeguarding the County's public investment, advancing projects as they demonstrate capital and operational readiness to proceed and in tandem with the Bond proceeds funding schedule

Improving existing cultural facilities in neighborhoods throughout Miami-Dade County:

Initiatives include:

- Identifying opportunities for public art and coordinating the selection of artists to create excellent, prominent, durable and engaging works of art that are integrated within the new construction and enhance the built environment
- Maximizing County facility improvement investments by directly managing, overseeing and implementing the 20 Building Better Communities (BBC-GOB) bond program and/or CDT-funded capital contracts and 26 active Capital Development grant contracts, in partnership with local governments and non-profit organizations, that result in renovating, maintaining and operating existing cultural facilities more effectively, including:
  - Miami Art Museum (through the Miami Art Museum Association of Mimi-Dade County, Inc.)
  - Miami Science Museum (through the Museum of Science, Inc.)
  - HistoryMiami (through the Historical Association of Southern Florida, Inc.)
  - Lyric Theater (through the Black Archives History & Research Foundation)
  - Cuban Museum (through the Cuban Museum, Inc.)
  - Fairchild Tropical Botanic Garden (through Fairchild Tropical Botanic Garden, Inc.)
  - Caribbean Marketplace (through City of Miami)
  - Coconut Grove Playhouse (through Coconut Grove Playhouse, Inc. and ultimately, Miami-Dade County and GableStage, Inc.)
  - Milander Park Auditorium (through City of Hialeah)
  - The Wolfsonian-FIU (through Florida International University)
  - Jewish Museum of Florida (through Jewish Museum of Florida, Inc.)
  - Seminole Theatre in Homestead (through Seminole Cultural Arts Theatre, Inc.)
  - Miami Children's Museum (through the Miami Children's Museum, Inc.)
  - Bakehouse Art Complex (through Bakehouse Art Complex, Inc.)
  - WDNA-88.9 FM Community Public Radio (through Bascomb Memorial Foundation / WDNA-88.9 FM)

- Hialeah High School Performing Arts Center (through City of Hialeah)
- 16 different facility upgrade projects (through different non-profit cultural organizations) funded through the Capital Development Grants program in FY2011-12, and 10 other projects still in process from prior funding cycles

Increasing awareness of, access to and public participation in cultural activities:

Initiatives include:

- Culture Shock Miami (www.cultureshockmiami.com), which offers students ages 13-22 the ability to purchase $5 tickets to hundreds of cultural activities each year, and utilizes varied marketing strategies including online ads, social media, special events, and "ambassador" meet-ups where students gather
- The Golden Ticket program, promoting free admission opportunities for senior citizens ages 62 and older to local cultural events, ranging from museums to theaters (including annually publishing and distributing 18,000 Golden Ticket Arts Guides, a large format, easy-to read, combined English and Spanish language booklet that provides hundreds of free ticket offers)
- www.ArtBurstMiami.com, providing authoritative, scholarly and credible, critical discourse about the arts, in both English and Spanish, demonstrating to traditional and non-traditional media the value of and broad audience for meaningful arts coverage
- Operating the South Miami-Dade Cultural Arts Center, to reach new audiences in the south part of the County and to serve as a model performing arts facility for providing affordable and accessible arts opportunities
- Partnering with the Greater Miami Convention & Visitors Bureau on the Greater Miami Calendar of Events (both the online and bi-annually published editions), and with WLRN-FM as a featured contributor of arts calendar on-air segments
- Developing arts education programs and services and collaborating with local and national non-profit professional youth arts program providers, including Miami-Dade County Public Schools, The Children's Trust, Arts4Learning, Miami-Dade Public Library System, Miami-Dade Parks, Recreation and Open Spaces, providing formative and instructive cultural experiences from the very earliest stages (pre-K) and throughout the full spectrum of students' formal educations
- Designing and implementing the *Open Access Theatre Series*, a comprehensive ADA/Accessible theater arts program featuring audio description, touch tours, CART captioning and Shadow Interpreted Theater performances, with funding support awarded by the National Endowment for the Arts
- Increasing the marketing, promotion, documentation and educational outreach components of the Art in Public Places program

Making the Department's programs and services faster and easier to access:

Initiatives include:

- Converting to CultureGrantsOnline, the Department's custom-designed online grants management software system

- Operating, managing and programming the South Miami-Dade Cultural Arts Center with a commitment to presenting and supporting excellence in the arts locally, nationally and internationally and exploring the benefits of extending state-of-the arts systems (like to web-based ticketing system) to Miami-Dade County Auditorium, Caleb Auditorium and African Heritage Cultural arts Center
- Creating a comprehensive, web-based art collection and projects management platform for Art in Public Places
- Integrating on-line intake mechanisms for the Golden Ticket Arts Guide and the Cultural Resource Directory into the CultureGrantsOnline system

Extending the Department's technical assistance services to additional areas of need:

Initiatives include:

- Providing more opportunities for capacity and professional skill-building for cultural organizations, artists, arts administrators, and arts educators, (e.g., Kennedy Center's DeVos Institute for Arts Management; Miami Emerging Arts Leaders; Creative Capital; *All Kids Included* inclusion strategies and universal design trainings, and *LEAD* conference attendance support; Playwright Development program; *Arts Help*; *Artist Access* and *Audience Access* mini-grants)
- Convening the *CultureTalks series* by artistic discipline, gathering input directly from artists and arts practitioners, to determine (in real-time) the priority needs of the cultural community and test new program ideas and initiatives
- Encouraging participation in the South Florida Arts Database shared mailing lists initiative
- Increasing professional development opportunities for Department staff to ensure continued familiarity with best strategies and practices in arts management in support of our cultural community

Our Customers

- ***Cultural Organizations and Artists*** - the nearly 1,100 non-profit cultural organizations in Miami-Dade County today (compared to 110 in 1983) and thousands of working individual artists. Their most important needs include: *stable and increasing funding support* and *organizational and professional development opportunities*, to maintain and enhance programmatic quality and to be able to be successful and earn a livable wage as working artists in Miami-Dade County; *more and better cultural facilities* in which to perform, exhibit, showcase and create work; *more awareness of and participation* in their programs and activities.
  - Customer feedback is collected through and satisfaction measured by:
    - Pre-application consultations with Department staff, which are required as part of the grant application process
    - Department-convened forums and roundtable conversations (such as *CultureTalks*)
    - Post-workshop and post-presentation evaluation instruments

- Panel service evaluation surveys collected from civic volunteers who participate on the Department's grants programs review panels (more than 200 qualified community volunteers participate in the grant-making process each year)

➢ ***County Departments and Municipalities*** – particularly those with active public buildings construction projects (through the Art in Public Places program, the GOB program, and other County capital investment programs). Their most important needs include: *more funding and resources* for construction of their facilities and projects; and *increased funding for operations of new and/or expanded facilities* due to the increased occupancy and overhead costs that result when transitioning into new and larger spaces.

- Customer feedback is collected through and satisfaction measured by:
  - Regular and frequent design, construction and project management team meetings, and onsite project management and coordination meetings throughout the lifespan of the construction of new facilities and/or additions
  - Project assessments and debriefings at the conclusion/completion of each capital project

➢ ***Cultural Audiences*** – including attendees to programs and performances at the South Miami-Dade Cultural Arts Center; students participating in the Culture Shock Miami program; and audiences at performances and activities presented by grantee organizations. Their most important needs are *affordable and accessible cultural experiences*, and *easy access to information* to know about upcoming performances.

- Customer feedback is collected through and satisfaction measured by:
  - Customer survey instruments
  - Culture Shock Miami Student Council advisory convenings

KEY ISSUES

Significant factors critical to the Department's successful implementation of the business plan:

Staffing Levels

➢ ***Cultural Development (Grants and Technical Assistance)***: Since FY 2006-07, the Department has received major, annual grant support from The Children's Trust, enabling the creation of 3 entirely new grants programs (*Youth Arts Enrichment Program* (YEP), *Summer Arts & Science Camps for Kids* (SAS-C) and *All Kids Included* (AKI) accessible arts experiences for kids with disabilities). These additional competitive funding opportunities have increased the volume of annual grant applications received and contracts managed by the Department by more than 140 new applications, and this volume is anticipated to grow in coming years as even more cultural constituents access these opportunities. One new position was approved beginning FY 2008-09 to accommodate this dramatic increase in workload, but then eliminated as part of the countywide budget reductions in FY 2009-2010. The central component of the Department's FY 2011-2012 re-organization is to reclassify certain positions, including a position to help provide program administration staff necessary for the proper

management of the youth and families focused initiatives. An ongoing assessment will occur to determine staffing needs for this growing area of the Department's work.

- ***Art in Public Places***: When the Art in Public Places (APP) program was transferred to within the Department of Cultural Affairs, its full-time staff was cut in half, from 6 positions to 3. One position has since been restored, bringing the current full-time APP program staff complement to 4. Continuing to restore the APP staff is necessary for the proper management of the program.
- ***South Miami Dade Cultural Arts Center Operations***: The initial staff complement for the South Miami-Dade Cultural Arts Center was budgeted at 8 full-time positions and 8 part-time positions; an additional part-time position is necessary to fulfill box office ticket sales responsibilities; adequate staffing and the recruitment of personnel specifically qualified in theater operations for this new, highly anticipated community and cultural center is critical to its success and its ability to fulfill the full promise of this important new asset for the South Miami-Dade local community; as the Center's first season concludes, its actual staffing requirements will be reviewed and updated.
- ***Miami-Dade County Auditorium, Caleb Auditorium and African Heritage Cultural Arts Center:*** An assessment of the current staffing for these three facilities is underway and it is clear that classifications will need to be updated, adequate staffing levels must be restored and recruitments conducted to hire individuals with specific experience qualifications to operate theaters and arts centers.
- ***"Culture Shock Miami" and "Golden Ticket":*** The dramatic, rapidly growing popularity of the Department's "Culture Shock Miami" program, and the escalating customer demand for the Department's "Golden Ticket" program, mark significant increases in responsibilities for the Department and a significant advance in the services being provided to the community to make high quality arts and cultural activities more affordable and accessible to young audiences and senior citizens. Informed by the results and insights provided through extensive market research into young audiences that was completed through a generous grant from the Knight Foundation, an aggressive and multi-faceted marketing campaign is underway. In addition, in conjunction with the added capabilities of its CultureGrantsOnline system, the Department has advanced to using an online "intake" form for the Golden Ticket Guide, to assist in automating the data gathering, data entry, uploading and exporting to print tasks of the program. Additional positions have yet to be requested or approved to address the rapidly escalating requirements of these programs.
- ***power2give.org:*** This new private sector giving model was launched by the Department on December 14, 2011. Power2give is a web-based, fundraising initiative that is managed by the Department and provides a direct way to connect local arts and cultural projects with individuals and corporations interested in turning specific needs into realities. Additional positions have yet to be requested or approved to address the significant additional requirements of this program.
- ***Building Better Communities GOB Program***: 12 of the projects explicitly delineated in the Building Better Communities bond program, seven of the projects awarded competitively through the GOB Not-for-Profit (NFP) fund and two of the municipal projects are under the direct contract management, oversight and/or guidance of the Department. Thus far, all of the requirements for advancing and monitoring these projects, including

project definition and master planning, grant contract negotiation, architectural selection committees, and managing requests for payment, have been handled by existing staff within the Department, in addition to their core portfolios of responsibilities. The Department has yet to receive commensurate project management fees that are being provided to other County departments with equal or lesser roles in managing GOB projects from bond fund interest earnings that are available and eligible for this specific purpose. Each of these complex grant contracts and multi-faceted County investments requires more dedicated staff involvement as members of project management teams and the County's representative to ensure the success of the public's investment.

Financial Resources

- ***Grants Funding.*** Restoring the $4.091 million in revenues that were reduced from the Department's budget since FY 2007, and renewed support for increasing the County's annual investments in its cultural assets per the Department's blueprint for program growth, are essential to ensure financial stability, quality and accessibility of cultural activities countywide.
- ***South Miami-Dade Cultural Arts Center's Operating Needs.*** Replenishing the $2.2 million in operating funds that were redirected in FY 2009-10 from the South Miami-Dade Cultural Arts Center's operating reserve to fund other non-departmental, County obligations (the Miami Sports Commission and the 6 non-profit museums operating in County-owned facilities - Fairchild, HistoryMiami, Miami Art Museum, Miami Science Museum, Vizcaya and MetroZoo), and committing additional annual funds (identified in prior years' internal budget hearings as likely to be funded through Convention Development Tax (CDT) revenues) to support the Center's projected operating and programming costs of $2.6 million annually (currently, $770,000 of CDT funds annually are dedicated to the operating and programming costs of the Center; an additional $1.8 million per year needs to be allocated beginning FY 2011-2012) are essential to providing the foundation necessary to inaugurate this new major venue and to manage its first several seasons successfully, with the level of operating subsidy that a facility of this magnitude requires.
- ***Miami-Dade County Auditorium, Caleb Auditorium and African Heritage Cultural Arts Center Operating Needs.*** Additional resources will be necessary to address the staffing, programming and capital needs of Miami-Dade County Auditorium, Caleb Auditorium and African Heritage Cultural Arts Center.
- ***GOB Project Management Fees.*** The Department has yet to receive commensurate project management fees for its work ensuring the sound investment and proper utilization of funds in GOB-backed projects for which it has been assigned oversight and responsibility; GOB bond fund interest earnings are available and eligible for this specific purpose, and other County departments are being duly compensated for their services related to GOB projects from these revenues.
- ***Art in Public Places.*** The procedures, calculations, capital expenses, and timetable for conveying the required 1.5% public art allocation must be enforced, systematized and adhered to by all County departments and municipalities. The maintenance reserve fund must be maintained to address existing collection restoration and maintenance needs, and to perform regular preventive maintenance as necessary. The APP administrative budget

must be underpinned by a working capital reserve to accommodate the variability in administrative funds available year to year.

PRIORITY INITIATIVES

The most important initiatives that are ongoing or planned in the next fiscal year include:

1. ***Increased County Funding.*** The County's cultural investments need to increase, as provided in the Department's blueprint for multi-year program growth, to ensure financial stability, quality and accessibility of cultural activities.
2. ***Sufficient Annual Operating Support for the South Miami-Dade Cultural Arts Center.*** The new South Miami-Dade Cultural Arts Center must have adequate and reliable funds allocated annually to support the Center's projected operating and programming costs of $2.6 million.
3. ***Transition of Miami-Dade County Auditorium, Caleb Auditorium and African Heritage Cultural Arts Center.*** In assuming management and operating responsibilities for these three County-owned cultural facilities, it is essential to develop appropriate and realistic staffing, programming and capital needs plans for each facility and to secure the requisite County funding to implement these plans, and to refurbish immediately and subsequently maintain each facility in good working order.
4. ***Re-organization Plan.*** Reclassify key positions to help manage increased responsibilities and to recognize and develop leadership within the Department; recruit high-quality candidates with specialized experience in the arts and non-profit fields essential to manage the Department's programs and services; and implement best practices where necessary in the three new facilities that were transitioned into the Department.
5. ***Expanded power2give.org.*** In order to help address the continued strains on private sector giving and the pressures of the slow economic recovery, the Department has launched this new private sector fundraising initiative and will continue to pursue private sector "challenge" contributions after the first $100,000 of the grant secured by the Department from Knight Foundation is matched.
6. ***More Audience Participation.*** As the Department's staff-intensive initiatives in this area continue to grow (e.g., *Culture Shock Miami, Golden Ticket, Youth Arts Education Initiatives, ArtBurstMiami.com*) and the expectations and demands of funding partners (e.g., The Children's Trust, Knight Foundation, National Endowment for the Arts) in these areas increase, staffing levels need to be reassessed. These efforts are particularly necessary to help build the current and future earned revenue (admissions) capacity of cultural organizations.
7. ***Art in Public Places.*** Coordinate with all County departments (and their identified design consultants/architects) on the calculation and application of the Art in Public Places allocation at the outset of the planning and design phase, to maximize opportunities for public art to be an affordable strategy to make better public buildings by being integrated into the fundamental elements of the building (e.g., floors, fences, facades, etc.)
8. ***Business Plan Implementation.*** All members of the Department are involved in the implementation of the Business Plan through the development of objectives for their performance evaluations, ownership of initiatives in ASE and participation in weekly updates provided during staff meetings.

FUTURE OUTLOOK

1. **Achieve multi-year goals for grants programs**
   - The Department is continuing to update the funding levels required for the existing grants programs, to calibrate each for effective County investments in community cultural organizations, artists and activities.
   - Additional grants programs are being planned and evaluated to address cultural growth.
   - The Department's ongoing comprehensive cultural community assessment and master planning informs the priority-setting and investment strategies it advocates for the long-term benefit of the County.

2. **Increase "outside" resources critical to supporting the arts**
   - The Department will expand power2give.org to help develop a new generation of contributors to the arts through this web-based private sector fundraising initiative and will continue to pursue private sector "challenge" contributions after the first $100,000 of the Knight Foundation grant is matched. Private sector giving continues to be strained by the simultaneous pressures of the slow economic recovery, major capital campaigns for the arts, and the need to raise on-going support for cultural operations and programming.
   - Miami-Dade's largest municipalities must play a complementary role to the County's in programmatic and capital support for their cultural groups, facilities and projects. The Department is continuing to work with the Miami, Miami Beach, Aventura and Coral Gables cultural advisory boards on a number of joint projects including assessments of municipal cultural facilities needs, and with the Cities of Miami and Miami Beach on the economic impact of the arts within their boundaries.
   - The State's FY 2011-12 budget included $2.5 million in funding for arts groups throughout Florida, which is still represents a 93% reduction over the amount of State funding for the arts allocated 5 years ago. Historically, more than 100 Miami-Dade organizations competed successfully each year, garnering approximately 25% of the total state funding available; the impact on Miami-Dade cultural groups of this drastic reduction of state funding is threatening their survival.
   - The 2011 budget for the National Endowment for the Arts (NEA) was reduced from $167.5 million to $154 million and is still short of this agency's peak "historical" funding level nearly 20 years ago (in 1992) of $176 million. Discipline-based grants and most individual artists fellowships still remain eliminated from NEA grantsmaking..

3. **Build the next generation of cultural facilities, operate these facilities to maximize the return on these investments, and energize publicly constructed facilities with excellent public art**
   - More than $452 million in cultural facilities' capital development/improvement projects included in the GOB program are currently being planned, designed and/or constructed; managing and implementing these projects in a timely and effective way is critical in order to accommodate the growth and artistic excellence of Miami-Dade's cultural organizations and to remain competitive within the region.
   - The Department is working to ensure the programmatic and operational viability of cultural facilities currently under development.

- It is essential to secure sufficient annual County funding to maintain current levels of operations for the South Miami-Dade Cultural Arts Center, and complete the assessment of and resources to staff, manage, program and market Miami-Dade County Auditorium, Caleb Auditorium and African Heritage Cultural Arts Center.
- The Art in Public Places program must deploy resources, systems and procedures to: sustain the acquisition of important new artwork that makes publicly constructed buildings and structures better; provide for the appraisal, care, maintenance and management of the County's art collection; and promote and educate the public with regard to this valuable community asset.

4. **Expand audiences for cultural activities and use the arts to affect people's lives positively and improve their conditions**
   - Develop financial and staff resources to increase the impact of audience development initiatives like *Culture Shock Miami* $5 tickets for students.
   - Strengthen collaborations with education, business and civic partners to increase participation in cultural organizations and events.
   - Extend access to populations that would otherwise not have the opportunity to experience the arts or participate in arts programs; increase utilization of the arts for community-building; and promote integration of arts-based approaches as effective ways to improve learning for pre-K and K-12 students and for after school and summer school programs.
   - Expand ArtBurstMiami.com to cover more artistic disciplines, in order to help address diminishing media coverage of the arts.