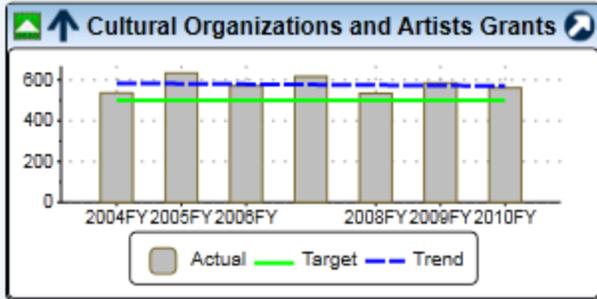


Scorecard	Description										Owners	
Cultural Affairs											Spring, Michael; Margol, Deborah; Allocco, Kelly; Andersen, Francine; Arana, Lydia Carolina; Battle, Gilda; Benjamin, Nikenna; Copeland, John; Dandrea, Lisa; Denis, Marie; Hernandez, Lilliana; Peraza, Alex; Pezoldt, Dana; Tassy-Beauvoir, Christina; Berthin, Jessica	
Initiatives Linked to Scorecard	Est. Start	Est. End	Type	As Of						%	Status	Owners
Completed CSM Initiatives (Prior to 06/2008)	10/1/2009	12/31/2009		n/a							n/a	Tassy-Beauvoir, Christina
SMDCC - Construction and Close-out of the South Miami-Dade Cultural Arts Center	12/29/2005	1/8/2015		12/31/2010							In Progress	Margol, Deborah; Spring, Michael; Arana, Lydia Carolina; Denis, Marie; Dandrea, Lisa; Peraza, Alex; Berthin, Jessica
Museum Park	10/1/2005	9/30/2009		9/30/2008							In Progress	Margol, Deborah; Spring, Michael; Dandrea, Lisa; Peraza, Alex; Berthin, Jessica; Denis, Marie; Arana, Lydia Carolina

Customer

Objective	Description	Owners
Invest in establishing easily accessible, diverse and enjoyable cultural programs, services, places and facilities to meet our community's unique and growing needs (CUA)		Spring, Michael
Grandparent Objectives	Description	Owners
RC1 Recreation and cultural locations and facilities that are sufficiently distributed throughout Miami-Dade County		Miami-Dade County
RC3 Wide array of outstanding programs and services for residents and visitors		Miami-Dade County
Parent Objectives	Description	Owners
RC1-1 Ensure parks, libraries, and cultural facilities are accessible to residents and visitors		Miami-Dade County
RC3-1 Provide vibrant and diverse programming opportunities and services that reflect the community's interests		Miami-Dade County

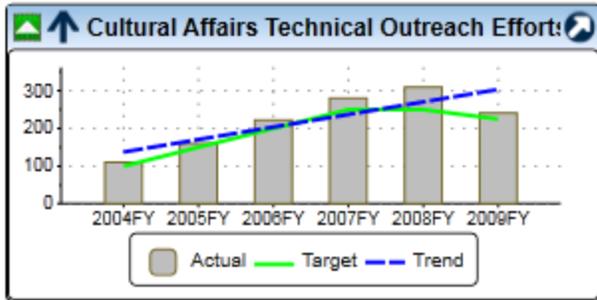
Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Cultural Organizations and Artists Grants	2010FY	562	500	62	Spring, Michael; Margol, Deborah; Berthin, Jessica



Child Measures	Period	Actual	Target	Variance	Owners
TDC Grants Program	'12FQ2	25	25	0	Spring, Michael; Benjamin, Nikenna; Margol, Deborah; Hernandez, Lilians; Berthin, Jessica
Community Grants Program	'12FQ3	25	20	5	Spring, Michael; Pezoldt, Dana; Margol, Deborah; Berthin, Jessica
Major Cultural Institutions	'10FQ1	22	n/a	n/a	Spring, Michael; Allocco, Kelly; Margol, Deborah; Berthin, Jessica
Developing Arts in Neighborhoods Grants Program	n/a	n/a	n/a	n/a	Spring, Michael; Battle, Gilda; Margol, Deborah; Berthin, Jessica
Hannibal Cox Jr. Cultural Grants	n/a	n/a	n/a	n/a	Spring, Michael; Battle, Gilda; Margol, Deborah; Berthin, Jessica
Cultural Advancement Grants	n/a	n/a	n/a	n/a	Spring, Michael; Copeland, John; Margol, Deborah; Berthin, Jessica
Festivals & Special Events Grants Program	n/a	n/a	n/a	n/a	Spring, Michael; Margol, Deborah; Perez, Adriana; Berthin, Jessica
International Cultural Exchange	n/a	n/a	n/a	n/a	Spring, Michael; Margol, Deborah; Perez, Adriana; Berthin, Jessica
Youth Arts Miami	'10FQ4	0	0	0	Spring, Michael; Andersen, Francine; Margol, Deborah; Berthin, Jessica

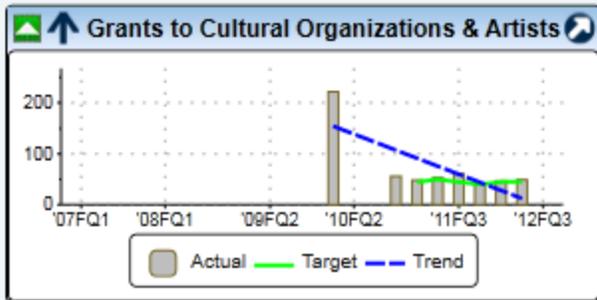
Initiatives Linked to Measure	Est. Start	Est. End	Type	As Of	Status	Owners
Present Culture Grants Online Workshops	10/1/2011	9/30/2012		n/a	n/a	Spring, Michael; Allocco, Kelly; Battle, Gilda; Benjamin, Nikenna; Margol, Deborah; Berthin, Jessica; Perez, Adriana; Pezoldt, Dana; Andersen, Francine
Launch power2give.org	12/14/2011	9/30/2012		n/a	n/a	Spring, Michael; Battle, Gilda; Berthin, Jessica; Hernandez, Lilians; Tassy-Beauvoir, Christina; Margol, Deborah

Cultural Affairs Technical Outreach Efforts  2009FY 241 225 16 Spring, Michael; Margol, Deborah; Berthin, Jessica



Initiatives Linked to Measure	Est. Start	Est. End	Type	As Of	%	Status	Owners
Manage the Kennedy Center's de Vos Institute Workshop Series	10/1/2011	9/30/2012		n/a		n/a	Spring, Michael; Perez, Adriana; Margol, Deborah

Grants to Cultural Organizations & Artists  '12FQ2 49 45 4 Spring, Michael; Margol, Deborah; Berthin, Jessica; Allocco, Kelly; Andersen, Francine; Battle, Gilda; Pezoldt, Dana; Tassy-Beauvoir, Christina; Benjamin, Nikenna



Child Measures	Period	Actual	Target	Variance	Owners
International Cultural Exchange	n/a	n/a	n/a	n/a	Perez, Adriana; Spring, Michael; Berthin, Jessica; Margol, Deborah
Community Grants Program 	'12FQ3	25	20	5	Spring, Michael; Pezoldt, Dana; Margol, Deborah; Berthin, Jessica
TDC Grants Program 	'12FQ2	25	25	0	Spring, Michael; Benjamin, Nikenna; Margol, Deborah; Hernandez, Liliana; Berthin, Jessica
Youth Arts Miami 	'10FQ4	0	0	0	Spring, Michael; Andersen, Francine; Margol, Deborah; Berthin, Jessica
Cultural Advancement Grants Program 	'12FQ3	0	0	0	Spring, Michael; Margol, Deborah; Berthin, Jessica; Tassy-Beauvoir, Christina

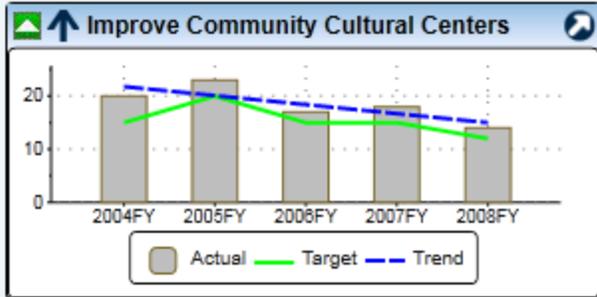
Print Preview - Scorecard - Cultural Affairs

Major Cultural Institutions Grants Program		'10FQ4	0	0	0	Spring, Michael; Margol, Deborah; Allocco, Kelly; Berthin, Jessica
Hannibal Cox, Jr. Grants Program		'12FQ1	28	n/a	n/a	Spring, Michael; Margol, Deborah; Battle, Gilda; Berthin, Jessica
Developing Arts in Neighborhoods Grants Program		'12FQ3	0	n/a	n/a	Spring, Michael; Margol, Deborah; Battle, Gilda; Berthin, Jessica
Festivals & Special Events Grants Program		'12FQ1	17	18 (17 - 19)	-1	Spring, Michael; Margol, Deborah; Perez, Adriana; Berthin, Jessica
Capital Development Grants Program		'12FQ3	0	n/a	n/a	Spring, Michael; Margol, Deborah; Allocco, Kelly; Berthin, Jessica

Objective	Description	Owners			
More cultural programs and services available to address varied community interests (CUA)		Spring, Michael			
Grandparent Objectives	Description	Owners			
RC3 Wide array of outstanding programs and services for residents and visitors		Miami-Dade County			
Parent Objectives	Description	Owners			
RC3-1 Provide vibrant and diverse programming opportunities and services that reflect the community's interests		Miami-Dade County			
Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Cultural Affairs Technical Assistance Sessions	2009FY	435	30	405	Spring, Michael; Margol, Deborah; Berthin, Jessica

Objective	Description	Owners
Cultural facilities located where needed throughout the County (CUA)		Spring, Michael; Margol, Deborah; Berthin, Jessica; Cultural Affairs
Grandparent Objectives	Description	Owners
RC1 Recreation and cultural locations and facilities that are sufficiently distributed throughout Miami-Dade County		Miami-Dade County
Parent Objectives	Description	Owners
RC1-1 Ensure parks, libraries, and cultural facilities are accessible to residents and visitors		Miami-Dade County

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Improve Community Cultural Centers	2008FY	14	12	2	Spring, Michael; Margol, Deborah; Allocco, Kelly; Berthin, Jessica



Initiatives Linked to Measure	Est. Start	Est. End	Type	As Of	%	Status	Owners
Caribbean Marketplace	n/a	n/a		n/a		n/a	Spring, Michael; Berthin, Jessica; Peraza, Alex; Denis, Marie; Dandrea, Lisa; Margol, Deborah; Arana, Lydia Carolina

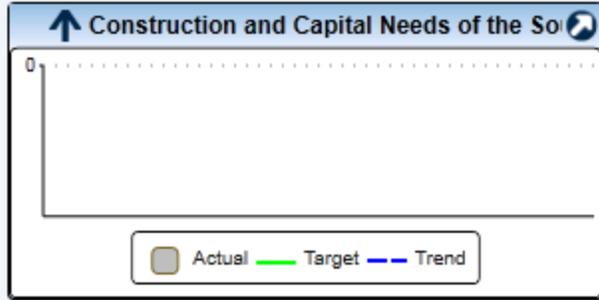
Initiate Building Better Communities Cultural Facilities Projects	'09FQ4	5	5	0	Spring, Michael
---	--------	---	---	---	-----------------



Initiatives Linked to Measure	Est. Start	Est. End	Type	As Of	%	Status	Owners
Carver Theater/NW 7th Avenue Transit Village Theater/Cultural Center	10/1/2006	9/30/2015		2/27/2012		On Hold	Spring, Michael; Arana, Lydia Carolina; Dandrea, Lisa; Peraza, Alex; Denis, Marie; Berthin, Jessica
Coconut Grove Playhouse	2/24/2012	9/30/2016		2/27/2012		In Progress	Spring, Michael; Arana, Lydia Carolina; Dandrea, Lisa; Denis, Marie; Peraza, Alex; Margol, Deborah; Berthin, Jessica
Cuban Museum	10/1/2006	9/30/2015		2/27/2012		In Progress	Spring, Michael; Arana, Lydia Carolina; Dandrea, Lisa; Denis, Marie; Peraza, Alex
Fairchild Tropical Botanic Garden	10/1/2006	9/30/2014		3/14/2012		In Progress	Spring, Michael; Arana, Lydia Carolina; Dandrea, Lisa; Denis, Marie; Peraza, Alex
Florida Grand Opera	10/1/2006	9/30/2010		3/14/2012		Not Started	Spring, Michael; Arana, Lydia Carolina; Dandrea, Lisa; Denis, Marie; Peraza, Alex
Lyric Theater	10/1/2006	9/30/2015		3/14/2012		In Progress	Spring, Michael; Arana, Lydia Carolina; Dandrea, Lisa; Denis, Marie; Peraza, Alex

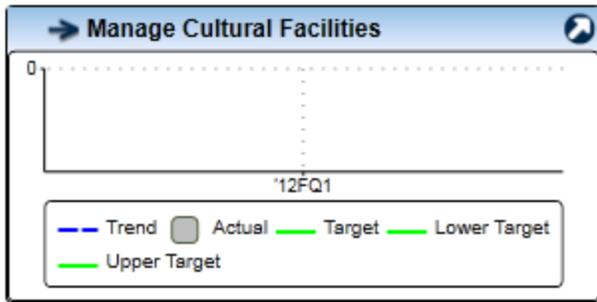
The Wolfsonian - FIU	10/1/2006	9/30/2018	3/14/2012		In Progress	Spring, Michael; Arana, Lydia Carolina; Dandrea, Lisa; Denis, Marie; Peraza, Alex
Virginia Key Beach Park Trust	10/1/2006	9/30/2018	12/31/2010	▲ ▲	In Progress	Spring, Michael; Arana, Lydia Carolina; Dandrea, Lisa; Denis, Marie; Peraza, Alex
Museum Park	10/1/2005	9/30/2009	9/30/2008	▲ ▲	In Progress	Margol, Deborah; Spring, Michael; Dandrea, Lisa; Peraza, Alex; Berthin, Jessica; Denis, Marie; Arana, Lydia Carolina
Miami Art Museum	7/1/2008	9/30/2015	12/31/2010	▲ ▲	In Progress	Spring, Michael; Dandrea, Lisa; Peraza, Alex
Miami Science Museum / Historical Museum of Southern Florida	7/1/2008	9/30/2015	12/31/2010	▲ ▲	In Progress	Spring, Michael; Dandrea, Lisa; Peraza, Alex
Hialeah High School/Milander	7/1/2008	9/30/2015	9/30/2010	▲ ▲	In Progress	Spring, Michael; Denis, Marie; Dandrea, Lisa; Arana, Lydia Carolina; Peraza, Alex

Construction and Capital Needs of the South Miami-Dade Cultural Arts Center n/a n/a n/a n/a Spring, Michael; Arana, Lydia Carolina; Dandrea, Lisa; Denis, Marie; Peraza, Alex



Initiatives Linked to Measure	Est. Start	Est. End	Type	As Of	▲	▼	▲	▼	▲	▼	%	Status	Owners
SMDCC - Construction and Close-out of the South Miami-Dade Cultural Arts Center	12/29/2005	1/8/2015		12/31/2010	▲	▼						In Progress	Margol, Deborah; Spring, Michael; Arana, Lydia Carolina; Denis, Marie; Dandrea, Lisa; Peraza, Alex; Berthin, Jessica
SMDCC - Management of Owner-Controlled Construction Contingency	12/29/2005	1/8/2008		9/30/2008	▲	▲					47%	In Progress	Spring, Michael; Arana, Lydia Carolina; Dandrea, Lisa; Denis, Marie; Peraza, Alex; Margol, Deborah; Berthin, Jessica
SMDCC - Acceptance of FY2006-2007 State Cultural Facilities Grant	3/20/2007	5/22/2007		6/30/2007	▲	▲					100%	Complete	Spring, Michael; Arana, Lydia Carolina; Dandrea, Lisa; Denis, Marie; Peraza, Alex
Construction Completed - Ratification BCC Item	10/1/2011	4/3/2012		3/27/2012	▲	▼	▲	▲	▲		100%	Not Started	Spring, Michael; Berthin, Jessica; Dandrea, Lisa; Denis, Marie; Margol, Deborah; Peraza, Alex

Manage Cultural Facilities n/a n/a n/a n/a Spring, Michael; Berthin, Jessica; Denis, Marie; Margol, Deborah



Child Measures	Period	Actual	Target	Variance	Owners
Caleb Auditorium	n/a	n/a	n/a	n/a	Spring, Michael; Berthin, Jessica; Denis, Marie; Margol, Deborah
South Miami-Dade Cultural Arts Center	n/a	n/a	n/a	n/a	Spring, Michael; Berthin, Jessica; Denis, Marie; Margol, Deborah
Miami-Dade County Auditorium	n/a	n/a	n/a	n/a	Spring, Michael; Margol, Deborah; Berthin, Jessica; Denis, Marie
African Heritage Cultural Arts Center	n/a	n/a	n/a	n/a	Spring, Michael; Berthin, Jessica; Denis, Marie; Margol, Deborah

Objective	Description	Owners
Increase participation in and awareness of Cultural Affairs programs, services and facilities (CUA)		Spring, Michael; Margol, Deborah; Berthin, Jessica
Grandparent Objectives	Description	Owners
RC2 Attractive and inviting venues that provide world-class recreational and cultural enrichment opportunities		Miami-Dade County
Parent Objectives	Description	Owners
RC2-1 Increase attendance at recreational and cultural venues		Miami-Dade County

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Number of Children Provided a Cultural Experience through Grant Funded Projects	2008FY	207,890	150,000	n/a	Margol, Deborah; Andersen, Francine; Berthin, Jessica

Number of Children Provided a Cultural E

Year	Actual	Target	Trend
2007FY	~120,000	~100,000	~120,000
2008FY	~200,000	~150,000	~200,000

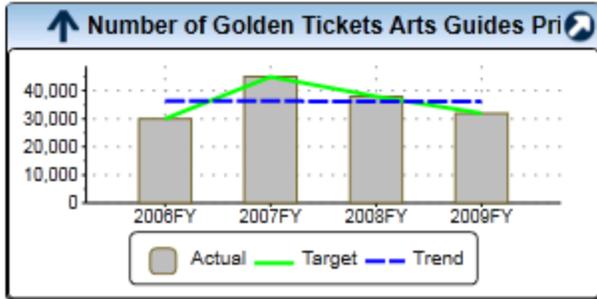
Objective	Description	Owners
Expanded awareness of and access to cultural programs and services (CUA)		Spring, Michael; Margol, Deborah; Hernandez, Liliana; Berthin, Jessica
Grandparent Objectives	Description	Owners
RC2 Attractive and inviting venues that provide world-class recreational and cultural enrichment opportunities		Miami-Dade County
Parent Objectives	Description	Owners
RC2-1 Increase attendance at recreational and cultural venues		Miami-Dade County

Initiatives Linked to Objective	Est. Start	Est. End	Type	As Of	Icons	%	Status	Owners
Golden Tickets Arts Guide	10/1/2007	5/1/2012		4/23/2012		100%	Complete	Spring, Michael; Hernandez, Liliana; Margol, Deborah
Online Calendar of Events	3/5/2007	4/16/2007		n/a		n/a		Spring, Michael; Margol, Deborah; Landreth, Gerry; Berthin, Jessica

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Number of Golden Ticket Arts Guides Requested	2010FY	4,390	2,600	1,790	Spring, Michael; Andersen, Francine; Hernandez, Liliana; Margol, Deborah; Berthin, Jessica

Initiatives Linked to Measure	Est. Start	Est. End	Type	As Of	Icons	%	Status	Owners
Establish a Partnership with 311 in 2006-2007	10/1/2006	9/30/2007		12/31/2008			Complete	Spring, Michael; Andersen, Francine
GT Postcard to Clean-up Database	10/1/2009	12/31/2009		12/31/2009		100%	Complete	Spring, Michael; Hernandez, Liliana

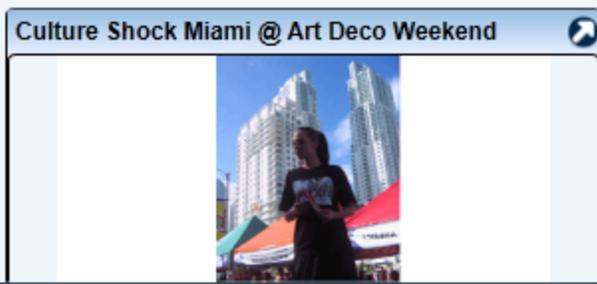
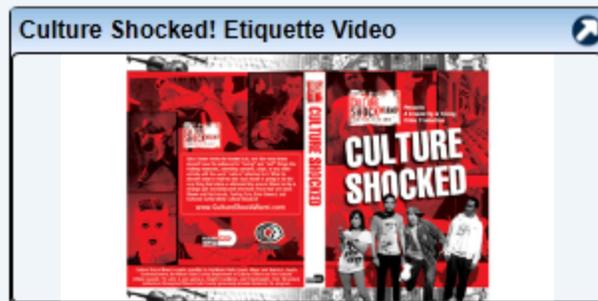
Number of Golden Tickets Arts Guides Printed 2010FY 20,000 n/a n/a Spring, Michael; Margol, Deborah; Andersen, Francine; Hernandez, Lilians; Berthin, Jessica



Child Measures	Period	Actual	Target	Variance	Owners
Number of Golden Ticket Arts Guides Requested	2010FY	4,390	2,600	1,790	Spring, Michael; Andersen, Francine; Hernandez, Lilians; Margol, Deborah; Berthin, Jessica

Initiatives Linked to Measure	Est. Start	Est. End	Type	As Of	Progress	%	Status	Owners
Launch an On-Line Input Form for Golden Ticket Offers	10/1/2007	12/31/2008		12/31/2008		100%	Complete	Spring, Michael
Redesign GT Guide for 2009-2010	7/1/2009	3/31/2010		3/31/2010		100%	Complete	Spring, Michael; Hernandez, Lilians; Margol, Deborah; Berthin, Jessica

Student Tickets to Cultural Events Purchased through Culture Shock '12FQ2 2,499 tickets 1,984 tickets 515 tickets Spring, Michael; Margol, Deborah; Landreth, Gerry; Tassy-Beauvoir, Christina; Berthin, Jessica



Initiatives Linked to Measure	Est. Start	Est. End	Type	As Of						%	Status	Owners
CSM Website Re-Design	1/1/2012	6/30/2012		n/a							n/a	Tassy-Beauvoir, Christina
Marketing & PR Firm	1/1/2012	3/31/2012		n/a							n/a	Tassy-Beauvoir, Christina
Culture Shock Miami - Student Advisory Council	4/1/2009	9/30/2010		9/30/2010							In Progress	Tassy-Beauvoir, Christina
TicketWeb	10/1/2010	12/31/2010		12/31/2010							Complete	Tassy-Beauvoir, Christina

Objective	Description	Owners
Countywide Resident Satisfaction Survey Results (RC1.2)	Link to centrally administered survey results scorecard	Margol, Deborah; Berthin, Jessica

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
D. Availability of arts activities like dance, theater, music, art exhibitions and festivals	2008FY	54.30%	70.00%	-15.70%	Resident Satisfaction Survey

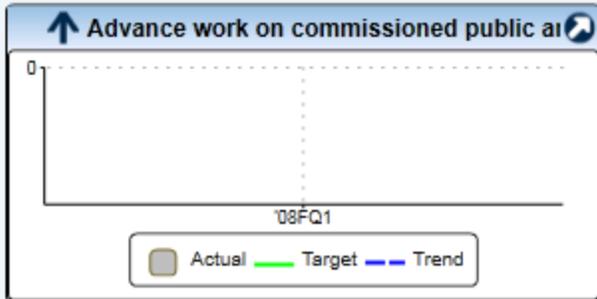
Objective	Description	Owners
Public art located where required and where most visible throughout the County (CUA)	Work collaboratively with County Departments to plan, develop and implement public art components to new government buildings that improve the quality of the facilities and enhance the experience of the users.	Spring, Michael; Margol, Deborah; Berthin, Jessica

Grandparent Objectives	Description	Owners
Public art located where required and where most visible throughout the County (CUA)	Work collaboratively with County Departments to plan, develop and implement public art components to new government buildings that improve the quality of the facilities and enhance the experience of the users.	Spring, Michael; Margol, Deborah; Berthin, Jessica
RC3 Wide array of outstanding programs and services for residents and visitors		Miami-Dade County

Parent Objectives	Description	Owners
Establishing Clear Policies and Reliable Systems to Administer the Program	<p>The Department of Cultural Affairs continues its program to educate and train fellow County departments and municipalities on the applicability and opportunities of the APP program. In addition to establishing systems and methods that ensure APP requirements are applied and adhered to more uniformly, the department has emphasized the following:</p> <ul style="list-style-type: none"> • Public art is a value-added strategy to improve the quality of departments' and municipalities' capital projects; • Successful collaborations with other departments and municipalities rely on identifying opportunities for artworks early in the design phase of their projects and engaging departments and municipalities in the artist selection process; and • Art projects are developed collaboratively with representatives from the "client" department or municipality so that they are meaningful and relevant to their particular services and needs. 	Spring, Michael; Reddick, Brandi
RC3-2 Strengthen and conserve local historic and cultural resources and collections		Miami-Dade County

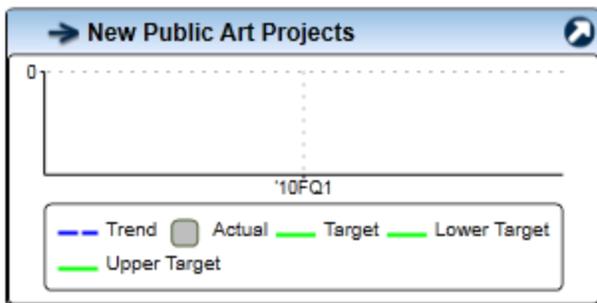
Initiatives Linked to Objective	Est. Start	Est. End	Type	As Of						%	Status	Owners
FY2007-2008 APP Workshops	10/1/2007	9/30/2008		9/30/2008						100%	Complete	Spring, Michael; Reddick, Brandi; Romeu, Patricia; Berthin, Jessica; Arana, Lydia Carolina
FY2008-2009 APP Workshops	10/1/2008	9/30/2009		n/a						n/a		Spring, Michael; Reddick, Brandi; Romeu, Patricia; Berthin, Jessica; Arana, Lydia Carolina

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Advance work on commissioned public art projects	n/a	n/a	n/a	n/a	Spring, Michael; Reddick, Brandi; Romeu, Patricia

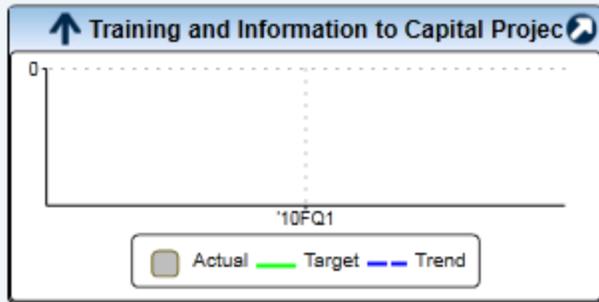


Initiatives Linked to Measure	Est. Start	Est. End	Type	As Of						%	Status	Owners
Aroca Police Station	1/5/2009	2/11/2011		12/31/2009						15%	In Progress	Romeu, Patricia
South Miami-Dade Cultural Arts Center (Cultural Affairs) - 1 Artist	7/1/2008	9/30/2009		9/30/2009						60%	In Progress	Spring, Michael; Romeu, Patricia
Miami-Dade Children's Courthouse (GSA) - 5 Artists - Phase I Design	7/1/2008	9/30/2009		9/30/2009						50%	Not Started	Spring, Michael; Romeu, Patricia
Miami Intermodal Center (MIC)/MDT Station - 1 Artist - Phase I-Design	7/1/2008	9/30/2009		9/30/2009						10%	In Progress	Spring, Michael; Romeu, Patricia
Miami Metrozoo (Park & Recreation) - 2 Artists	7/1/2008	9/30/2009		9/30/2009						100%	Complete	Spring, Michael; Romeu, Patricia
Women's Park Fence (Park and Recreation Department) - 1 Artist	7/1/2008	9/30/2009		9/30/2009						100%	Complete	Spring, Michael; Romeu, Patricia
Naranja Branch Library (Miami-Dade Library) - 1 Artist	7/1/2008	9/30/2009		9/30/2009						100%	In Progress	Spring, Michael; Romeu, Patricia
Kendale Lakes Branch Library (Miami-Dade Public Library System) - 1 Artist	7/1/2008	9/30/2009		9/30/2009						100%	Complete	Spring, Michael; Romeu, Patricia
North Terminal Extension (Miami International Airport) - 2 Artists	7/1/2008	9/30/2009		9/30/2009						85%	In Progress	Spring, Michael; Romeu, Patricia

New Public Art Projects		n/a		n/a						n/a		Spring, Michael; Reddick, Brandi; Berthin, Jessica; Romeu, Patricia; Arana, Lydia Carolina
-------------------------	--	-----	--	-----	--	--	--	--	--	-----	--	--



Training and Information to Capital Projects Staff n/a n/a n/a n/a Spring, Michael; Reddick, Brandi



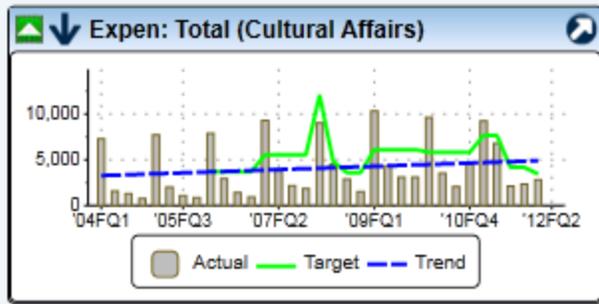
Objective	Description	Owners					
Expanded Awareness and Access to the Public Art Collection	Allow greater opportunities for public engagement with and appreciation of the artworks by enabling online access to images, provide interpretive descriptions and documentation of each work through, implement collections signage and promote the APP program through lectures, exhibitions and curated tours.	Spring, Michael; Reddick, Brandi; Margol, Deborah; Berthin, Jessica					
Grandparent Objectives	Description	Owners					
RC3 Wide array of outstanding programs and services for residents and visitors		Miami-Dade County					
Parent Objectives	Description	Owners					
RC3-2 Strengthen and conserve local historic and cultural resources and collections		Miami-Dade County					
Initiatives Linked to Objective	Est. Start	Est. End	Type	As Of	%	Status	Owners
Implement Collection Signage	4/2/2012	6/29/2012		4/13/2012	50%	In Progress	Reddick, Brandi
Downtown Miami Public Art Tour	n/a	n/a		4/13/2012	0%	Complete	Reddick, Brandi
Procure Inventory Software System	n/a	n/a		4/13/2012	0%	In Progress	Reddick, Brandi
A Major Exhibition of APP Projects at the ArtCenter South Florida: "Not the Usual Suspects: New Art in New Public New Places"	n/a	n/a		4/13/2012	100%	Complete	Reddick, Brandi

Financial

Objective	Description	Owners
Meet Budget Targets (Cultural Affairs) (RC2)		Spring, Michael
Grandparent Objectives	Description	Owners
GG4-2 Effectively allocate resources to meet current and future operating and capital needs		Miami-Dade County
zz_2003_Planned necessary resources to meet current and future operating and capital needs (priority outcome)	Planned necessary resources to meet current and future operating and capital needs	Admin, Admin

Parent Objectives	Description	Owners
Meet Budget Targets - Archived		Office of Management and Budget
Meet Budget Targets (All Miami-Dade County)	This is the parent objectives to all the depts.' "meet budget target" objective. This is the child objective to the County's Strategic Plan Objective, "GG4-2: Effectively allocate and utilize resources to meet current and future operating and capital needs."	Moon, Jennifer

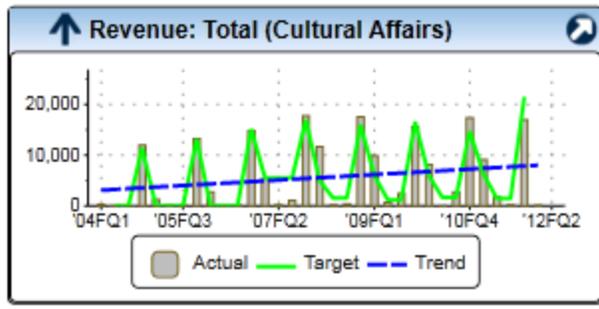
Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Expen: Total (Cultural Affairs)	'12FQ1	\$2,828K	\$3,472K	\$644K	Spring, Michael; Margol, Deborah; Berthin, Jessica



Child Measures	Period	Actual	Target	Variance	Owners
Expen: Personnel (DoCA)	'12FQ1	\$882	\$925	\$243	Spring, Michael; Margol, Deborah; Berthin, Jessica
Expen: Other Operating (DoCA)	'12FQ1	\$360	\$1,517	\$1,157	Spring, Michael; Margol, Deborah; Berthin, Jessica
Expenditure: Capital (DoCA)	'12FQ1	\$1,786K	\$1,030K	\$-756K	Spring, Michael; Margol, Deborah; Berthin, Jessica

Initiatives Linked to Measure	Est. Start	Est. End	Type	As Of	Status	Owners
Actual Expenditures and revenues spreadsheet	10/1/2005	9/30/2007		n/a	n/a	Margol, Deborah

Revenue: Total (Cultural Affairs)	'12FQ1	\$140K	n/a	n/a	Spring, Michael; Margol, Deborah; Berthin, Jessica
-----------------------------------	--------	--------	-----	-----	--



Initiatives Linked to Measure	Est. Start	Est. End	Type	As Of	Status	Owners
Revenue Growth Goals over 5 years	10/1/2006	9/30/2011		n/a	n/a	Margol, Deborah; Berthin, Jessica

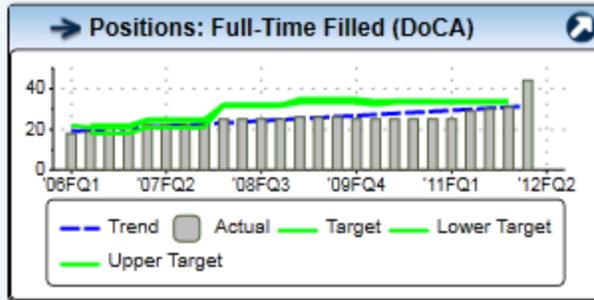
Positions: Full-Time Filled (DoCA)

'12FQ1

44

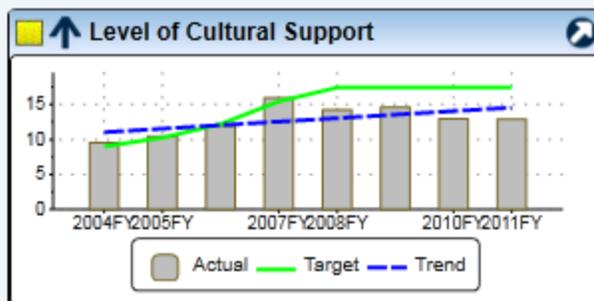
n/a

n/a Spring, Michael



Objective	Description	Owners
Reduction in unmet needs - Cultural Affairs - CUA (RC2.1)		Spring, Michael; Margol, Deborah; Berthin, Jessica
Grandparent Objectives	Description	Owners
GG4 Effective management practices		Miami-Dade County
Parent Objectives	Description	Owners
GG4-2 Effectively allocate resources to meet current and future operating and capital needs		Miami-Dade County

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Level of Cultural Support ■	2011FY	\$12.875mil	\$17.438mil	\$-4.563mil	Spring, Michael; Margol, Deborah; Berthin, Jessica



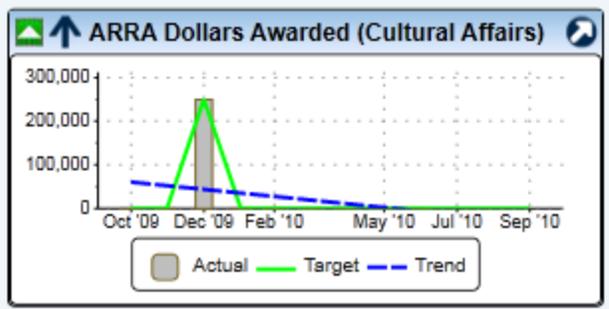
Objective	Description	Owners					
Budget Implementation FY 09-10 (Cultural Affairs)		Spring, Michael; Cultural Affairs					
Initiatives Linked to Objective	Est. Start	Est. End	Type	As Of	%	Status	Owners
Eliminate 1 position in Cultural Affairs (CA-1)	10/1/2009	9/30/2010		2/28/2010	100%	Complete	Spring, Michael; Margol, Deborah

Print Preview - Scorecard - Cultural Affairs

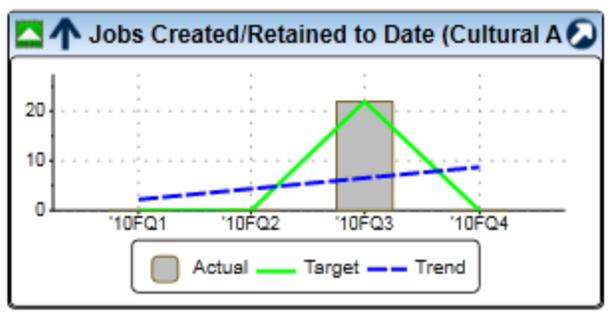
Reduce cultural program funding by 15% in Cultural Affairs (CA-2) (originally 30% in adopted budget after second hearing) 10/1/2009 9/30/2010 12/31/2010 100% Complete Spring, Michael; Margol, Deborah; Berthin, Jessica

Objective	Description	Owners
Recovery Act: National Endowment for the Arts (Cultural Affairs)		n/a

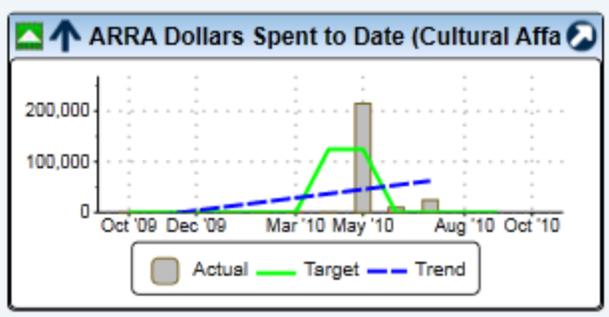
Measures Linked to Objective	Period	Actual	Target	Variance	Owners
ARRA Dollars Awarded (Cultural Affairs)	Jun '10	\$0	\$0	\$0	Spring, Michael; Copeland, John



Jobs Created/Retained to Date (Cultural Affairs)	'10FQ4	0.0FTE	0.0FTE	0.0FTE	Spring, Michael; Copeland, John
--	--------	--------	--------	--------	---------------------------------



ARRA Dollars Spent to Date (Cultural Affairs)	Jul '10	\$25,000	\$0	\$25,000	Spring, Michael; Copeland, John
---	---------	----------	-----	----------	---------------------------------



Internal

Objective	Description	Owners
Quality Customer Service (Cultural Affairs)	Ensure that the Department continues to understand and excel in addressing its customers' needs	Spring, Michael; Margol, Deborah; Berthin, Jessica

Grandparent Objectives	Description	Owners
GG1 Friendly government		Miami-Dade County

Parent Objectives	Description	Owners
GG1-2 Develop a customer-oriented organization		Miami-Dade County

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Secret Shopper Results	2006FY	n/a	4	n/a	Spring, Michael



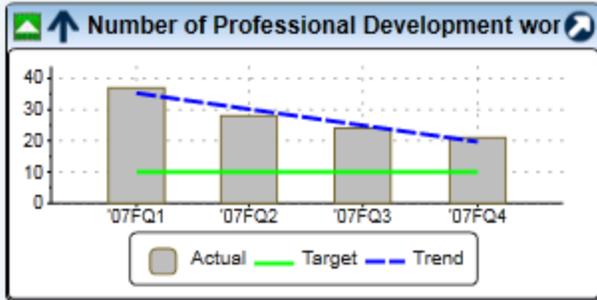
Learning and Growth

Objective	Description	Owners
Professional Development and Skill-Building throughout the Department (CUA)	Professional Development Opportunities Accessed by Staff	Margol, Deborah; Berthin, Jessica

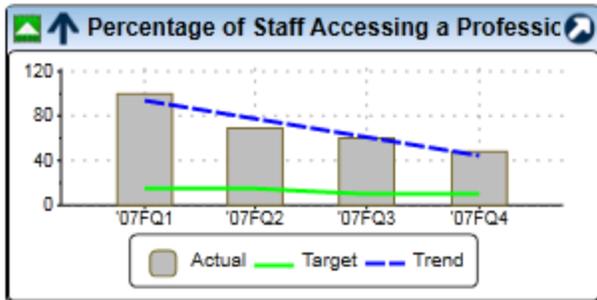
Grandparent Objectives	Description	Owners
GG2 Excellent, engaged workforce		Miami-Dade County

Parent Objectives	Description	Owners
GG2-2 Develop and retain excellent employees and leaders		Miami-Dade County

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Number of Professional Development workshops or skill-building opportunities accessed by staff	'07FQ4	21	10	11	Margol, Deborah; Berthin, Jessica



Percentage of Staff Accessing a Professional Development Opportunity	'07FQ4	48.00%	10.00%	38.00%	Margol, Deborah; Berthin, Jessica
--	--------	--------	--------	--------	-----------------------------------



Objective	Description	Owners
Establishing Clear Policies and Reliable Systems to Administer the Program	<p>The Department of Cultural Affairs continues its program to educate and train fellow County departments and municipalities on the applicability and opportunities of the APP program. In addition to establishing systems and methods that ensure APP requirements are applied and adhered to more uniformly, the department has emphasized the following:</p> <ul style="list-style-type: none"> • Public art is a value-added strategy to improve the quality of departments' and municipalities' capital projects; • Successful collaborations with other departments and municipalities rely on identifying opportunities for artworks early in the design phase of their projects and engaging departments and municipalities in the artist selection process; and • Art projects are developed collaboratively with representatives from the "client" department or municipality so that they are meaningful and relevant to their particular services and needs. 	Spring, Michael; Reddick, Brandi

Grandparent Objectives	Description	Owners
Establishing Clear Policies and Reliable Systems to Administer the Program	<p>The Department of Cultural Affairs continues its program to educate and train fellow County departments and municipalities on the applicability and opportunities of the APP program. In addition to establishing systems and methods that ensure APP requirements are applied and adhered to more uniformly, the department has emphasized the following:</p> <ul style="list-style-type: none"> • Public art is a value-added strategy to improve the quality of departments' and municipalities' capital projects; • Successful collaborations with other departments and municipalities rely on identifying opportunities for artworks early in the design phase of their projects and engaging departments and municipalities in the artist selection process; and • Art projects are developed collaboratively with representatives from the "client" department or municipality so that they are meaningful and relevant to their particular services and needs. 	Spring, Michael; Reddick, Brandi

RC3-2 Strengthen and conserve local historic and cultural resources and collections

Miami-Dade County

Parent Objectives	Description	Owners
Public art located where required and where most visible throughout the County (CUA)	Work collaboratively with County Departments to plan, develop and implement public art components to new government buildings that improve the quality of the facilities and enhance the experience of the users.	Spring, Michael; Margol, Deborah; Berthin, Jessica

Initiatives Linked to Objective	Est. Start	Est. End	Type	As Of						%	Status	Owners
Oriented New Art in Public Places Trust Members	n/a	n/a		n/a							n/a	Reddick, Brandi
Ensured Financial Accountability	10/3/2011	10/1/2012		n/a							n/a	Reddick, Brandi
Conducted Art in Public Places Training Sessions for Municipalities	1/3/2011	10/30/2012		n/a							n/a	Reddick, Brandi
Published a Procedural Guide to Art in Public Places	n/a	n/a		n/a							n/a	Reddick, Brandi
Implemented A System for Identifying New Projects	10/3/2011	10/1/2012		n/a							n/a	Reddick, Brandi

