



# Department of Cultural Affairs Business Plan

**Fiscal Years: 2023 and 2024\***  
(10/1/2022 through 9/30/2024)

Approved by:

  
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February 6, 2023  
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Date

  
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Plan Date: February 8, 2023

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## DEPARTMENT OVERVIEW

### THRIVE305: Environment, Economy, Engagement, Equity

#### Department Mission

The Miami-Dade County Department of Cultural Affairs, the Cultural Affairs Council, the Art in Public Places Trust and the Tourist Development Council develop cultural excellence, diversity, access and participation throughout Miami-Dade County by strategically creating and promoting equitable opportunities for artists and cultural organizations, and all of our residents and visitors who are their audiences. As core values, the Department of Cultural Affairs embraces diversity; ensures inclusion; promotes equity; creates access; and works to reflect and represent the artists, cultural organizations and audiences we serve. Three central goals serve as guideposts for our work:

- securing more public and private resources to invest in and promote diverse and resilient cultural development;
- developing better cultural facilities in neighborhoods throughout Miami-Dade and improving the visual quality and livability of the County's built environment; and
- making cultural activities more accessible for all of 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 award-winning public art collection. The Department manages and facilitates the grant investments made by the Tourist Development Council and supports its board to create a more competitive environment for tourism throughout Miami-Dade County. The Department manages, programs and operates the African Heritage Cultural Arts Center, the Dennis C. Moss Cultural Arts Center (formerly South Miami-Dade Cultural Arts Center), the Joseph Caleb Auditorium, and the Miami-Dade County Auditorium, all dedicated to presenting and supporting excellence and diversity in the arts for the entire community. The Department also manages the relationship between the County and nonprofit cultural organizations that operate County-owned and/or County-supported cultural facilities, including the Adrienne Arsht Center for the Performing Arts of Miami-Dade County, the Phillip and Patricia Frost Museum of Science, Fairchild Tropical Botanic Garden, Hampton House, HistoryMiami, the Jorge M. Pérez Art Museum of Miami-Dade County, Inc. (PAMM), Sandrell Rivers Theatre, Vizcaya Museum and Gardens and the Westchester Cultural Arts Center.

Through staff, board and programmatic resources, the Department, the Councils and the Trust:

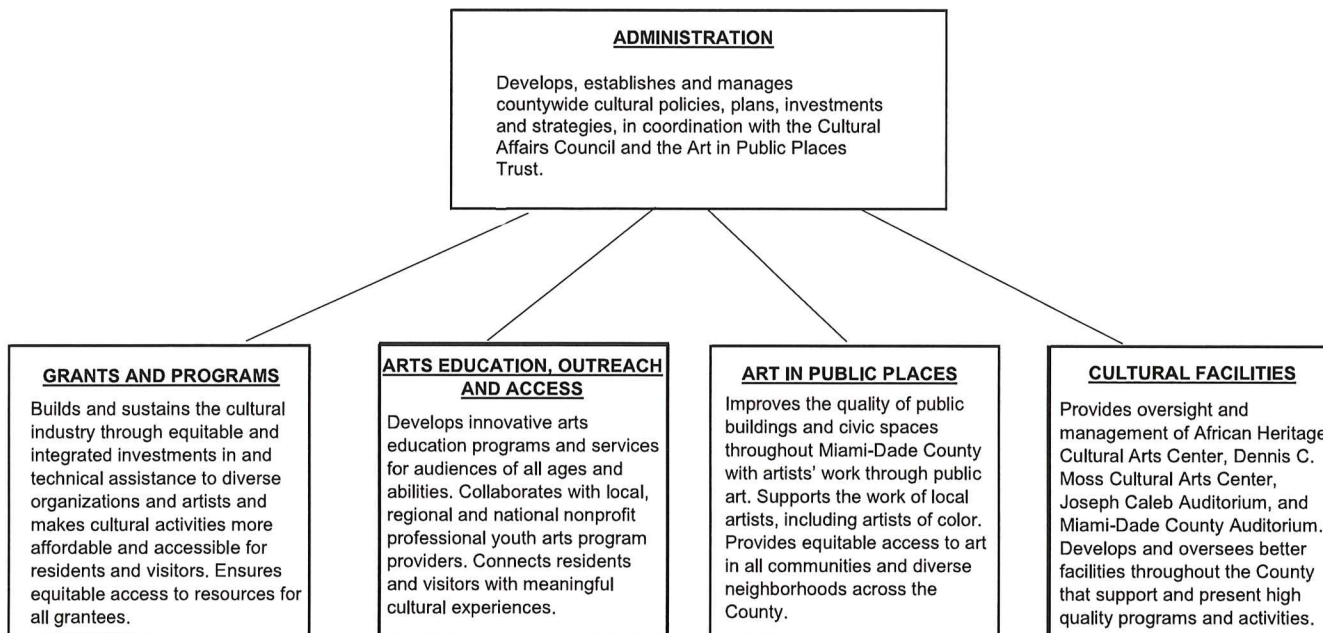
- promote, coordinate and support Miami-Dade County's more than 1,000 nonprofit cultural organizations and thousands of resident artists, through competitive grants, comprehensive technical assistance and professional development;
- advance, market and disseminate information extensively about the excellence and diversity of artistic offerings available locally, in order to increase accessibility, participation and attendance from residents and visitors; and
- innovate and develop model programming, arts education, and outreach initiatives, engaging diverse audiences of all backgrounds and abilities in the arts.





## Table of Organization

### GG1: Accessible, equitable, transparent, and responsible government



## Our Customer

### GG1-1: Support a customer-focused organization by providing convenient access to information and services, and by ensuring processes are easy to navigate

#### THRIVE305 – ACCESSIBLE COUNTY GOVERNMENT | 1.1. CREATE A “NO WRONG DOOR” APPROACH FOR COUNTY SERVICES

*Enhance accessibility to County government to improve the customer experience.*



- **Cultural Organizations and Artists** - the more than 1,000 nonprofit 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 steadily increasing equitable funding support and organizational and professional development opportunities* to maintain and enhance programmatic quality and to be able to succeed and earn a livable wage as working artists in Miami-Dade County; *more and better cultural facilities* in which to perform, exhibit, showcase, create and rehearse work; and, *more public awareness of and participation* in their programs and activities.
  - Customer feedback is collected through and satisfaction measured by:
    - Pre-application consultations with Department staff, individually and through Department-led workshops, which are required as part of the grant application process;
    - Department-convened forums, listening sessions and roundtable conversations (such as *Roundtable Conversations* and town hall-styled meetings);
    - Audience surveys (for the Department’s facilities); and
    - Post-workshop and post-presentation evaluation instruments.





#### GG1-4: Promote equity in the planning and delivery of County services



- **Citizen Engagement** - an important community trust-building component of the work, the Department strives to engage private citizens as volunteers, reflective of Miami-Dade's multicultural community, to serve on the Cultural Affairs Council, Art in Public Places Trust, Tourist Development Council, Professional Advisory Committees, Volunteer Grants Panels, Cultural Facilities volunteers, All Kids Included Steering Committee, Black Arts Alliance, Miami Emerging Arts Leaders Steering Committee and the Cultural Shock Miami Student Council. The Department also collaborates with institutions that help develop Miami-Dade County's business, tourism, philanthropic, academic and civic life, including the Arts and Business Council, The Beacon Council, The Children's Trust, Florida International University, Greater Miami Convention and Visitors Bureau, Greater Miami Chamber of Commerce, Knight Foundation, Miami-Dade County Public Schools, Miami Dade College and The Miami Foundation.
  - Customer feedback is collected through and satisfaction measured by:
    - Council's yearly planning retreat;
    - Participation surveys through which volunteers express their feedback, ideas and suggestions; and
    - 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 our transparent, participatory 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 General Obligations Bond (GOB) program, the Countywide Infrastructure Investment Program (CIIP) and other County capital programs). The most important needs for new and improved cultural facilities include: *more funding and resources* for construction and/or renovation of arts 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 upon the completion of each capital project; and
    - "Guide to Art in Public Places" workshops designed to familiarize County Departments and municipalities, particularly their capital projects management staffs, with the proper implementation of the Art in Public Places program.

## GG1-2: Facilitate community outreach and engagement to promote better decision-making in County government



- **Cultural Audiences** – including attendees to programs and performances at the African Heritage Cultural Arts Center, Dennis C. Moss Cultural Arts Center, Joseph Caleb Auditorium, and Miami-Dade County Auditorium; students participating in the Department's arts education programs including All Kids Included, Cultural Passport Program, Culture Shock Miami and Youth Arts in the Park; 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 and events.
  - Customer feedback is collected through and satisfaction measured by:
    - Customer survey instruments; and
    - Market research.

### Strategic Alignment, 4E, and Thrive305 Summary

#### THRIVE305 - STRENGTHENED PARTNERSHIP WITH COMMUNITY | 11.2. SUPPORT COMMUNITY ORGANIZATIONS TO INCREASE THEIR IMPACT

*Strengthen partnerships with and support nonprofits that provide new opportunities throughout the County for families and children to experience and learn about diverse arts, cultural, and recreational activities.*

In support of the “4 Es” – the Economy, Environment, Equity, and Engagement priority areas, the Department's efforts align with the THRIVE305 Action Plan, following Miami-Dade County Resilient Strategic Plan Goals, and correlating objectives, for Recreation and Culture, as well as the Strategic Plan Featured Objectives:

- RC1: Inviting and accessible recreational and cultural venues that provide world class enrichment and engagement opportunities
  - RC1-1: Ensure parks, libraries, and cultural facilities are accessible to growing numbers of residents and visitors
  - RC1-2: Provide parks, libraries, and cultural facilities that are expertly managed, attractively designed, and safe
- RC2: Wide array of outstanding, affordable programs and services for residents and visitors
  - RC2-1: Provide inspiring, inclusive, and affordable programs and services that create an uplifting place to live in and visit
  - RC2-2: Strengthen, conserve and grow cultural, park, natural, and library resources and collections





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



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

**THRIVE305 - SMALL BUSINESSES THAT THRIVE IN THE POST-PANDEMIC ECONOMY | 5.5. Help small businesses get access to capital**



*Initiatives include:*

- o **Securing sustained and growing revenue streams for cultural support -** County funding is critical to strengthening, stabilizing and advancing the operations of nonprofit cultural groups and the work of individual artists.

Through the Department's grants programs:

- County revenues are invested in competitive grants that provide equitable funding opportunities;
- Each County arts dollar invested leverages \$39 of other funds; and
- The local arts industry provides a documented annual impact on the local economy of more than \$1.43 billion, employing 41,000 people full-time, and drawing audiences of more than 16 million people each year.



- o **Increasing the Department's annual budget for FY 2023-2024 to keep pace with the growing needs of the arts community in continuing to rebuild the post-pandemic economy –** It is important to increase support for the cultural institutions, arts groups and artists who are leading the way in generating local economic activity. Cultural events and activities serve as a catalyst for energizing our economy, mobilizing local arts audiences and attracting tourists to this destination. Prior to COVID-19, the Department had been mid-way through a 5-year plan to rebuild the budget with an additional \$10 million to strengthen the Department grants programs and address the reality of growing costs and demands for programs and services; as well as the development, improvements and/or maintenance of Department-managed cultural facilities. More resources are needed to provide critical funding stability to cultural organizations and artists as they help bolster the economy.
- o **Establishing sufficient, reliable annual County support** for the operations, programming, marketing and audience development and services of the African Heritage Cultural Arts Center, Dennis C. Moss Cultural Arts Center, Joseph Caleb Auditorium and Miami-Dade County Auditorium.
- o **Addressing the growing needs of nonprofit organizations operating County-owned and/or County-supported cultural facilities for operations, programming and capital improvements** (Adrienne Arsht Center for the Performing Arts, Fairchild Tropical Botanic Garden, Historic Hampton House, HistoryMiami, Pérez Art Museum Miami, the Phillip and Patricia Frost Museum of



Science, Sandrell Rivers Theatre, Vizcaya and Westchester Cultural Arts Center) in order to:

- keep pace with growing operating costs and demands for programming;
  - help repair and maintain the buildings and upgrade technology, equipment and systems to ensure efficiency and programming capacity;
  - ensure equitable access to the arts by supporting cultural facilities through Miami-Dade County; and,
  - maximize the County's significant investments in creating world-class cultural institutions.
- ***Investing adequate funds to affect the complete restoration, as determined by the comprehensive capital needs assessment and master planning work*** undertaken at the African Heritage Cultural Arts Center, Dennis C. Moss Cultural Arts Center, Joseph Caleb Auditorium and Miami-Dade County Auditorium, which has provided a complete assessment of each facility's present conditions and a prioritized list of improvements, including detailed cost estimates based on the needs of each facility in order to achieve programming goals, operational efficiencies and audience accommodations.

#### **Operating and programming excellent cultural facilities:**



*A vast network of cultural venues throughout Miami-Dade County ensures equitable access to arts and cultural activities. Initiatives include:*

- ***The African Heritage Cultural Arts Center, Dennis C. Moss Cultural Arts Center, Joseph Caleb Auditorium, and Miami-Dade County Auditorium,*** establishing the requisite staffing, programming and capital improvements for each facility, and investing the commensurate County funding to maintain, operate and program these facilities to continue to serve families and children.
- ***Working in partnership with local government and nonprofit institutions*** to ensure sufficient resources to establish and activate new and/or expanded cultural facilities.
  - Museum Park complex – ***Pérez Art Museum Miami and Phillip and Patricia Frost Museum of Science*** (through Miami-Dade County, Jorge M. Pérez Art Museum of Miami-Dade County, Inc. (PAMM), and Phillip and Patricia Frost Museum of Science, Inc.).
  - ***Fairchild Tropical Botanic Garden*** (through Miami-Dade County and Fairchild Tropical Botanic Garden, Inc.).
  - ***Hampton House*** (through Miami-Dade County and The Historic Hampton House Community Trust, Inc.).
  - ***HistoryMiami*** (through Miami-Dade County and Historical Association of Southern Florida, Inc. dba HistoryMiami).



- **GableStage** as the successor to the **Coconut Grove Playhouse** for regional theater (through GableStage, Inc., City of Miami Department of Off-Street Parking a/k/a Miami Parking Authority and Florida International University).
  - **Sandrell Rivers Theatre** (at the 7<sup>th</sup> Avenue Transit Village - through **Fantasy Theatre Factory, Inc.**, with **The M Ensemble Company** as resident theater company).
  - **Lyric Theater** (through **The Black Archives History & Research Foundation of South Florida, Inc.**).
  - **American Museum of the Cuban Diaspora** (through the Cuban Museum, Inc.).
  - **Westchester Cultural Arts Center** (through Miami-Dade County and **Roxy Theatre Group**).
  - **Vizcaya Museum and Gardens** (through Miami-Dade County and Vizcaya Trust, Inc.).
- **Completing cultural building projects** that are part of the Building Better Communities General Obligations Bond (BBC-GOB) program and safeguarding the County's public investment, advancing projects as they demonstrate capital and operational readiness to proceed.
  - **Assessing current and future cultural facilities needs** (keeping an inventory of unmet capital needs as part of the annual cultural strategic planning process).



### **Improving existing cultural facilities in neighborhoods throughout Miami-Dade County and the Quality of Miami-Dade County's Built Environment:**

*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 County's obligations in Building Better Communities (BBC-GOB) bond program, the Countywide Infrastructure Investment Program (CIIP), and/or CDT-funded capital contracts and active Capital Development grant contracts, in partnership with local governments and nonprofit organizations, that result in renovating, restoring, maintaining and operating existing cultural facilities more effectively while increasing accessibility, including:
  - **Pérez Art Museum Miami** (through the Jorge M. Pérez Art Museum of Miami-Dade County, Inc. - *completed*);
  - **Phillip and Patricia Frost Museum of Science** (through the Museum of Science, Inc. - *completed*);





- **HistoryMiami** (through the Historical Association of Southern Florida, Inc. dba HistoryMiami – *in planning*);
  - **Lyric Theater** (through The Black Archives History & Research Foundation of South Florida, Inc. - *completed*);
  - **American Museum of the Cuban Diaspora** (through the Cuban Museum, Inc. - *completed*);
  - **Fairchild Tropical Botanic Garden** (through Fairchild Tropical Botanic Garden, Inc. – *being completed in phases*);
  - **Caribbean Marketplace** (through City of Miami - *completed*);
  - The successor regional theater venue to the **Coconut Grove Playhouse** (through **GableStage, Inc.**, City of Miami Department of Off-Street Parking a/k/a Miami Parking Authority and Florida International University - *underway*);
  - **Milander Park Auditorium** (through City of Hialeah - *completed*);
  - **The Wolfsonian-FIU** (through Florida International University – *in planning*);
  - The **Miami Hispanic Cultural Arts Center** (through Miami Hispanic Ballet Corporation - *completed*);
  - **Jewish Museum of Florida** (through Jewish Museum of Florida, Inc. - *completed*);
  - **7<sup>th</sup> Avenue Transit Village - Sandrell Rivers Theater** (through APC Holdings, LLC, and in partnership with Fantasy Theatre Factory, Inc., with The M Ensemble Company in residence - *completed*);
  - **Gold Coast Railroad Museum** (through Gold Coast Railroad Museum, Inc. - *completed*);
  - **Seminole Theatre in Homestead** (through Seminole Cultural Arts Theatre - *completed*);
  - **Miami Children's Museum** (through The Miami Children's Museum, Inc. - *completed*);
  - **Bakehouse Art Complex** (through Bakehouse Art Complex, Inc. - *completed*);
  - **WDNA-88.9 FM Community Public Radio** (through Bascomb Memorial Foundation, Inc. - *completed*);
  - **Hialeah High School Performing Arts Center** (through City of Hialeah - *completed*);
  - **Aventura Arts & Cultural Center** (through the City of Aventura - *completed*);
  - **Westchester Cultural Arts Center** (through the Roxy Theatre Group - *completed*); and
  - **Capital Development Grants Program**, 17 different facility upgrade projects (through various nonprofit cultural organizations) funded through the competitive Capital Development Grants program.
- **Embarking upon a comprehensive, community-wide initiative to encourage and achieve design excellence**, in partnership with the Parks, Recreation and Open Spaces Department, by establishing and maintaining standards that can





create an urban environment that generates pride of place for residents, provides comprehensive pedestrian and bicycle circulation and amenities, promotes an image that generates tourism and business, increases property values, encourages environmentally-friendly designs that conserve resources, and improves the appearance of what currently exists and encourages high standards for future development and its maintenance. Great communities are places that understand and insist upon quality design for public buildings and spaces. An equitable commitment to quality design means that the natural and built environment of Miami-Dade County can be attractive, safe, functional, resilient and inclusive for all.



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

*Initiatives include:*

- **Culture Shock Miami** ([cultureshockmiami.com](http://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 and special events.
- **Golden Ticket Arts Guide program**, promoting free admission opportunities for senior citizens ages 62 and older to local cultural events, ranging from museums to theaters by annually publishing and distributing 17,000 Golden Ticket Arts Guides, a large format, easy-to read, combined English and Spanish language booklet that provides hundreds of free ticket offers, and enabling the Guide to be downloaded from the Department's website, for maximum convenience and access. Guides can be requested by calling 3-1-1 and are distributed through direct mail and several partners, including Parks, Libraries, Community Action and Human Services Department, community service organizations, Office of the Mayor and Commission District Offices. By targeting low-income seniors through partnerships with senior centers, this age-friendly program promotes equitable access to the arts to world-class cultural experiences across the County.
- **ArtBurstMiami** ([ArtBurstMiami.com](http://ArtBurstMiami.com)), an online media bureau, providing authoritative, scholarly and credible, critical journalism about the arts, in both English and Spanish, demonstrating to traditional and non-traditional media the value of and broad audience for accessible arts coverage, and providing the general public with meaningful education, context and discerning commentary about the arts.
- **ADA, Accessibility and Inclusion Training, Best Practices and Knowledge Building** – spearheading efforts locally to create an environment in which the arts are universally accessible by organizing, supporting and leveraging professional development opportunities, training workshops and demonstration projects. The Department works to make inclusive family cultural programming available to children and adults with disabilities. Department facilities offer accommodations for audiences with disabilities including Sensory Processing Disorders and Autism Spectrum Disorders, such as modifications to sound/lighting, providing noise cancelling headphones, and a special guide that prepares new audiences for a





live theater experience. Assistive listening devices are available. Universal access symbols are incorporated into all print and electronic media, and large print and braille programs are available. Supertitle technology, which projects the dialogue above stage performers so the audience can read the captions, is available. The Department is committed to developing innovative programs and inclusion strategies for people with disabilities and to facilitating training for arts groups to adopt best practices for ADA/accessibility compliance issues. Our grants programs encourage grantees to make their work accessible to all people, regardless of disability, and help organizations to achieve programmatic and facility accessibility. The All Kids Included - Accessible Arts Experiences for Kids initiative, focuses on increasing the number of quality arts experiences for children with disabilities and their families, and promotes the importance of inclusionary cultural programs in schools and in the community by making resources available to arts organizations in two categories: demonstration projects to create innovative, fully accessible arts experiences; and programs using the arts as a tool to teach and include children with disabilities in the classroom and community.

- ***Distributing the “Going to the Show” and “Going to the Museum” pre-show guides for new audiences broadly, and expanding the series to include other venues and experience (e.g., ‘Going to the Zoo’),*** in fanciful illustrated print, classroom and lobby display poster, and online formats, as a tool for parents, guardians, teachers and other caregivers to help prepare and familiarize new audience members, especially those who are first-time attendees and/or may have sensory processing disorders, with the sequence of events at a new, live theater experience and to lend some predictability to it.
- ***Partnering with the Greater Miami Convention & Visitors Bureau*** on the Greater Miami Online Calendar of Events ([miamiandbeaches.com/events](http://miamiandbeaches.com/events)) as well as various art guide publications and cultural tourism initiatives.
- ***Celebrating Black excellence and the rich cultural heritage of the African diaspora through outstanding performances and exhibitions and offering high quality arts education programs for youth at African Heritage Cultural Arts Center, while strengthening connections with renowned Center alumni including Tarell Alvin McCraney and Alvin Ailey Director Robert Battle*** to inspire civic dialogue and research around African history and culture to foment intellectual and creative pursuits in the context of local experience and global perspectives; develop critical thinking skills and self-esteem by providing students with quality arts training in all genres; raise cultural awareness of American Black experience through youth arts performance companies; generate scholarship regarding the cultural, social and political customs of the African diaspora through the Anak Ang Kat resident scholars and artists program; and foster the rich and diverse cultural perspectives of the people of African heritage. Located at the intersection of Martin Luther King, Jr. Boulevard and Moonlight Way in Liberty City, the Center is nationally recognized for fostering creative expression and preserving Black cultural heritage. With 60,000 annual visitors, a new campus is needed to replace the old buildings currently housing the Center. A new complex of buildings will expand the Center’s capacity to offer invaluable teaching





programs for children and youth, present arts and humanities events to the general public, and make spaces available for artists.

- ***Operating the Dennis C. Moss Cultural Arts Center***, to reach new, diverse audiences in the south part of the County through this model performing arts facility, and to provide artistic excellence that is accessible, affordable, inclusive and reflective of the diverse population of Miami-Dade County, with a special focus on South Dade communities.
- ***Collaborating with Miami-Dade County Public Schools in producing a high quality, stimulating and enriching performance series as part of the Joseph Caleb Auditorium's programming profile***, that provides live arts experiences for Miami-Dade County public school students as field-trips, in conjunction with the Superintendent's Cultural Passport initiative that has as its goal ensuring that every public school student has at least one live arts experience during each and every year of his or her K-12 education (being presented at Miami-Dade County Auditorium while expansion and construction work is underway at the Caleb Auditorium).
- ***Expanding the award-winning annual presenting series at Miami-Dade County Auditorium (MDCA) including with Pulitzer Prize-winning Cuban American Playwright Nilo Cruz*** in partnership with local nonprofit cultural organizations, including Arca Images, Centro Cultural Español, Florida Chamber Orchestra, FundArte, and Teatro Avante, offering a season of exciting performances on the main stage and in the black box. MDCA serves as an incubator for supporting and developing the work of diverse arts groups and artists of color. Since opening its doors in 1951, the Miami-Dade County Auditorium has served as the center for showcasing the diversity of South Florida's cultural life and as a hub for celebrating the Hispanic/Latino/a/x arts community. Miami-Dade County Auditorium presents outstanding multi-cultural arts events of the highest caliber for Miami's residents and visitors while cultivating the creative voices of local artists in Miami-Dade County, especially Little Havana.
- ***Developing arts education programs and services*** and collaborating with local and national nonprofit professional youth arts program providers, including Miami-Dade County Public Schools, The Children's Trust, Arts for Learning Miami, 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. Serving 300,000 children every year, arts education programs help kids develop sophisticated skills to prepare them for jobs in 21<sup>st</sup> century workforce.
- ***Conceiving and presenting the Open Access Theatre Series***, a comprehensive ADA/Accessible theater arts program featuring audio description, touch tours, CART captioning and Shadow Interpreted Theater performances.
- ***Producing Shadow Interpreted Theater Performances***, a model, cutting-edge art form, using specially trained American Sign Language (ASL) interpreters who perform as "shadows" during a live stage production alongside voiced actors; Shadow Actors are integrated into the performance by mirroring the voiced actors







on stage, while interpreting the character they are shadowing in ASL, so all audience members can enjoy the full richness of the theater experience rather than having to watch a single interpreter located off stage, and thereby missing much of the action taking place on stage.

- **Designing and establishing the Sensory-Inclusive disability access symbol** to be used in marketing materials, similar to the wheelchair access symbol or American Sign Language (ASL) symbol; cultural events and performances advertised as Sensory Inclusive will provide accessible accommodations such as modifications to sound and lighting, the “Going to the Show” pre-show guide to preparing new audiences for a live theater experience, an accepting environment, noise cancelling headsets, and a “quiet room” where individuals can take a break, among others.
- **Enhancing the marketing, promotion, documentation and educational outreach components of the Art in Public Places program** ([miamidadepublicart.org](http://miamidadepublicart.org)) through partnerships with other local agencies such as the GMCVB, the Beacon Council and municipalities.
- **Encouraging local visual artists to participate more actively in Miami-Dade Public Art opportunities** by implementing a schedule of “Guide to Art in Public Places” workshops for visual artists and promoting resources, calls to artists, and opportunities via an information campaign including website, email and social media communications.
- **Launching the Cultural Resource Directory**, a new online “phone book” of all arts groups and cultural institutions in Miami-Dade County, designed to facilitate building connections and collaboration among the cultural community as well as to provide the general public with a comprehensive, searchable database of cultural opportunities and destinations in neighborhoods across the County. The Directory includes an inventory of cultural facilities and arts venues. This new edition of the Cultural Resource Directory, published online for the first time, will also serve as a census of Miami-Dade’s artistic, heritage, historical and cultural organizations and spaces, including art-centric businesses.



### **Making the Department’s programs and services faster and easier to access:**

*Initiatives include:*

- **Online Grants Management Systems:** the Department consistently improves its online grants management services for cultural organizations and artists, streamlining and centralizing the entirety of the Department’s grantmaking activities (from application to panel review to contracting to reporting to data and trend analyses) into an online, secure, data rich and robust platform in the most user-friendly, intuitive, automated, and reliable manner available in the marketplace.
- **[miamidadepublicart.org](http://miamidadepublicart.org)**, a custom designed, comprehensive, web-based art collection and projects management platform for Art in Public Places that allows residents and visitors anytime, worldwide, online access to the more than 825 works of art in the Miami-Dade Public Art Collection, the ability to create virtual





and/or self-guided tours and to search the collection by media, artist or location; this robust management system also serves as the backbone for the conservation and stewardship of the collection, including inventory, real-time condition reporting and records-keeping functions.

- **Upgrading technology and making accessible the Department's customer centered websites:** [miamidadearts.org](http://miamidadearts.org), [miamidadecountyauditorium.org](http://miamidadecountyauditorium.org), [cultureshockmiami.com](http://cultureshockmiami.com), [ahcacmiami.org](http://ahcacmiami.org) and [mosscenter.org](http://mosscenter.org) connecting these sites with social media and virtual platforms.
- **Integrating on-line intake mechanisms for the Golden Ticket Arts Guide, Culture Shock Miami, the Cultural Resource Directory, and other user-facing Department service systems,** into the Departmental website [miamidadearts.org](http://miamidadearts.org).

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

*Initiatives include:*

- **Creating the Black Lives Matter Cultural Initiative** led by the African Heritage Cultural Arts Center to better support and elevate Miami-Dade's Black arts organizations and Black artists. As part of this racial equity initiative, the Department convened a series of roundtable conversation with Black leaders of Miami-Dade's arts and cultural institutions. The Black Arts Alliance is now being developed to continue this important work.
- **Developing a resilient cultural community by providing more opportunities for capacity and professional skill-building** for cultural organizations, artists, arts administrators, and arts educators, (e.g., Artists Professional Development in English and Spanish); *All Kids Included* inclusion strategies and universal design trainings; *Regional Teaching Artists Certification*, providing credentials to teaching artists to provide classroom instruction and curriculum integration, that are accepted and recognized in schools across 5 counties; National Arts Marketing Project conference participation; Playwright Development Program; *Arts Help*; *Artist Access* and *Audience Access* mini-grants.
- **Assembling the All Kids Included Think Tank** with community, cultural and medical practitioners focused on making the arts accessible to kids with disabilities.
- **Convening Roundtable Conversations** with the cultural community, gathering input directly from artists and arts practitioners through listening sessions, to determine (in real-time) the priority needs, to test new program ideas and initiatives and to inform the Department's planning process.
- **Cultivating new and diverse leadership through the Miami Emerging Arts Leaders program by** providing young and new arts administrators with resources and opportunities to build their professional skills, share best practices, network and more effectively serve as leaders for their organizations and the broader arts community while encouraging resiliency through planned leadership succession practices.





- **Conducting market research** to refine programming and promotional initiatives for the Department's cultural facilities and programs.
- **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.
- **Establishing Arts Resilient 305**, an initiative to increase awareness about the impact of climate change and the importance of resiliency and environmental sustainability as part of the Countywide Resilient 305 strategy ([ArtsResilient305.org](https://www.miamidade.gov/artsresilient305.org)). The Department collaborated with the City of Miami Beach to participate in the Aspen Ideas: Climate conference in May 2022, organizing artists interventions and temporary public arts projects, and will again be participating in the Aspen Ideas: Climate conference taking place in March 2023.

**Strategic Alignment, 4E, and Thrive305 Summary (continued)**

Selected Measure Name	4E (Environment, Equity, Economy, or Engagement)	Thrive 305 Priority or Action
Rebuild the County's annual support through the Competitive Grants programs (Total Grants Awarded)	Equity	11.2.
Extend the Department's technical assistance services to additional areas of need for cultural organizations and artists.	Economy	5.5.
Golden Ticket Program	Engagement	11.1.
Youth-Arts Specific Programs and Children's Trust Funded Programs	Engagement	11.2.
Culture Shock Miami Program	Engagement	11.1.
Increase awareness of, access to and public participation in cultural activities	Engagement	12.1
Attendance at African Heritage Cultural Arts Center	Engagement	1.1
Attendance at Joseph Caleb Auditorium	Engagement	1.1
Attendance at Dennis C. Moss Cultural Arts Center	Engagement	1.1
Attendance at Miami-Dade County Auditorium	Engagement	1.1



## KEY ISSUES

### ***The Impact of Coronavirus Disease (COVID-19) Pandemic on Arts and Culture***

The vast majority of arts and cultural nonprofits are small, disadvantaged businesses that operate on very tightly budgeted expenditures and revenues with “break even” results as an optimal annual objective (typically, there are no operating reserves). The impact of closing the arts season in March 2020 eliminated earned revenue (ticket sales, contracted services, etc.) and vastly reduced contributed income (donations), resulting in mounting budget deficits. Arts and cultural organizations had to furlough or eliminate thousands of jobs.

### ***\$112 Million in Business Losses in the first 6 month of the Pandemic***

In response to the COVID-19 pandemic, the Department developed and implemented tools to assess the impact of COVID-19 on nonprofit arts and cultural organizations and artists, including a comprehensive monthly survey. The results of a 6-month survey (March – August 2020) documented a \$112 million financial impact and the loss of 18,154 arts and cultural jobs, according to aggregate data for March through August 2020.

As soon as health conditions permitted, outdoor cultural institutions and large museums were the first to re-open with limited audiences and health protocols, such as social distancing, timed entry and mask requirement, to help protect public health and safety while providing families, children and tourists with high quality arts experiences. Cultural programming began to increase in June 2020 and in 2022, the Department launched the Return and Rediscover the Arts campaign, a new County-wide campaign for in-personness, promoting Miami’s diverse and vibrant cultural activities and special events and inviting art-goers back to Miami-Dade’s theaters, concert halls, cultural centers, festivals and museums in the new post-COVID era. In December 2022, Miami Art Week crowds returned at the fairs and ancillary cultural events.

### **GG1-3: Ensure involvement of local organizations to help address priority needs of our residents**

A listening session conducted in January 2023 with executive leaders of Miami-Dade cultural institutions, revealed COVID era issues affecting nonprofit arts organizations:

- While audiences are returning, contributed income from the private sector is still lagging and not keeping pace;
- Performing arts organizations are seeing a decline in subscription sales and static institutions are reporting fewer annual membership holders as compared to pre-COVID years;
- Maintaining staff salaries at competitive levels is increasingly challenging, creating recruitment and retention issues;
- High cost of housing in Miami-Dade County is compounding the staffing problem; and,
- Rising fees and dramatically increasing production costs due to inflation are putting a strain on operating budgets forcing nonprofit arts groups to struggle searching for survivable solutions.





### **The Economic Impact of Arts in Miami-Dade County: Pre-Pandemic**

The arts and cultural sector of our economy is responsible for an approximately \$1.4 billion annual impact, more than 40,000 jobs and is essential for making Miami-Dade County an attractive place to visit, develop a business and raise a family. Miami-Dade County has invested significant resources into building a cultural life that has helped earn our community a reputation for being one of the most diverse, dynamic, and exciting places in the world.

#### ***The Arts Generates \$1.43 Billion in Economic Impact Annually.***

The economic impact of Miami-Dade County's nonprofit arts and cultural industry is \$1,430,512,813 every year. This figure does not include for-profit businesses and individual artists.

#### ***The Arts Industry Generates 40,944 Full-Time Jobs.***

40,944 workers are employed full-time in Miami-Dade County, generating \$1.3 million in household income to local residents. Arts organizations employ more than just artists; they also support jobs throughout the community, paying builders, plumbers, accountants, printers and others spanning many industries.

#### ***The Arts Generate More Than \$156.8 Million for Local and State Government.***

The nonprofit arts in Miami-Dade generate \$60,648,000 annually in local government revenue. This includes revenue from local taxes (e.g., sales, lodging, real estate, personal property, and other local option taxes) as well as funds from license fees, utility fees, filing fees, and other similar sources. An additional \$96,213,000 is generated annually in revenues to the State government.

#### ***Every \$1 of County Arts Funding Leverages \$39 of Other Funds.***

Each dollar of County grant funding support invested by the Department of Cultural Affairs leverages an additional \$39 for our community's cultural nonprofits from other private and public sources.

### **Federal Funding Secured to Support Local Artists and Cultural Institutions**



The Department of Cultural Affairs secured federal funding to help arts organizations and artists survive the pandemic and contribute to restarting the economy.

#### ***Coronavirus Aid, Relief, and Economic Security Act (CARES Act): Miami-Dade Arts Support Grants (MAS) - COVID-19 Relief Program***

On July 27, 2020, the Board of County Commissioners (Board) approved a resolution to develop and implement the Miami-Dade Arts Support Grants (MAS) program for cultural organizations and artists-entrepreneurs using \$10 million of funds made available through the 2020 Coronavirus Aid, Relief, and Economic Security Act (CARES Act) to alleviate financial hardships caused by COVID-19. The Department rapidly launched the Miami-Dade Arts





Support Grants (MAS) program on August 11, 2020 for arts and cultural businesses and artists-entrepreneurs. All \$10 million of the funds made available through the CARES Act and allocated by Board was granted to help provide relief to close to 300 cultural groups and 856 artists and cultural “gig” workers.

### ***Shuttered Venues Operating Grants (SVOG) – Small Business Administration***

Through its leadership, the Department helped more than 166 Miami-Dade County arts organizations secure more than \$215 million from the federal Shuttered Venue Operators Grants (SVOG) funding from the Small Business Administration, to assist with economic recovery. This pandemic relief SVOG funding included \$1.88 million for the Department’s facilities: African Heritage Cultural Arts Center; Dennis C. Moss Cultural Arts Center; and Miami-Dade County Auditorium. Miami-Dade County SVOG funding awards account for 25% of all Florida SVOG awards.

### ***American Rescue Plan (ARP) – National Endowment for the Arts (NEA): Miami Individual Artists (MIA) Stipend Program***

In 2021, the Department established the Miami Individual Artists (MIA) Stipend Program, funded by \$500,000 in American Rescue Plan Act funds through a National Endowment for the Arts grant, to provide artistic fees and stipends for the production of performances, presentations, exhibitions, workshops, research, and/or the creation of artwork to individual artists of all disciplines in Miami-Dade County on a competitive basis. In recognition of the contributions of Miami-Dade’s outstanding artists to the fundamental vitality and creativity of our cultural community, the MIA Stipend Program supports professional artists of the highest caliber, with a recognized body of original artwork, who are deeply rooted in Miami’s diverse cultural life. One of the first programs of its kind in the country to launch, the MIA program received more than 600 applications from local artists by the deadline on January 24, 2022. The Department of Cultural Affairs is one of 66 local arts agencies in the nation that were awarded ARP funds from the NEA. Out of 11 Florida arts organizations funded by the NEA’s ARP grants program for nonprofits, 8 Miami-Dade cultural institutions directly received an aggregate of \$750,000 in NEA ARP grants, which combined with the Department’s \$500,000 for the MIA Program, total \$1.25 million in American Rescue Plan funding for the arts in Miami-Dade County. The MIA Program has been renewed for FY 2022-2023.

### ***Critical Support for Cultural Businesses and Artists***

Miami-Dade County has invested billions of dollars in creating one of the world’s newest, most dynamic and diverse cultural communities. The County’s support helps ensure the survival of hundreds of cultural organizations and thousands of arts jobs. This financial assistance is helping the arts and cultural sector survive so that the outstanding events and activities that distinguish our community can be key factors in reactivating tourism, our economy, and our lives.





### Leadership and Staffing

#### **GG2: Excellent, engaged and resilient workforce**

The Department is working with the Office of Management and Budget and the Human Resources Department to develop and implement its succession plan, including the restructuring of positions and classifications across the Department. This includes establishing new leadership and growth opportunities, building out the staff team and re-grading positions within the Department. In addition to these initiatives, there remain unaddressed staffing needs, emanating from: 1) the substantial growth of the Department in all areas of its work (i.e., grants, capital improvements, cultural facilities management, resource development, arts education and outreach, and public art); 2) the increasing service demands of the Department's internal and external clients; and 3) the management, programming and operations of four facilities requires a ramp up to the proper staffing levels for arts venues of their sizes, activities, community outreach and performance schedules.

#### **Staffing Levels:**

- **Department Administration:** The growth of the Department has resulted in an ongoing reorganization to ensure that staff alignment effectively can address organizational and operational issues. This year, the Department has been tasked with significant additional responsibilities including: multiple special projects related to important new Mayoral initiatives (e.g., Aspen Institute conference, the Peace and Prosperity Plan, Sister Cities Exchanges, etc.); the coordination of the expanding number of outside grants to the Department; and, a portfolio of 20 direct grants that are not made through our competitive grants programs but are additional and include management of substantial Board of County Commissioners (BCC) allocations to community-based arts organizations. In addition, the Department has expanded its initiatives for individual artists, most significantly including the Miami Individual Artists grants program, with applications from hundreds of artists from all disciplines. The Department's online services continue to grow, with website maintenance and development, PCI compliance, and technological needs rising. The Department continues to build out its Human Resources capacity including maximizing the new INFORMS system for personnel functions such as payroll and the evaluation process. It is critically important for the Department to add three positions in the administration: one Cultural Projects Administrator, one IT Specialist and one Personnel Technician.
- **African Heritage Cultural Arts Center (AHCAC):** With an average of 450 events each year and hundreds of students attending after school and weekend classes, AHCAC needs ramping up of staff and the restructuring of the severely limited Theater Crew classifications to provide salary ranges that are more competitive and offer more latitude for growth. A high-profile cultural institution, AHCAC has grown to be enormously robust, complex and internationally visible. In addition to presenting theater plays, dance performances, literary events, festivals, music concerts and visual art exhibitions, AHCAC has an active, year-round arts training program, with many students on partial or full scholarship, and offering after-school, and full-day summer camp, and fall break/winter break/spring break arts academies, all of which are in very high demand. Instruction in all disciplines in the performing, visual and technical arts is provided at the highest standards. With the children





and youth returning onsite after two pandemic years, more personnel are needed to provide proper instruction for the students. Therefore, positions need to be added for one Gallery Manager - Administrative Officer 2, one Assistant Theater Production Manager - Tech Instructor and one Cultural Affairs Instructor – Music - Administrative Officer 2.

- **Dennis C. Moss Cultural Arts Center:** The Center's continued growth requires restructuring the severely limited Theater Crew classifications to provide salary ranges that are more competitive and offer more latitude for growth. In addition, the Dennis C. Moss Cultural Arts Center has developed a strong track record for presenting outstanding performances and programs, including the critically important work of co-presenting Miami-based performing arts organizations. Both the costs and demands for these programs are increasing. With 5 active performance spaces within the Center, there are frequently multiple events occurring simultaneously throughout the Center attracting close to 76,000 visitors annually. The restructuring of the severely limited Theater Crew classifications must be addressed in order to provide salary ranges that are more competitive and offer more latitude for growth.
- **Joseph Caleb Auditorium:** Construction work is being competitively bid to expand and renovate the Joseph Caleb Auditorium in Liberty City. In anticipation of its coming back online within two years, additional staff will need to be phased-in for the programming and client services essential to manage its business and operational needs and support its upcoming performance, rental, and community outreach schedules.
- **Miami-Dade County Auditorium (MDCA):** With more than 100,000 visitors each year, additional front of house and back of house support is needed to bring the Auditorium's staffing levels up to the standards of a theater of its size, one of the largest venues of its kind in South Florida with 2,372 seats. MDCA urgently needs the restructuring of the severely limited Theater Crew classifications to provide salary ranges that are more competitive and offer more latitude for growth. Given the dramatic increase in performances and events currently being presented at MDCA, it is necessary to rebuild the functional staff complement required to manage and operate a heavily used theater of its size and scope. Full-time, essential positions are needed to assist with performance planning, production, technical management and supervision, customer services and relations, facility management, maintenance and labor management. As examples, with more than 300 performances, rehearsals and activities booked year-round at the theater, the venue continues to operate without house and box office managers to direct the "front-of-house" operations, to oversee patron services, ticketing, customer relations, volunteer training, assigning and management, to implement staff and volunteer policies and procedures, to manage concessions, and to provide audience safety and emergency services, among other responsibilities. Therefore, positions need to be added for one Front of House Manager, one Food and Beverage Manager and one Assistant Building Maintenance Staff – Maintenance Repairer conversion from PT to FT.



➤ **Countywide Infrastructure Investment Program (CIIP)**

The County's renewed focus on the needs of County facilities has been solidified with the Countywide Infrastructure Investment Plan (CIIP). The funding for the program has been identified through a number of sources including redirecting funds that had been earmarked for emergency repairs or intended to supplement projects for which other funding has not been identified, and proceeds from the Homestead Exemption Mitigation Reserve. These funds are being used to bring our facilities up to code, repair and renovate the exteriors and interiors of our buildings, replace elevators and building management systems, renew cultural centers, improve security throughout our facilities and do many other needed repairs to make our buildings and other assets more efficient, better places for the public to visit and conduct business. Cultural Affairs Construction Managers are essential to manage this specialized work on cultural facilities.

## PRIORITY INITIATIVES

### GG4: Effective leadership and management practices

- **Grants Funding to Support Community Engagement.** Increasing support for the County's annual investments in its cultural assets per the Department's blueprint for program growth are essential to ensure equity, financial stability, quality and accessibility of diverse cultural activities countywide. A robust and equitable portfolio of grant investments helps make opportunities available to all to experience outstanding cultural activities.
- **African Heritage Cultural Arts Center, Dennis C. Moss Cultural Arts Center, Joseph Caleb Auditorium, and Miami-Dade County Auditorium Operating Needs.** It is essential that the County commit necessary annual funds to support the growing operating and programming costs of these facilities, as well as the continuing need to address unmet capital and FF&E needs. These neighborhood cultural facilities deliver important cultural services as part of the Department's cultural equity initiatives. Additional resources will be necessary annually to address the urgent staffing, programming and capital needs of these neighborhood cultural facilities in Liberty City, Brownsville, Little Havana and South Dade.
- **Art in Public Places.** The procedures, calculations, capital expenses, and timetable for conveying the required 1.5% public art allocation are now being routinely enforced, systematized and adhered to by all County departments and municipalities. The conservation, repair and restoration fund must be maintained to address existing collection restoration and maintenance needs, and to perform regular preventive maintenance as necessary. As the number of public art commissions continues to increase, adequate APP staffing will be assessed to keep pace with these growing new project and collections maintenance responsibilities.





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



1. **Sustainable and Increasing County Funding.** The County's cultural investments need to increase, as provided in the Department's blueprint for multi-year program growth, to ensure equity, financial stability, quality and accessibility of cultural activities.



2. **Sufficient Annual Operating Support for African Heritage Cultural Arts Center, Dennis C. Moss Cultural Arts Center, Joseph Caleb Auditorium, and Miami-Dade County Auditorium.** Serving diverse communities of color, these facilities must have adequate and reliable funds allocated annually to support projected growth of operating and programming costs. It is essential to adequately support appropriate and realistic staffing, programming and capital plans developed for each facility, to secure the requisite County funding to implement these plans, and to refurbish immediately and subsequently maintain and staff each facility in good working order.



3. **More Audience Participation.** As the Department's staff-intensive initiatives in this area of community access and engagement continue to grow (e.g., *All Kids Included*, *Culture Shock Miami*, *Golden Ticket*, *Youth Arts Education Initiatives*) and the expectations and demands of funding partners (e.g., The Children's Trust, Knight Foundation, Florida Division of Arts and Culture, and the 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.

4. **Art in Public Places.** The procedures, calculations, capital expenses, and timetable for conveying the required 1.5% public art allocation are now being routinely enforced, systematized and adhered to by all County departments and municipalities. The conservation, repair and restoration fund must be maintained to address existing collection restoration and maintenance needs, and to perform regular preventive maintenance as necessary. Therefore, APP coordinates 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 whenever possible to invest in public art, and to make public buildings better by creating an affordable strategy to integrate public art into architectural and/or functional elements of the building (e.g., floors, fences, facades, etc.)

5. **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 measures and initiatives in the County's performance management system and participation in weekly updates provided during staff meetings and two full staff retreats annually.



## FUTURE OUTLOOK

### 1. Achieve multi-year goals for grants programs

- The Department is continuing to update the funding levels required to strengthen the existing grants programs, to calibrate each for effective and equitable County investments in community cultural organizations, artists and activities.
- Additional grants programs are being planned and evaluated to address cultural growth and needs (e.g., continuation of the NEA-launched Miami Individual Artists stipend program, touring of performing arts organizations, commissioning of new work, etc.).
- 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

- 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, Hialeah and Coral Gables cultural advisory boards on a number of joint projects including assessments of municipal cultural facilities' needs, and with the City of Miami Beach on the economic impact of the arts within its boundaries. Municipalities are also coordinating with the Department on designing and implementing their own municipal public art programs and developing their own processes to engage pools of local visual artists in the public art process.
- The State's budget for arts groups throughout Florida is \$59 million. For FY 23-24, the objective is to fully fund Florida's arts and culture organizations at \$69.25 million recommended through the State's competitive grants programs. Historically, more than 100 Miami-Dade organizations compete successfully each year, garnering approximately 25% of the total state funding available. State funding is critical to the survival of Miami-Dade cultural groups.
- The FY 2023 budget appropriation for the National Endowment for the Arts is \$207 million. Discipline-based grants and individual artists grants remain eliminated from NEA grantsmaking.

### 3. Build the next generation of cultural facilities to engage all communities, operate these facilities to maximize the return on these investments and provide our neighborhoods with equitable access to the arts, and energize publicly constructed facilities with excellent public art for all

- More than \$452 million in cultural facilities' capital development/improvement projects included in the GOB program are currently being completed; 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 completed and currently under development.





- It is essential to secure sufficient annual County funding to operate the African Heritage Cultural Arts Center, Dennis C. Moss Cultural Arts Center, Joseph Caleb Auditorium, and Miami-Dade County Auditorium optimally, and to complete the assessment of and resources to staff, manage, program and market these facilities.
- The Art in Public Places program must continue to deploy resources, systems and procedures to: sustain the commissioning and acquisition of significant new works of art that enhance the quality publicly constructed and/or owned buildings and structures; provide for the appraisal, care, maintenance and management of the County's art collection; and promote and educate the general public with regard to this valuable, internationally award-winning 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 the online Cultural Resource Directory.
- Strengthen collaborations with education, business and civic partners to increase participation in and support of cultural organizations and events.
- Extend access to populations that would otherwise not have the opportunity to experience the arts or participate in cultural 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.
- Continue to expand ArtBurstMiami.com to cover more artistic disciplines, in order to help address diminishing media coverage of the arts.
- Continue to actively champion diversity, equity, inclusion and access as core values of our cultural community.

**5. Center equity at all levels of the Department and continue to promote diversity, equity, inclusion and access in Miami-Dade's cultural community**

- As core values, the Department of Cultural Affairs embraces diversity; ensures inclusion; promotes equity; creates access; and works to reflect and represent the artists, cultural organizations and audiences we serve.
- The Department cultivates Miami-Dade County's innovative, vibrant, international cultural community by upholding the key principle of diversity, defined in the broadest possible sense, including gender, gender identity, race, ethnicity, national origin, disability, age, culture, socio-economic status, geographic background, faith/religion, sexual orientation, profession, and ability.



## **ATTACHMENT 1**

### **BUSINESS PLAN REPORT**









































As Of <= 10/01/2023










## Business Plan Report

### Cultural Affairs


Perspective Name	Objective Name	Grand Parent Objective Name	Parent Objective Name	Measure Name	Details	As of	VR Flag		Actual	Target	FY2022-23 Annualized Target	FY2023-24 Annualized Target
Customer	Secure, invest and maximize additional public and private resources to improve and expand programs, services and facilities (CUA)	<a href="#">RC1: Inviting and accessible recreational and cultural venues that provide world class enrichment and engagement opportunities</a>	<a href="#">RC1-1: Ensure parks, libraries, and cultural facilities are accessible and enjoyed by growing numbers of residents and visitors</a>	Rebuild the County's annual support through the Competitive Grants programs (Total Grants Awarded)		2023 FY			715 grants awarded	490 grants awarded	490 grants awarded	715 grants
	Operate and Program Excellent Cultural Facilities (CUA)	<a href="#">RC1: Inviting and accessible recreational and cultural venues that provide world class enrichment and engagement opportunities</a>	<a href="#">RC1-2: Provide parks, libraries, and cultural facilities that are expertly managed, attractively designed, and safe</a>	Events at Joseph Caleb Auditorium		'23 FQ2			0	0	0	0
				Attendance at Miami-Dade County Auditorium		'23 FQ2			10,000	10,000	55,000	55,000
				Attendance at African Heritage Cultural Arts Center		'23 FQ2			13,000	7,000	28,000	28,000
				Concessions at Miami-Dade County Auditorium		'23 FQ2			10,000	10,000	60,000	60,000
				Events at African Heritage Cultural Arts Center		'23 FQ2			100	68	292	292
				Attendance at Dennis C. Moss Cultural Arts Center		'23 FQ2			15,000	15,000	69,000	68,999
				Concessions at Joseph Caleb Auditorium		'23 FQ2			0	0	0	0
				Attendance at Joseph Caleb Auditorium		'23 FQ2			0	0	0	0
				Concessions at African Heritage Cultural Arts Center		'23 FQ2			0	180	955	955
				Events at Dennis C. Moss Cultural Arts Center		'23 FQ2			111	111	348	350
				Concessions at Dennis C. Moss Cultural Arts Center		'23 FQ2			30,000	30,000	125,000	190,000
				Events at Miami-Dade County Auditorium		'23 FQ2			15	15	85	85
		<a href="#">RC2: Wide array of outstanding, affordable, and engaging programs and services for residents and visitors</a>	<a href="#">RC2-1: Provide inspiring, inclusive, and affordable programs and services that create an uplifting place to live in and visit</a>	Events at Joseph Caleb Auditorium		'23 FQ2			0	0	0	0
				Attendance at Miami-Dade County Auditorium		'23 FQ2			10,000	10,000	55,000	55,000
				Attendance at African Heritage Cultural Arts Center		'23 FQ2			13,000	7,000	28,000	28,000
				Concessions at Miami-Dade County Auditorium		'23 FQ2			10,000	10,000	60,000	60,000
				Events at African Heritage Cultural Arts Center		'23 FQ2			100	68	292	292


Perspective Name	Objective Name	Grand Parent Objective Name	Parent Objective Name	Measure Name	Details	As of	VR Flag		Actual	Target	FY2022-23 Annualized Target	FY2023-24 Annualized Target
Customer	Operate and Program Excellent Cultural Facilities (CUA)	<a href="#">RC2: Wide array of outstanding, affordable, and engaging programs and services for residents and visitors</a>	<a href="#">RC2-1: Provide inspiring, inclusive, and affordable programs and services that create an uplifting place to live in and visit</a>	Attendance at Dennis C. Moss Cultural Arts Center	▬	'23 FQ2		▲	15,000	15,000	69,000	68,999
				Concessions at Joseph Caleb Auditorium	▬	'23 FQ2		▲	0	0	0	0
				Attendance at Joseph Caleb Auditorium	▴	'23 FQ2		▲	0	0	0	0
				Concessions at African Heritage Cultural Arts Center	▬	'23 FQ2		▼	0	180	955	955
				Events at Dennis C. Moss Cultural Arts Center	▬	'23 FQ2		▲	111	111	348	350
				Concessions at Dennis C. Moss Cultural Arts Center	▬	'23 FQ2		▲	30,000	30,000	125,000	190,000
				Events at Miami-Dade County Auditorium	▬	'23 FQ2		▲	15	15	85	85
	Improve existing cultural facilities in neighborhoods throughout Miami-Dade County and the quality of Miami-Dade County's built environment (CUA)	<a href="#">RC1: Inviting and accessible recreational and cultural venues that provide world class enrichment and engagement opportunities</a>	<a href="#">RC1-2: Provide parks, libraries, and cultural facilities that are expertly managed, attractively designed, and safe</a>	Identify Opportunities for Public Art and Coordinating the Selection of Artists (CUA)	▬	2023 FY		▲	153	125	125	125
				Total Active Capital Projects (CUA)	▬	2023 FY		▲	17	13	13	13
				Repair Restoration and Conservation of the Public Art Collection (CUA)	▬	2023 FY		▲	20	18	18	18
		<a href="#">RC2: Wide array of outstanding, affordable, and engaging programs and services for residents and visitors</a>	<a href="#">RC2-1: Provide inspiring, inclusive, and affordable programs and services that create an uplifting place to live in and visit</a>	Identify Opportunities for Public Art and Coordinating the Selection of Artists (CUA)	▬	2023 FY		▲	153	125	125	125
				Total Active Capital Projects (CUA)	▬	2023 FY		▲	17	13	13	13
				Repair Restoration and Conservation of the Public Art Collection (CUA)	▬	2023 FY		▲	20	18	18	18
			<a href="#">RC2-2: Strengthen, conserve and grow cultural, park, natural, and library resources and collections</a>	Identify Opportunities for Public Art and Coordinating the Selection of Artists (CUA)	▬	2023 FY		▲	153	125	125	125
				Total Active Capital Projects (CUA)	▬	2023 FY		▲	17	13	13	13
				Repair Restoration and Conservation of the Public Art Collection (CUA)	▬	2023 FY		▲	20	18	18	18
	Increase awareness of, access to and public participation in cultural activities (CUA)	<a href="#">RC2: Wide array of outstanding, affordable, and engaging programs and services for residents and visitors</a>	<a href="#">RC2-1: Provide inspiring, inclusive, and affordable programs and services that create an uplifting place to live in and visit</a>	Golden Ticket Program	▬	2023 FY		▲	17,000 guides printed	17,000 guides printed	17,000 guides printed	17,000 guides printed
				Youth-Arts Specific Programs and Children's Trust Funded Programs	▬	2023 FY		▲	190,000 children	190,000 children	190,000 children	190,000 children



Perspective Name	Objective Name	Grand Parent Objective Name	Parent Objective Name	Measure Name	Details	As of	VR Flag		Actual	Target	FY2022-23 Annualized Target	FY2023-24 Annualized Target	
Customer	Increase awareness of, access to and public participation in cultural activities (CUA)		<a href="#">RC2: Wide array of outstanding, affordable, and engaging programs and services for residents and visitors</a>	<a href="#">RC2-1: Provide inspiring, inclusive, and affordable programs and services that create an uplifting place to live in and visit</a>	Culture Shock Miami Program		2023 FY			52,000	10,000	10,000	20,000
Financial	Meet Budget Targets (Cultural Affairs) (RC2)			Expen: Total (Cultural Affairs)		'22 FQ4			\$7,884K	\$13,619K	n/a	n/a	
				Revenue: Total (Cultural Affairs)		'22 FQ4			\$43,370K	\$13,620K	n/a	n/a	
				Positions: Full-Time Filled (DoCA)		'22 FQ4			78	90	n/a	n/a	

Key:

 - Initiative

 - Featured Objective

Initiatives												
Objective Name	Initiative	As Of	Status	Budget	Timing	Quality	Risk	Scope	Owners			
Increase awareness of, access to and public participation in cultural activities (CUA)	Partnering with the Greater Miami Convention & Visitors Bureau	1/31/2023	In Progress						Hernandez, Liliana (CUA); Spring, Michael (Office of the Mayor)			
Extend the Department's technical assistance services to additional areas of need for cultural organizations and artists.	Conduct Art in Public Places (APP) Workshops	2/1/2023	In Progress						Alfonso, L. Carolina (CUA); Romeu, Patricia; Spring, Michael (Office of the Mayor)			
	Conduct Workshops for Grantees	2/1/2023	In Progress						Allocco, Kelly; Andersen, Francine; Battle Mooney, Gilda (CUA); Benjamin, Nikenna D. (CUA); Perez, Adriana (CUA); Pezoldt, Dana (CUA); Spring, Michael (Office of the Mayor)			
Make the Department's programs and services faster and easier to access (CUA)	APP Website Redesign Migration and tracking of the Public Art Collection in the GIS System	2/1/2023	In Progress						Spring, Michael (Office of the Mayor)			
	Department Website Portal Migration and Redesign	2/1/2023	In Progress						Spring, Michael (Office of the Mayor)			
Improve existing cultural facilities in neighborhoods throughout Miami-Dade County and the quality of Miami-Dade County's built environment (CUA)	Embark upon a comprehensive, community-wide initiative to encourage and achieve Quality Design	2/1/2023	In Progress						Alfonso, L. Carolina (CUA); Denis, Marie (CUA); Martinez-Delgado, David (CUA); Peraza, Alex (CUA); Spring, Michael (Office of the Mayor)			