

Memorandum



Date: July 20, 2021

To: Honorable Chairman Jose "Pepe" Diaz
and Members, Board of County Commissioners

From: Daniella Levine Cava
Mayor

A handwritten signature in blue ink that reads "Daniella Levine Cava".

Supplement
Agenda Item No. 8(F)(7)

Subject: Supplemental Information - Contract No. RFP-01505, Marketing and Public Relations Services

This supplemental is being provided in response to feedback received from the Board of County Commissioners (Board) at the July 8, 2021 meeting. To address the Board's concerns, I have asked staff at the Department of Cultural Affairs to reduce the recommended five-year contract amount to \$3,125,000 from the original recommended amount of \$5,728,000. In addition, this supplemental provides information to clarify the need for and impact of these critical services.

Contract Amount

The revised recommendation of \$3,125,000 for the five-year term of this contract is in line with the average amount allocated for the prior three-and-a-half-year period of the prior contract. This contract covers marketing and public relations services for four very active cultural facilities presenting year-round seasons of hundreds of diverse performances and educational events and three programs offering free and discounted tickets to students and senior citizens and specialized instruction for children with disabilities.

Please note the following factors that have contributed to this new amount:

- As noted at the July 8, 2021 Board meeting, the marketing and public relations services under this new contract will cover the addition of the re-opened Joseph Caleb Auditorium and additional resources to help promote the Department of Cultural Affairs countywide programs that reach out to students (Culture Shock Miami), senior citizens (Golden Ticket Arts Guide), and children and families with disabilities (All Kids Included programs).
- We have revised our assumptions regarding the initial need for post-pandemic additional resources for enhanced marketing and public relations strategies to attract audiences back to the African Heritage Cultural Arts Center, the Miami-Dade County Auditorium, and the South Miami-Dade Cultural Arts Center as we re-emerge from the COVID-19 public health crisis. Preliminary indications and recent event attendance trends this summer indicate that audiences appear ready again to buy tickets to return to indoor, in-person activities and performances.

Please note that the marketing and public relations contract is an "up to" amount, to be used as needed. Although it is an extraordinary example, the Department spent approximately 75 percent of the last contract amount due to the impact of COVID-19. The Department will continue to find ways to reduce expenses through marketing partnerships and other cost-saving measures.

Given the effectiveness of social media, email and digital marketing campaigns, the only additional amounts spent annually on media ranges from \$300,000 to \$400,000 for all programs, mostly to cover radio and online advertising placements given the effectiveness of these outlets to attract culturally diverse audiences.

The Need for Professional Marketing and Public Relations Services

An essential component of the mission of the Department of Cultural Affairs includes attracting more diverse audiences to arts and cultural activities and ensuring these events are accessible, affordable, inclusive and reflective of the diverse population of Miami-Dade County. To ensure equitable access to arts experiences for all County residents and visitors, the Department's theaters and programs are dedicated to this work with marketing and public relations services focused on building countywide participation in hundreds of accessible and affordable cultural events for:

- African Heritage Cultural Arts Center in Liberty City
- Joseph Caleb Auditorium in Liberty City
- Miami-Dade County Auditorium in Little Havana
- South Miami-Dade Cultural Arts Center serving audiences in the South part of the County
- All Kids Included, countywide arts education programs for children and families with disabilities
- Culture Shock Miami, offering \$5 tickets to high school and college students countywide
- Golden Tickets Arts Guide, providing free tickets to arts events for senior citizens countywide

In response to questions about the nature of the work necessary to effectively reach audiences, the following is a summary of the professional services necessary to market and promote the hundreds of cultural events and activities that are presented each year by the Department’s theaters and programs:

Marketing and Advertising

- Developing cost effective marketing budgets and calendars for the Department’s venues and programs
- Writing, and designing all print, outdoor, and electronic (including digital) advertising to promote attendance at the Department’s performances and participation in its programs
- Managing production of radio advertising
- Placing and optimizing digital advertising on platforms such as Facebook, Google, Twitter and Instagram
- Negotiating and purchasing paid advertising in conventional media, monitoring campaign flights, reconciling media invoices for accuracy, and issuing payment
- Trafficking advertising assets to media
- Measuring advertising effectiveness to determine maximum return on investment, including producing KPI reports and real-time dashboards
- Writing, designing, and producing collateral materials, such as brochures, flyers, posters, and displays (for individual performances, venue seasons, and programs)
- Creating and distributing direct mail pieces to targeted audiences
- Updating websites for the Department, its venues, and programs
- Contracting for and supervising video production and original photography
- Conducting market research
- Producing and deploying email campaigns to prospective attendees/ticket buyers

Public Relations

- Drafting and distributing press releases for the Department’s performances, events, programs, etc.; followed by direct outreach with editors to obtain news coverage
- Pitching local editors and reporters to produce *feature* coverage of the Department, its performances, and its programs
- Daily monitoring of media queries relevant to the Department, its venues, and programs; followed by direct outreach to those editors issuing the query
- Drafting extensive content for the Department and its related entities’ websites
- Creating informational pieces for use with the Department’s diverse audiences, including both County residents/patrons as well as business and governmental audiences
- Writing and posting organic content for the Department’s social media platforms
- Organizing and staging press conferences
- Working directly with editors and reporters for “day of” on-site coverage
- Serving as the Department’s media liaison for performances, events and programs

The Department’s experience has been that professional marketing and public relations services are essential to promote the hundreds of performances and programs offered through their theaters and programs. These services ensure that information about these outstanding and diverse activities

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effectively and attractively reaches the public in all neighborhoods throughout Miami-Dade County. It should be underscored that the resulting ticket sales and concessions revenue generated through these cultural programs and events is on average three times greater than the resources invested in marketing and public relations.

The Administration will request that the Board amend this agenda item to reflect the reduced amount provided in this supplemental memorandum.



Morris Copeland
Chief Community Services Officer