Scorecard - Cultural Affairs

Information

Name: Cultural Affairs

Description: The Miami-Dade County Department of Cultural Affairs, the Cultural Affairs Council and the Art in Public Places Trust develop cultural excellence, diversity and participation throughout Miami-Dade County by strategically creating and promoting opportunities for artists and cultural organizations, and all of our residents and visitors who are their audiences. Three central goals serve as guideposts for our work:
- securing more public and private resources to invest in and promote cultural development;
- developing better cultural facilities in neighborhoods throughout Miami-Dade and improving the visual quality of the County's built environment; and
- making cultural activities more accessible for 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, programs and operates the South Miami-Dade Cultural Arts Center, the Miami-Dade County Auditorium, the Joseph Caleb Auditorium and the African Heritage Cultural Arts Center, all dedicated to presenting and supporting excellence and diversity in the arts for the entire community.
Through staff, board and programmatic resources, the Department, the Council and the Trust:
- promote, coordinate and support Miami-Dade County's more than 1,000 not-for-profit cultural organizations and thousands of resident artists, through competitive grants, comprehensive technical assistance and professional development;
- advance, market and disseminate information extensively about the excellence of artistic offerings available locally, in order to increase accessibility and attendance; and
- innovate and develop model arts education and outreach programs, engaging audiences of all backgrounds and abilities in the arts.

Domain: Cultural Affairs

Owners: Leslie, Marialaura (CUA); Spring, Michael (CUA); Margol, Deborah (CUA); Tassy, Christina (CUA); Berthin, Jessica J. (CUA)

Details

	As Of	Actual	Target	FYTD Actual	FYTD Target
1.0 Customer					
1.1 Secure, invest and maximize additional public and private resources to improve and expand programs, services and facilities (CUA)					
Rebuild the County's annual support through the Competitive Grants programs	2015 FY	582 grants awarded	500 grants awarded	582 grants awarded	500 grants awarded
1.2 Operate and Program Excellent Cultural Facilities (CUA)					
Manage, operate, reposition and reinvigorate the African Heritage Cultural Arts Center (AHCAC)	n/a	n/a	n/a	n/a	n/a
Manage, operate, reposition and reinvigorate the Joseph Caleb Auditorium (JCA)	n/a	n/a	n/a	n/a	n/a
Manage, operate, reposition and reinvigorate the Miami-Dade County Auditorium (MDCA)	n/a	n/a	n/a	n/a	n/a
Manage and operate the South Miami-Dade Cultural Arts Center (SMDCAC)	n/a	n/a	n/a	n/a	n/a
1.3 Improve existing cultural facilities in neighborhoods throughout Miami-Dade County and the quality of Miami-Dade County's built environment (CUA)					

Initiative Name	Type	As Of	Status	%	Owners
Embark upon a comprehensive, community-wide initiative to encourage and achieve Quality Design		4/1/2015	In Progress	5%	Berthin, Jessica J. (CUA); Denis, Marie (CUA); Dandrea, Lisa (CUA); Alfonso, L. Carolina (CUA); Peraza, Alex (CUA); Spring, Michael (CUA); Margol, Deborah (CUA)

	As Of	Actual	Target	FYTD Actual	FYTD Target
Identify Opportunities for Public Art and Coordinating the Selection of Artists (CUA)	2015 FY	43	24	43	24

Initiative Name	Type	As Of	Status	%	Owners
7th Avenue Transit Village		4/1/2015	In Progress	15%	Berthin, Jessica J. (CUA); Alfonso, L. Carolina (CUA); Romeu, Patricia; Reddick, Brandi (CUA); Margol, Deborah (CUA); Spring, Michael (CUA)
African Heritage Cultural Arts Center Marquee		4/1/2015	In Progress	15%	Berthin, Jessica J. (CUA); Alfonso, L. Carolina (CUA); Reddick, Brandi (CUA); Romeu, Patricia; Leslie, Marialaura (CUA); Margol, Deborah (CUA); Spring, Michael (CUA)

Animal Services Shelter (2 Projects)	5/1/2015	In Progress	48%	Berthin, Jessica J. (CUA); Romeu, Patricia; Reddick, Brandi (CUA); Alfonso, L. Carolina (CUA); Spring, Michael (CUA); Margol, Deborah (CUA)
Arcola Lakes Head Start Center (Sinisa Kukec)	4/1/2015	In Progress	77%	Berthin, Jessica J. (CUA); Romeu, Patricia; Reddick, Brandi (CUA); Alfonso, L. Carolina (CUA); Spring, Michael (CUA); Margol, Deborah (CUA); Leslie, Marialaura (CUA)
Arcola Lakes Senior Community Center (Aramis O'Reilly)	10/1/2014	Complete	100%	Berthin, Jessica J. (CUA); Romeu, Patricia; Spring, Michael (CUA); Alfonso, L. Carolina (CUA); Reddick, Brandi (CUA); Margol, Deborah (CUA)
Augmented Reality/Virtual Public Art Program (Ivan Toth Depeña)	4/1/2015	In Progress	38%	Berthin, Jessica J. (CUA); Reddick, Brandi (CUA); Romeu, Patricia; Alfonso, L. Carolina (CUA); Leslie, Marialaura (CUA); Spring, Michael (CUA); Margol, Deborah (CUA)
Caleb Center Parking Garage	4/1/2015	In Progress	15%	Berthin, Jessica J. (CUA); Reddick, Brandi (CUA); Romeu, Patricia; Alfonso, L. Carolina (CUA); Spring, Michael (CUA); Margol, Deborah (CUA)
City of Hialeah - Milander Center & Parking Garage	10/1/2014	Complete	100%	Berthin, Jessica J. (CUA); Romeu, Patricia; Alfonso, L. Carolina (CUA); Reddick, Brandi (CUA); Spring, Michael (CUA); Margol, Deborah (CUA)
City of Miami Beach - Convention Center Renovation & Expansion	4/1/2015	In Progress	15%	Berthin, Jessica J. (CUA); Reddick, Brandi (CUA); Romeu, Patricia; Alfonso, L. Carolina (CUA); Leslie, Marialaura (CUA); Spring, Michael (CUA); Margol, Deborah (CUA)
City of Miami - Kinloch Park (Christina Pettersson)	4/1/2015	In Progress	69%	Berthin, Jessica J. (CUA); Reddick, Brandi (CUA); Romeu, Patricia; Alfonso, L. Carolina (CUA); Margol, Deborah (CUA); Spring, Michael (CUA); Leslie, Marialaura (CUA)
City of Miami - Gibson Park (Sinisa Kukec)	4/1/2015	In Progress	69%	Berthin, Jessica J. (CUA); Reddick, Brandi (CUA); Romeu, Patricia; Alfonso, L. Carolina (CUA); Margol, Deborah (CUA); Spring, Michael (CUA); Leslie, Marialaura (CUA)
District 11 - Utility Box Wraps (Michelle Weinberg)	4/1/2015	In Progress	85%	Berthin, Jessica J. (CUA); Reddick, Brandi (CUA); Romeu, Patricia; Alfonso, L. Carolina (CUA); Leslie, Marialaura (CUA); Spring, Michael (CUA); Margol, Deborah (CUA)
Earlington Heights Metrorail Station	4/1/2015	On Hold		Berthin, Jessica J. (CUA); Reddick, Brandi (CUA); Romeu, Patricia; Alfonso, L. Carolina (CUA); Spring, Michael (CUA); Margol, Deborah (CUA)
Fairchild Tropical Botanic Garden Welcome Center (Naomi Fisher)	4/1/2015	In Progress	92%	Berthin, Jessica J. (CUA); Romeu, Patricia; Reddick, Brandi (CUA); Alfonso, L. Carolina (CUA); Margol, Deborah (CUA); Spring, Michael (CUA)

Gran Via Elderly Housing Project (Carlos Betancourt/Albert Latorre)	10/1/2014	Complete	100%	Berthin, Jessica J. (CUA); Reddick, Brandi (CUA); Romeu, Patricia; Alfonso, L. Carolina (CUA); Margol, Deborah (CUA); Spring, Michael (CUA)
Haulover Park - Seasons 52 Restaurant Walkways	4/1/2015	On Hold	15%	Margol, Deborah (CUA); Berthin, Jessica J. (CUA); Romeu, Patricia; Reddick, Brandi (CUA); Alfonso, L. Carolina (CUA); Spring, Michael (CUA)
Marlins Park - East Plaza Walkways (Carlos Cruz-Diez)	4/1/2015	In Progress	92%	Reddick, Brandi (CUA); Romeu, Patricia; Berthin, Jessica J. (CUA); Alfonso, L. Carolina (CUA); Leslie, Marialaura (CUA); Margol, Deborah (CUA); Spring, Michael (CUA)
Miami-Dade Children's Courthouse (4 Projects)	4/1/2015	In Progress	92%	Margol, Deborah (CUA); Berthin, Jessica J. (CUA); Romeu, Patricia; Spring, Michael (CUA); Reddick, Brandi (CUA); Alfonso, L. Carolina (CUA)
Miami-Dade Fire Rescue Headquarters Facility (3 Projects)	4/1/2015	In Progress	92%	Berthin, Jessica J. (CUA); Romeu, Patricia; Reddick, Brandi (CUA); Alfonso, L. Carolina (CUA); Margol, Deborah (CUA); Spring, Michael (CUA)
Miami-Dade Fire Rescue Stations (2 Projects)	4/1/2015	In Progress	92%	Berthin, Jessica J. (CUA); Reddick, Brandi (CUA); Romeu, Patricia; Alfonso, L. Carolina (CUA); Leslie, Marialaura (CUA); Margol, Deborah (CUA); Spring, Michael (CUA)
Miami Intermodal Center (MIC) - Vestibule (Michele Oka Doner)	4/1/2015	In Progress	92%	Berthin, Jessica J. (CUA); Reddick, Brandi (CUA); Romeu, Patricia; Alfonso, L. Carolina (CUA); Leslie, Marialaura (CUA); Margol, Deborah (CUA); Spring, Michael (CUA)
Northeast Branch Regional Library (Ivan Toth Depeña)	4/1/2015	In Progress	85%	Berthin, Jessica J. (CUA); Alfonso, L. Carolina (CUA); Reddick, Brandi (CUA); Romeu, Patricia; Margol, Deborah (CUA); Spring, Michael (CUA)
Northside District Police Station (Jefre Manuel)	4/1/2015	Complete	100%	Berthin, Jessica J. (CUA); Reddick, Brandi (CUA); Romeu, Patricia; Alfonso, L. Carolina (CUA); Leslie, Marialaura (CUA); Margol, Deborah (CUA); Spring, Michael (CUA)
Opa-Locka Community Development Corporation (OLCDC)	10/1/2014	Complete	100%	Berthin, Jessica J. (CUA); Reddick, Brandi (CUA); Romeu, Patricia; Alfonso, L. Carolina (CUA); Margol, Deborah (CUA); Spring, Michael (CUA)
PortMiami (2 Projects)	10/1/2014	Complete	100%	Berthin, Jessica J. (CUA); Alfonso, L. Carolina (CUA); Romeu, Patricia; Reddick, Brandi (CUA); Spring, Michael (CUA); Margol, Deborah (CUA)
Richmond Heights Pioneers Monument (Gene Tinnie)	10/1/2014	Complete	100%	Berthin, Jessica J. (CUA); Romeu, Patricia; Alfonso, L. Carolina (CUA); Margol, Deborah (CUA); Spring, Michael (CUA)
Zoo Miami - Amphitheater Canopy (Leonel Matheu)	4/1/2015	In Progress	92%	Berthin, Jessica J. (CUA); Alfonso, L. Carolina (CUA); Reddick, Brandi (CUA); Romeu, Patricia; Spring, Michael (CUA); Margol, Deborah (CUA)

Zoo Miami - Entrance Plaza (Mikyoung Kim)		4/1/2015	In Progress	69%	Berthin, Jessica J. (CUA); Alfonso, L. Carolina (CUA); Romeu, Patricia; Reddick, Brandi (CUA); Margol, Deborah (CUA); Spring, Michael (CUA)
Zoo Miami - Florida Exhibit Playground (Matthew Geller)		4/1/2015	In Progress	69%	Berthin, Jessica J. (CUA); Reddick, Brandi (CUA); Alfonso, L. Carolina (CUA); Romeu, Patricia; Margol, Deborah (CUA); Spring, Michael (CUA)

Maximize County Facility Improvement Investments (CUA)	2015 FY	12	12	12	12	

Initiative Name	Type	As Of	Status	%	Owners
7th Avenue Transit Village Theater		4/1/2015	In Progress	50%	Spring, Michael (CUA); Alfonso, L. Carolina (CUA); Dandrea, Lisa (CUA); Peraza, Alex (CUA); Denis, Marie (CUA); Berthin, Jessica J. (CUA)
A/E Services for CUA Cultural Facilities (3 Projects)		4/1/2015	In Progress	3%	Berthin, Jessica J. (CUA); Leslie, Marialaura (CUA); Denis, Marie (CUA); Peraza, Alex (CUA); Dandrea, Lisa (CUA); Alfonso, L. Carolina (CUA); Margol, Deborah (CUA); Spring, Michael (CUA)
Caribbean Marketplace		4/1/2015	Complete	100%	Spring, Michael (CUA); Berthin, Jessica J. (CUA); Peraza, Alex (CUA); Denis, Marie (CUA); Dandrea, Lisa (CUA); Margol, Deborah (CUA); Alfonso, L. Carolina (CUA)
Coconut Grove Playhouse		4/1/2015	Not Started		Spring, Michael (CUA); Alfonso, L. Carolina (CUA); Dandrea, Lisa (CUA); Denis, Marie (CUA); Peraza, Alex (CUA); Margol, Deborah (CUA); Berthin, Jessica J. (CUA)
Cuban Museum		4/1/2015	In Progress	75%	Spring, Michael (CUA); Alfonso, L. Carolina (CUA); Dandrea, Lisa (CUA); Denis, Marie (CUA); Peraza, Alex (CUA)
Fairchild Tropical Botanic Garden (4 Projects)		4/1/2015	In Progress	90%	Spring, Michael (CUA); Alfonso, L. Carolina (CUA); Dandrea, Lisa (CUA); Denis, Marie (CUA); Peraza, Alex (CUA); Berthin, Jessica J. (CUA)
Florida Grand Opera		4/1/2015	Not Started		Spring, Michael (CUA); Alfonso, L. Carolina (CUA); Dandrea, Lisa (CUA); Denis, Marie (CUA); Peraza, Alex (CUA)
HistoryMiami		4/1/2015	Not Started	0%	Berthin, Jessica J. (CUA); Denis, Marie (CUA); Margol, Deborah (CUA); Spring, Michael (CUA); Peraza, Alex (CUA); Dandrea, Lisa (CUA); Alfonso, L. Carolina (CUA)
Lyric Theater		4/1/2015	In Progress	98%	Spring, Michael (CUA); Alfonso, L. Carolina (CUA); Dandrea, Lisa (CUA); Denis, Marie (CUA); Peraza, Alex (CUA)
Patricia and Phillip Frost Museum of Science		4/1/2015	In Progress	60%	Spring, Michael (CUA); Dandrea, Lisa (CUA); Peraza, Alex (CUA); Denis, Marie (CUA); Alfonso, L. Carolina (CUA)

Perez Art Museum Miami	10/1/2014	Complete	100%	Spring, Michael (CUA); Dandrea, Lisa (CUA); Peraza, Alex (CUA); Denis, Marie (CUA); Alfonso, L. Carolina (CUA)
Virginia Key Beach Park Museum	4/1/2015	On Hold		Spring, Michael (CUA); Alfonso, L. Carolina (CUA); Dandrea, Lisa (CUA); Denis, Marie (CUA); Peraza, Alex (CUA)
Westchester Cultural Arts Center	4/1/2015	Not Started	0%	Berthin, Jessica J. (CUA); Denis, Marie (CUA); Leslie, Marialaura (CUA); Alfonso, L. Carolina (CUA); Peraza, Alex (CUA); Dandrea, Lisa (CUA); Spring, Michael (CUA); Margol, Deborah (CUA)
The Wolfsonian - FIU	4/1/2015	On Hold		Spring, Michael (CUA); Alfonso, L. Carolina (CUA); Dandrea, Lisa (CUA); Denis, Marie (CUA); Peraza, Alex (CUA)

Repair, Restoration and Conservation of the Public Art Collection (CUA)	2015 FY	18	12	18	12	

Initiative Name	Type	As Of	Status	%	Owners
African Textiles (Unknown Artist)		4/1/2015	In Progress	90%	Berthin, Jessica J. (CUA)
Aquascapes: Miami Seaport Project (Karen Glaser)		4/1/2015	Not Started	0%	Berthin, Jessica J. (CUA); Margol, Deborah (CUA); Spring, Michael (CUA); Leslie, Marialaura (CUA); Reddick, Brandi (CUA)
Atea (Bruce Beasley)		4/1/2015	Not Started	0%	Berthin, Jessica J. (CUA); Margol, Deborah (CUA); Spring, Michael (CUA); Leslie, Marialaura (CUA); Reddick, Brandi (CUA)
The Bollard Project (James Drain)		4/1/2015	Not Started	0%	Berthin, Jessica J. (CUA); Margol, Deborah (CUA); Spring, Michael (CUA); Leslie, Marialaura (CUA)
Dropped Bowl with Scattered Slices and Peels (Oldenburg, Claes & Coosje van Bruggen)		4/1/2015	On Hold	0%	Berthin, Jessica J. (CUA); Reddick, Brandi (CUA); Spring, Michael (CUA); Margol, Deborah (CUA)
Framing and Mounting of Artwork (Custom Quality Framing)		4/1/2015	In Progress	25%	Berthin, Jessica J. (CUA); Reddick, Brandi (CUA); Spring, Michael (CUA); Margol, Deborah (CUA)
Implement Collection Signage (ARC Florida)		4/1/2015	In Progress	50%	Reddick, Brandi (CUA); Berthin, Jessica J. (CUA); Margol, Deborah (CUA); Spring, Michael (CUA)
Installing and Securing Artwork (The Art Resource, Inc.)		4/1/2015	In Progress	50%	Berthin, Jessica J. (CUA); Reddick, Brandi (CUA); Margol, Deborah (CUA); Spring, Michael (CUA)
The Journey: Water Project & Suitcase Project (Carolina Sardi)		4/1/2015	Not Started	0%	Berthin, Jessica J. (CUA); Spring, Michael (CUA); Margol, Deborah (CUA); Leslie, Marialaura (CUA)
Making Purple (Fernando Garcia)		4/1/2015	On Hold	0%	Berthin, Jessica J. (CUA); Reddick, Brandi (CUA); Spring, Michael (CUA); Margol, Deborah (CUA)
Miami Line (Rockne Krebs)		4/1/2015	In Progress	40%	Berthin, Jessica J. (CUA); Reddick, Brandi (CUA); Margol, Deborah (CUA); Spring, Michael (CUA)
Miami Wave (John David Mooney)		4/29/2015	In Progress	5%	Berthin, Jessica J. (CUA); Spring, Michael (CUA); Margol, Deborah (CUA); Leslie, Marialaura (CUA); Reddick, Brandi (CUA)

Miscellaneous: General Collection Maintenance and Unforeseen Projects	4/1/2015	In Progress	50%	Berthin, Jessica J. (CUA); Reddick, Brandi (CUA); Spring, Michael (CUA); Margol, Deborah (CUA)
Parabolic Flight (Fred Eversley)	4/1/2015	In Progress	10%	Berthin, Jessica J. (CUA); Romeu, Patricia; Reddick, Brandi (CUA); Margol, Deborah (CUA); Spring, Michael (CUA)
Printing and Mounting of Artwork (Asssociated Photo Imaging)	4/1/2015	In Progress	50%	Berthin, Jessica J. (CUA); Reddick, Brandi (CUA); Spring, Michael (CUA); Margol, Deborah (CUA)
Untitled (Blue, Yellow, Orange) (George Sugarman)	4/1/2015	Not Started	0%	Berthin, Jessica J. (CUA); Margol, Deborah (CUA); Spring, Michael (CUA); Leslie, Marialaura (CUA); Reddick, Brandi (CUA)
Ventana Solar & Porton de Sentimientos (Carlos Alves)	4/1/2015	In Progress	75%	Berthin, Jessica J. (CUA); Margol, Deborah (CUA); Spring, Michael (CUA); Leslie, Marialaura (CUA)
The X (Ronald Bladen)	4/1/2015	In Progress	10%	Berthin, Jessica J. (CUA); Margol, Deborah (CUA); Spring, Michael (CUA); Leslie, Marialaura (CUA); Reddick, Brandi (CUA)

1.4 Increase awareness of, access to and public participation in cultural activities (CUA)

Initiative Name	Type	As Of	Status	%	Owners
Partnering with the Greater Miami Convention & Visitors Bureau		5/1/2015	In Progress	50%	Spring, Michael (CUA); Margol, Deborah (CUA); Landreth, Gerry N. (CUA); Berthin, Jessica J. (CUA)

Culture Shock Miami Program	2015 FY	12,060	9,800	12,060	9,800	
Golden Ticket Program	2015 FY	18,000 guides printed	18,000 guides printed	18,000 guides printed	18,000 guides printed	
Youth-Arts Specific Programs and Children's Trust Funded Programs	2015 FY	190,302 children	150,000 children	190,302 children	150,000 children	

1.5 Make the Department's programs and services faster and easier to access (CUA)

Initiative Name	Type	As Of	Status	%	Owners
APP Website Maintenance and Tailoring of the Inventory Software System		4/1/2015	In Progress	90%	Reddick, Brandi (CUA); Berthin, Jessica J. (CUA); Margol, Deborah (CUA); Spring, Michael (CUA)
CUA Website Redesign		10/22/2014	Complete	100%	Berthin, Jessica J. (CUA); Landreth, Gerry N. (CUA); Batlle Mooney, Gilda (CUA); Margol, Deborah (CUA); Spring, Michael (CUA)

1.6 Extend the Department's technical assitance services to additional areas of need (CUA)

Initiative Name	Type	As Of	Status	%	Owners
Conduct Art in Public Places (APP) Workshops		4/1/2015	In Progress	50%	Berthin, Jessica J. (CUA); Spring, Michael (CUA); Margol, Deborah (CUA); Reddick, Brandi (CUA); Romeu, Patricia; Alfonso, L. Carolina (CUA)
Conduct Culture Grants Online (CGO) Workshops		5/1/2015	In Progress	25%	Spring, Michael (CUA); Allocco, Kelly; Batlle Mooney, Gilda (CUA); Benjamin, Nikenna D. (CUA); Margol, Deborah (CUA); Berthin, Jessica J. (CUA); Perez, Adriana (CUA); Pezoldt, Dana (CUA); Andersen, Francine

2.0 Financial

Meet Budget Targets (Cultural Affairs) (RC2)

Revenue: Total (Cultural Affairs)	'15 FQ4	$23,857K	$8,255K	$36,201K	$33,017K

Initiative Name	Type	As Of	Status	%	Owners
Revenue Growth Goals over 5 years		n/a	n/a		Margol, Deborah (CUA); Berthin, Jessica J. (CUA)

Expen: Total (Cultural Affairs)	'15 FQ4	$5,434K	$8,255K	$28,370K	$33,017K

Initiative Name	Type	As Of	Status	%	Owners
Actual Expenditures and revenues spreadsheet		n/a	n/a		Margol, Deborah (CUA)

Positions: Full-Time Filled (DoCA)	'15 FQ4	48	55 (50 - 55)	n/a	n/a

Meet Budget Targets (Art in Public Places)

Revenue: Total (Art in Public Places)	'12 FQ3	0	980	3,352	2,941
Positions: Full-Time Filled (APP)	'07 FQ4	6	6 (6 - 6)	6	6 (6 - 6)
Expen: Total (Art in Public Places)	'07 FQ4	740	922	4,803	3,685

Reduction in unmet needs - Cultural Affairs - CUA (RC2.1)

Level of Cultural Support	2011 FY	$12.875mil	$17.438mil	n/a	n/a

Budget Implementation FY 09-10 (Cultural Affairs)

Initiative Name	Type	As Of	Status	%	Owners
Eliminate 1 position in Cultural Affairs (CA-1)		2/28/2010	Complete	100%	Spring, Michael (CUA); Margol, Deborah (CUA)
Reduce cultural program funding by 15% in Cultural Affairs (CA-2) (originally 30% in adopted budget after second hearing)		12/31/2010	Complete	100%	Spring, Michael (CUA); Margol, Deborah (CUA); Berthin, Jessica J. (CUA)

Recovery Act: National Endowment for the Arts (Cultural Affairs)

ARRA Dollars Awarded (Cultural Affairs)	Jun '10	$0	$0	$250,000	$250,000
ARRA Dollars Spent to Date (Cultural Affairs)	Jul '10	$25,000	$0	$250,000	$250,000
Jobs Created/Retained to Date (Cultural Affairs)	'10 FQ4	0.0FTE	0.0FTE	0.0FTE	0.0FTE

3.0 Internal

Quality Customer Service (Cultural Affairs)

Secret Shopper Results	2006 FY	n/a	4	n/a	n/a

4.0 Learning and Growth

Professional Development and Skill-Building throughout the Department (CUA)

Number of Professional Development workshops or skill-building opportunities accessed by staff	'07 FQ4	21	10	110	40
Percentage of Staff Accessing a Professional Development Opportunity	'07 FQ4	48.00%	10.00%	69.25%	12.50%

Scorecard	Description	Owners
Cultural Affairs	The Miami-Dade County Department of Cultural Affairs, the Cultural Affairs Council and the Art in Public Places Trust develop cultural excellence, diversity and participation throughout Miami-Dade County by strategically creating and promoting opportunities for artists and cultural organizations, and all of our residents and visitors who are their audiences. Three central goals serve as guideposts for our work: - securing more public and private resources to invest in and promote cultural development; - developing better cultural facilities in neighborhoods throughout Miami-Dade and improving the visual quality of the County's built environment, and - making cultural activities more accessible for 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, programs and operates the South Miami-Dade Cultural Arts Center, the Miami-Dade County Auditorium, the Joseph Caleb Auditorium and the African Heritage Cultural Arts Center, all dedicated to presenting and supporting excellence and diversity in the arts for the entire community. Through staff, board and programmatic resources, the Department, the Council and the Trust: - promote, coordinate and support Miami-Dade County's more than 1,000 not-for-profit cultural organizations and thousands of resident artists, through competitive grants, comprehensive technical assistance and professional development; - advance, market and disseminate information extensively about the excellence of artistic offerings available locally, in order to increase accessibility and attendance; and - innovate and develop model arts education and outreach programs, engaging audiences of all backgrounds and abilities in the arts.	Leslie, Marialaura (CUA); Spring, Michael (CUA); Margol, Deborah (CUA); Tassy, Christina (CUA); Berthin, Jessica J. (CUA)

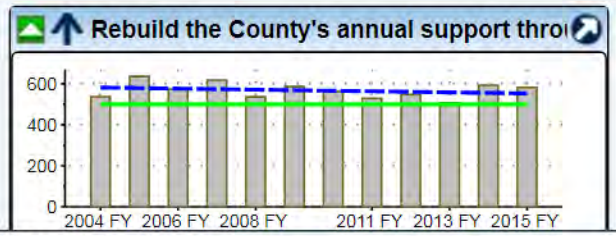
1.0 Customer

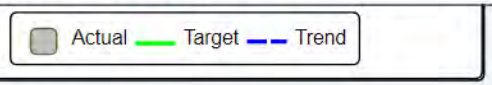
Objective	Description	Owners
1.1 Secure, invest and maximize additional public and private resources to improve and expand programs, services and facilities (CUA)		Spring, Michael (CUA)

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
Rebuild the County's annual support through the Competitive Grants programs			2015 FY	582 grants awarded	500 grants awarded	82 grants awarded	Margol, Deborah (CUA); Berthin, Jessica J. (CUA); Spring, Michael (CUA)





Child Measures		Period	Actual	Target	Variance	Owners
All Kids Included Grants Program	▲	2015 FY	16	13	3	Spring, Michael (CUA); Berthin, Jessica J. (CUA); Andersen, Francine; Margol, Deborah (CUA)
Artist Access Grants Program	▲	2015 FY	26	15	11	Margol, Deborah (CUA); Allocco, Kelly; Spring, Michael (CUA); Berthin, Jessica J. (CUA)
Arts Education Initiatives Grants Program	▼	2015 FY	1	2	-1	Andersen, Francine; Margol, Deborah (CUA); Spring, Michael (CUA); Berthin, Jessica J. (CUA)
Capital Development Grants Program	▲	2015 FY	10	10	0	Berthin, Jessica J. (CUA); Spring, Michael (CUA); Margol, Deborah (CUA); Allocco, Kelly
Community Grants Program	▲	'15 FQ4	18	12	6	Margol, Deborah (CUA); Barba, Roxana (CUA); Spring, Michael (CUA); Berthin, Jessica J. (CUA)
Creative Capital Professional Development Grants Program	▲	2015 FY	17	15	2	Berthin, Jessica J. (CUA); Spring, Michael (CUA); Margol, Deborah (CUA); Perez, Adriana (CUA)
Creative Capital Professional Development Grants Program en Español	▲	2015 FY	24	20	4	Margol, Deborah (CUA); Berthin, Jessica J. (CUA); Spring, Michael (CUA); Perez, Adriana (CUA)
Cultural Advancement Grants Program	▲	2015 FY	30	20	10	Margol, Deborah (CUA); Tassy, Christina (CUA); Spring, Michael (CUA); Berthin, Jessica J. (CUA)
Dance Miami Choreographers Grants Program	▲	2015 FY	4	3	1	Berthin, Jessica J. (CUA); Spring, Michael (CUA); Perez, Adriana (CUA); Margol, Deborah (CUA)
Developing Arts in Neighborhoods Grants Program	▲	2015 FY	32	30	2	Batlle Mooney, Gilda (CUA); Margol, Deborah (CUA); Spring, Michael (CUA); Berthin, Jessica J. (CUA)
Festivals & Special Events Grants Program	■	2015 FY	17	18	-1	Margol, Deborah (CUA); Perez, Adriana (CUA); Spring, Michael (CUA); Berthin, Jessica J. (CUA)
Hannibal Cox, Jr. Cultural Grants Program	▲	2015 FY	30	23	7	Batlle Mooney, Gilda (CUA); Spring, Michael (CUA); Margol, Deborah (CUA); Berthin, Jessica J. (CUA)
International Cultural Exchange	▲	2015 FY	9	8	1	Berthin, Jessica J. (CUA); Margol, Deborah (CUA);

						Perez, Adriana (CUA); Spring, Michael (CUA)
Major Cultural Institutions Grants Program		2015 FY	16	15	1	Berthin, Jessica J. (CUA); Margol, Deborah (CUA); Spring, Michael (CUA); Allocco, Kelly
Playwright Development Program		2015 FY	4	3	1	Margol, Deborah (CUA); Spring, Michael (CUA); Perez, Adriana (CUA); Berthin, Jessica J. (CUA)
Service Organizations Grants Program		2015 FY	10	10	0	Spring, Michael (CUA); Benjamin, Nikenna D. (CUA); Berthin, Jessica J. (CUA); Margol, Deborah (CUA)
Summer Arts & Science Camps for Kids Grants Program		2015 FY	31	20	11	Pezoldt, Dana (CUA); Spring, Michael (CUA); Margol, Deborah (CUA); Berthin, Jessica J. (CUA)
Targeted Projects Grants Program		2015 FY	19	10	9	Margol, Deborah (CUA); Berthin, Jessica J. (CUA); Benjamin, Nikenna D. (CUA); Spring, Michael (CUA)
Tourist Development Council Grants Program		'15 FQ4	16	15	1	Benjamin, Nikenna D. (CUA); Margol, Deborah (CUA); Hernandez, Liliana (CUA); Spring, Michael (CUA); Berthin, Jessica J. (CUA)
Visual/Media Artists Fellowships		2015 FY	11	10	1	Spring, Michael (CUA); Margol, Deborah (CUA); Berthin, Jessica J. (CUA); Reddick, Brandi (CUA)
Youth Arts Enrichment Grants Program		2015 FY	33	30	3	Berthin, Jessica J. (CUA); Pezoldt, Dana (CUA); Spring, Michael (CUA); Margol, Deborah (CUA)
Youth Arts Miami Grants Program		2015 FY	23	22	1	Spring, Michael (CUA); Margol, Deborah (CUA); Berthin, Jessica J. (CUA); Andersen, Francine

Objective	Description	Owners
1.2 Operate and Program Excellent Cultural Facilities (CUA)	The Department of Cultural Affairs manages four cultural facilities: South Miami-Dade Cultural Arts Center, Miami-Dade County Auditorium, Caleb Auditorium, African Heritage Cultural Arts Center. The South Miami-Dade Cultural Arts Center is a campus of state-of-the-art cultural facilities in Cutler Bay dedicated to presenting and supporting excellence and diversity in the arts for the entire community. The Department also is managing, operating, repositioning and reinvigorating the Miami-Dade County Auditorium, Joseph Caleb Auditorium and the African Heritage Cultural Arts Center and dedicated to establishing appropriate staffing, programming and capital needs plans for each facility.	Spring, Michael (CUA); Margol, Deborah (CUA); Berthin, Jessica J. (CUA); Cultural Affairs

Grandparent Objectives	Description	Owners
RC2 Attractive and inviting venues that provide world-class recreational and cultural enrichment opportunities		Miami-Dade County

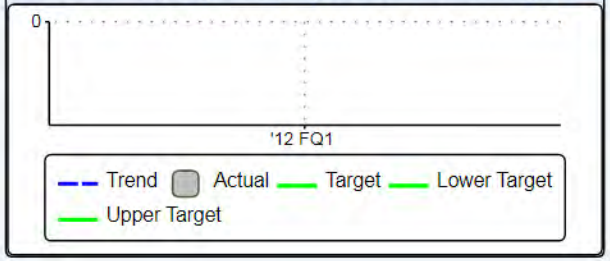
Parent Objectives	Description	Owners
RC2-1 Increase attendance at recreational and cultural venues		Miami-Dade County

and cultural venues

RC2-2 Ensure facilities are safe, clean and well-run	Miami-Dade County

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Manage, operate, reposition and reinvigorate the African Heritage Cultural Arts Center (AHCAC)	n/a	n/a	n/a	n/a	Margol, Deborah (CUA); Davis, Marshall; Spring, Michael (CUA); Hill, Sandra (CUA); Berthin, Jessica J. (CUA)

Manage, operate, reposition and reinvigor

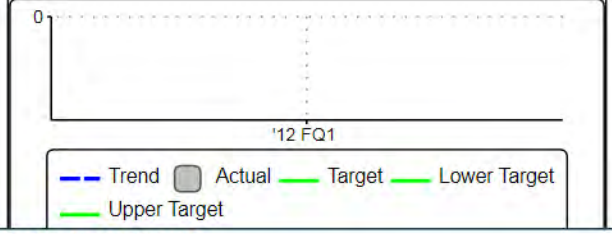


AHCAC Exterior

Child Measures	Period	Actual	Target	Variance	Owners
AHCAC Events	'15 FQ4	92	110	-18	Spring, Michael (CUA); Berthin, Jessica J. (CUA); Margol, Deborah (CUA); Davis, Marshall; Hill, Sandra (CUA)
AHCAC Attendance at Events	'15 FQ4	16,629	10,000	6,629	Berthin, Jessica J. (CUA); Margol, Deborah (CUA); Spring, Michael (CUA); Hill, Sandra (CUA); Davis, Marshall
AHCAC Cultural Programs	'15 FQ4	37	50	-13	Davis, Marshall; Berthin, Jessica J. (CUA); Hill, Sandra (CUA); Margol, Deborah (CUA) ; Spring, Michael (CUA)
AHCAC Education and Outreach	'15 FQ4	46	50	-4	Margol, Deborah (CUA); Hill, Sandra (CUA) ; Berthin, Jessica J. (CUA); Davis, Marshall ; Spring, Michael (CUA)

Manage, operate, reposition and reinvigorate the Joseph Caleb Auditorium (JCA)	n/a	n/a	n/a	n/a	Berthin, Jessica J. (CUA); Spring, Michael (CUA); Valles, Pamela (CUA); Margol, Deborah (CUA)

Manage, operate, reposition and reinvigor



JCA Exterior

JCA Exterior 2

JCA Exterior 3

JCA Interior

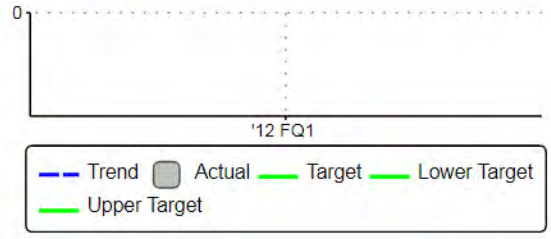
JCA Stage

JCA Performance

JCA Promotional Material

Child Measures		Period	Actual	Target	Variance	Owners
JCA Number of Events		'15 FQ4	3	3	0	Margol, Deborah (CUA); Valles, Pamela (CUA); Spring, Michael (CUA); Berthin, Jessica J. (CUA); Leslie, Marialaura (CUA)
JCA Attendance at events		'15 FQ4	2,924	1,000	1,924	Valles, Pamela (CUA); Berthin, Jessica J. (CUA); Spring, Michael (CUA); Margol, Deborah (CUA)
Manage, operate, reposition and reinvigorate the Miami-Dade County Auditorium (MDCA)		n/a	n/a	n/a	n/a	Spring, Michael (CUA); Arbelaez, Patricia (CUA); Berthin, Jessica J. (CUA); Margol, Deborah (CUA); Siut, Javier (CUA)

Manage, operate, reposition and reinvigor



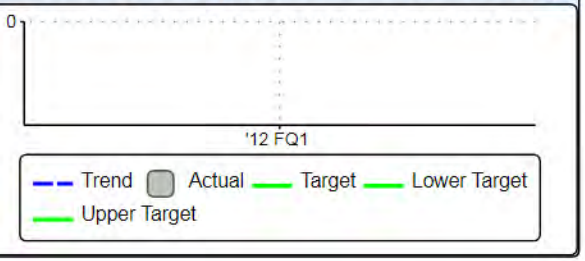
MDCA Exterior

MDCA Interior

MDCA Performance

Child Measures		Period	Actual	Target	Variance	Owners
MDCA Attendance at Events		'15 FQ4	11,990	14,000	-2,010	Siut, Javier (CUA); Berthin, Jessica J. (CUA); Spring, Michael (CUA); Margol, Deborah (CUA); Arbelaez, Patricia (CUA)
MDCA Concession income per capita		'15 FQ4	9,093	14,000	-4,907	Margol, Deborah (CUA); Spring, Michael (CUA); Arbelaez, Patricia (CUA); Berthin, Jessica J. (CUA); Siut, Javier (CUA)
MDCA Number of events/operating nights		'15 FQ4	33	15	18	Margol, Deborah (CUA); Arbelaez, Patricia (CUA); Berthin, Jessica J. (CUA); Spring, Michael (CUA); Siut, Javier (CUA)
Manage and operate the South Miami-Dade Cultural Arts Center (SMDCAC)		n/a	n/a	n/a	n/a	Berthin, Jessica J. (CUA); Webb, Daphne (CUA); Spring, Michael (CUA); Margol, Deborah (CUA)

Manage and operate the South Miami-Dad



Child Measures		Period	Actual	Target	Variance	Owners
SMDCAC Active Performance & Rental Days/Evenings		'15 FQ4	106	65	41	Fliss, Eric; Webb, Daphne (CUA); Berthin, Jessica J. (CUA)
SMDCAC Attendance at Events		'15 FQ4	9,224	6,000	3,224	Webb, Daphne (CUA); Ugarriza, Nicolle Noel (CUA); Margol, Deborah (CUA); Berthin, Jessica J. (CUA); Sorensen, Dana ; Hill, Carla; Spring, Michael (CUA); Fliss, Eric

SMDCAC Education and Outreach Members Served		'15 FQ4	480	200	280	Berthin, Jessica J. (CUA); Hill, Carla; Sorensen, Dana; Margol, Deborah (CUA); Webb, Daphne (CUA); Fliss, Eric; Spring, Michael (CUA); Ugarriza, Nicolle Noel (CUA)

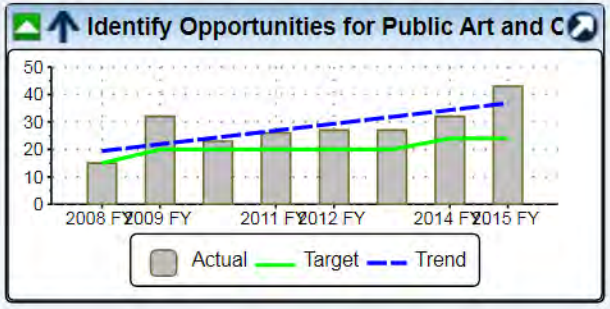
Objective	Description	Owners
1.3 Improve existing cultural facilities in neighborhoods throughout Miami-Dade County and the quality of Miami-Dade County's built environment (CUA)		Berthin, Jessica J. (CUA)

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
RC2-2 Ensure facilities are safe, clean and well-run		Miami-Dade County

Initiatives Linked to Objective	Est. Start	Est. End	Type	As Of	%	Status	Owners
Embark upon a comprehensive, community-wide initiative to encourage and achieve Quality Design	10/1/2013	9/30/2015		11/1/2015	100%	Complete	Berthin, Jessica J. (CUA); Denis, Marie (CUA); Dandrea, Lisa (CUA); Alfonso, L. Carolina (CUA); Peraza, Alex (CUA); Spring, Michael (CUA) ; Margol, Deborah (CUA)

Measures Linked to Objective		Period	Actual	Target	Variance	Owners
Identify Opportunities for Public Art and Coordinating the Selection of Artists (CUA)		2015 FY	43	24	19	Reddick, Brandi (CUA); Margol, Deborah (CUA); Berthin, Jessica J. (CUA); Leslie, Marialaura (CUA); Spring, Michael (CUA); Alfonso, L. Carolina (CUA); Romeu, Patricia



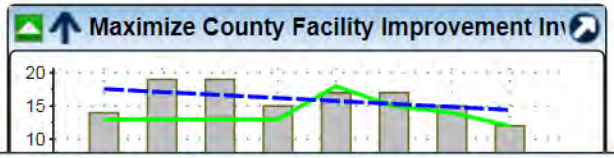
Initiatives Linked to Measure	Est. Start	Est. End	Type	As Of	%	Status	Owners
7th Avenue Transit Village	10/1/2011	9/30/2016		4/1/2015	15%	In Progress	Berthin, Jessica J. (CUA); Alfonso, L. Carolina (CUA); Romeu, Patricia; Reddick, Brandi (CUA); Margol, Deborah (CUA);

						Margol, Deborah (CUA); Spring, Michael (CUA)
African Heritage Cultural Arts Center Marquee	10/1/2014	9/30/2016	4/1/2015	15%	In Progress	Berthin, Jessica J. (CUA); Alfonso, L. Carolina (CUA); Reddick, Brandi (CUA); Romeu, Patricia; Leslie, Marialaura (CUA); Margol, Deborah (CUA); Spring, Michael (CUA)
Animal Services Shelter (2 Projects)	10/1/2012	9/30/2015	5/1/2015	48%	In Progress	Berthin, Jessica J. (CUA); Romeu, Patricia ; Reddick, Brandi (CUA); Alfonso, L. Carolina (CUA); Spring, Michael (CUA); Margol, Deborah (CUA)
Arcola Lakes Head Start Center (Sinisa Kukec)	10/1/2014	9/30/2016	4/1/2015	77%	In Progress	Berthin, Jessica J. (CUA); Romeu, Patricia ; Reddick, Brandi (CUA); Alfonso, L. Carolina (CUA); Spring, Michael (CUA); Margol, Deborah (CUA); Leslie, Marialaura (CUA)
Arcola Lakes Senior Community Center (Aramis O'Reilly)	10/1/2012	3/31/2014	10/1/2014	100%	Complete	Berthin, Jessica J. (CUA); Romeu, Patricia ; Spring, Michael (CUA); Alfonso, L. Carolina (CUA); Reddick, Brandi (CUA); Margol, Deborah (CUA)
Augmented Reality/Virtual Public Art Program (Ivan Toth Depeña)	10/1/2014	9/30/2016	4/1/2015	38%	In Progress	Berthin, Jessica J. (CUA); Reddick, Brandi (CUA); Romeu, Patricia; Alfonso, L. Carolina (CUA); Leslie, Marialaura (CUA); Spring, Michael (CUA); Margol, Deborah (CUA)
Caleb Center Parking Garage	10/1/2011	9/30/2016	4/1/2015	15%	In Progress	Berthin, Jessica J. (CUA); Reddick, Brandi (CUA); Romeu, Patricia; Alfonso, L. Carolina (CUA); Spring, Michael (CUA); Margol, Deborah (CUA)
City of Hialeah - Milander Center & Parking Garage	10/1/2011	2/15/2014	10/1/2014	100%	Complete	Berthin, Jessica J. (CUA); Romeu, Patricia ; Alfonso, L. Carolina (CUA); Reddick, Brandi (CUA); Spring, Michael (CUA); Margol, Deborah (CUA)
City of Miami Beach - Convention Center Renovation & Expansion	10/1/2014	9/30/2018	4/1/2015	15%	In Progress	Berthin, Jessica J. (CUA); Reddick, Brandi (CUA); Romeu, Patricia; Alfonso, L. Carolina (CUA); Leslie, Marialaura (CUA); Spring, Michael (CUA); Margol, Deborah (CUA)
City of Miami - Kinloch Park (Christina Pettersson)	10/1/2014	9/30/2015	4/1/2015	69%	In Progress	Berthin, Jessica J. (CUA); Reddick, Brandi (CUA); Romeu, Patricia; Alfonso, L. Carolina (CUA); Margol, Deborah (CUA); Spring, Michael (CUA); Leslie, Marialaura (CUA)
City of Miami - Gibson Park (Sinisa Kukec)	10/1/2014	9/30/2015	4/1/2015	69%	In Progress	Berthin, Jessica J. (CUA); Reddick, Brandi (CUA); Romeu, Patricia; Alfonso, L. Carolina (CUA); Margol, Deborah (CUA);

						Spring, Michael (CUA); Leslie, Marialaura (CUA)
District 11 - Utility Box Wraps (Michelle Weinberg)	10/1/2014	9/30/2015	4/1/2015	85%	In Progress	Berthin, Jessica J. (CUA); Reddick, Brandi (CUA); Romeu, Patricia; Alfonso, L. Carolina (CUA); Leslie, Marialaura (CUA); Spring, Michael (CUA); Margol, Deborah (CUA)
Earlington Heights Metrorail Station	10/1/2011	9/30/2016	4/1/2015		On Hold	Berthin, Jessica J. (CUA); Reddick, Brandi (CUA); Romeu, Patricia; Alfonso, L. Carolina (CUA); Spring, Michael (CUA); Margol, Deborah (CUA)
Fairchild Tropical Botanic Garden Welcome Center (Naomi Fisher)	10/1/2012	9/30/2015	4/1/2015	92%	In Progress	Berthin, Jessica J. (CUA); Romeu, Patricia ; Reddick, Brandi (CUA); Alfonso, L. Carolina (CUA); Margol, Deborah (CUA); Spring, Michael (CUA)
Gran Via Elderly Housing Project (Carlos Betancourt/Albert Latorre)	10/1/2011	6/30/2014	10/1/2014	100%	Complete	Berthin, Jessica J. (CUA); Reddick, Brandi (CUA); Romeu, Patricia; Alfonso, L. Carolina (CUA); Margol, Deborah (CUA); Spring, Michael (CUA)
Haulover Park - Seasons 52 Restaurant Walkways	10/1/2011	9/30/2016	4/1/2015	15%	On Hold	Margol, Deborah (CUA); Berthin, Jessica J. (CUA); Romeu, Patricia ; Reddick, Brandi (CUA); Alfonso, L. Carolina (CUA); Spring, Michael (CUA)
Marlins Park - East Plaza Walkways (Carlos Cruz-Diez)	10/1/2010	9/30/2015	4/1/2015	92%	In Progress	Reddick, Brandi (CUA); Romeu, Patricia; Berthin, Jessica J. (CUA); Alfonso, L. Carolina (CUA); Leslie, Marialaura (CUA); Margol, Deborah (CUA); Spring, Michael (CUA)
Miami-Dade Children's Courthouse (4 Projects)	9/29/2006	12/31/2014	4/1/2015	92%	In Progress	Margol, Deborah (CUA); Berthin, Jessica J. (CUA); Romeu, Patricia ; Spring, Michael (CUA); Reddick, Brandi (CUA); Alfonso, L. Carolina (CUA)
Miami-Dade Fire Rescue Headquarters Facility (3 Projects)	10/1/2010	9/30/2015	4/1/2015	92%	In Progress	Berthin, Jessica J. (CUA); Romeu, Patricia ; Reddick, Brandi (CUA); Alfonso, L. Carolina (CUA); Margol, Deborah (CUA); Spring, Michael (CUA)
Miami-Dade Fire Rescue Stations (2 Projects)	10/3/2014	9/30/2016	4/1/2015	92%	In Progress	Berthin, Jessica J. (CUA); Reddick, Brandi (CUA); Romeu, Patricia; Alfonso, L. Carolina (CUA); Leslie, Marialaura (CUA); Margol, Deborah (CUA); Spring, Michael (CUA)
Miami Intermodal Center (MIC) - Vestibule (Michele Oka Doner)	10/1/2010	9/30/2015	4/1/2015	92%	In Progress	Berthin, Jessica J. (CUA); Reddick, Brandi (CUA); Romeu, Patricia; Alfonso, L. Carolina (CUA); Leslie, Marialaura (CUA); Margol, Deborah (CUA);

						Spring, Michael (CUA)
Northeast Branch Regional Library (Ivan Toth Depeña)	10/1/2011	9/30/2015	4/1/2015	85%	In Progress	Berthin, Jessica J. (CUA); Alfonso, L. Carolina (CUA); Reddick, Brandi (CUA); Romeu, Patricia; Margol, Deborah (CUA); Spring, Michael (CUA)
Northside District Police Station (Jefre Manuel)	10/1/2011	9/30/2015	4/1/2015	100%	Complete	Berthin, Jessica J. (CUA); Reddick, Brandi (CUA); Romeu, Patricia; Alfonso, L. Carolina (CUA); Leslie, Marialaura (CUA); Margol, Deborah (CUA); Spring, Michael (CUA)
Opa-Locka Community Development Corporation (OLCDC)	10/1/2010	12/31/2014	10/1/2014	100%	Complete	Berthin, Jessica J. (CUA); Reddick, Brandi (CUA); Romeu, Patricia; Alfonso, L. Carolina (CUA); Margol, Deborah (CUA); Spring, Michael (CUA)
PortMiami (2 Projects)	10/1/2012	9/30/2014	10/1/2014	100%	Complete	Berthin, Jessica J. (CUA); Alfonso, L. Carolina (CUA); Romeu, Patricia; Reddick, Brandi (CUA); Spring, Michael (CUA); Margol, Deborah (CUA)
Richmond Heights Pioneers Monument (Gene Tinnie)	10/1/2011	3/31/2014	10/1/2014	100%	Complete	Berthin, Jessica J. (CUA); Romeu, Patricia ; Alfonso, L. Carolina (CUA); Margol, Deborah (CUA); Spring, Michael (CUA)
Zoo Miami - Amphitheater Canopy (Leonel Matheu)	10/1/2012	9/30/2015	4/1/2015	92%	In Progress	Berthin, Jessica J. (CUA); Alfonso, L. Carolina (CUA); Reddick, Brandi (CUA); Romeu, Patricia; Spring, Michael (CUA); Margol, Deborah (CUA)
Zoo Miami - Entrance Plaza (Mikyoung Kim)	10/1/2010	9/30/2016	4/1/2015	69%	In Progress	Berthin, Jessica J. (CUA); Alfonso, L. Carolina (CUA); Romeu, Patricia; Reddick, Brandi (CUA); Margol, Deborah (CUA); Spring, Michael (CUA)
Zoo Miami - Florida Exhibit Playground (Matthew Geller)	10/1/2010	9/30/2017	4/1/2015	69%	In Progress	Berthin, Jessica J. (CUA); Reddick, Brandi (CUA); Alfonso, L. Carolina (CUA); Romeu, Patricia; Margol, Deborah (CUA); Spring, Michael (CUA)

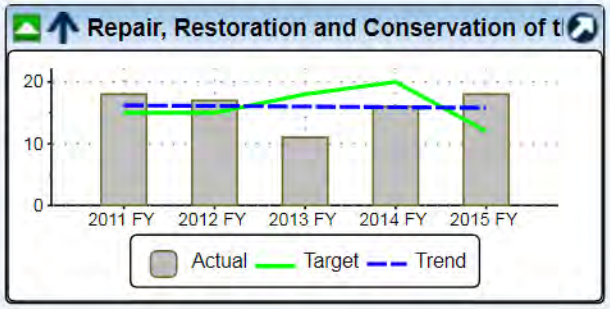
Maximize County Facility Improvement Investments (CUA)		2015 FY	12	12	0	Leslie, Marialaura (CUA); Peraza, Alex (CUA); Denis, Marie (CUA); Spring, Michael (CUA); Berthin, Jessica J. (CUA); Margol, Deborah (CUA); Alfonso, L. Carolina (CUA); Dandrea, Lisa (CUA)



Initiatives Linked to Measure	Est. Start	Est. End	Type	As Of	%	Status	Owners
7th Avenue Transit Village Theater	10/1/2006	9/30/2015		4/1/2015	50%	In Progress	Spring, Michael (CUA); Alfonso, L. Carolina (CUA); Dandrea, Lisa (CUA); Peraza, Alex (CUA); Denis, Marie (CUA); Berthin, Jessica J. (CUA)
A/E Services for CUA Cultural Facilities (3 Projects)	10/1/2014	9/30/2017		4/1/2015	3%	In Progress	Berthin, Jessica J. (CUA); Leslie, Marialaura (CUA); Denis, Marie (CUA); Peraza, Alex (CUA); Dandrea, Lisa (CUA); Alfonso, L. Carolina (CUA); Margol, Deborah (CUA); Spring, Michael (CUA)
Caribbean Marketplace	n/a	n/a		4/1/2015	100%	Complete	Spring, Michael (CUA); Berthin, Jessica J. (CUA); Peraza, Alex (CUA); Denis, Marie (CUA); Dandrea, Lisa (CUA); Margol, Deborah (CUA); Alfonso, L. Carolina (CUA)
Coconut Grove Playhouse	2/24/2012	9/30/2016		4/1/2015		Not Started	Spring, Michael (CUA); Alfonso, L. Carolina (CUA); Dandrea, Lisa (CUA); Denis, Marie (CUA); Peraza, Alex (CUA); Margol, Deborah (CUA); Berthin, Jessica J. (CUA)
Cuban Museum	10/1/2006	9/30/2015		4/1/2015	75%	In Progress	Spring, Michael (CUA); Alfonso, L. Carolina (CUA); Dandrea, Lisa (CUA); Denis, Marie (CUA); Peraza, Alex (CUA)
Fairchild Tropical Botanic Garden (4 Projects)	10/1/2006	9/30/2014		4/1/2015	90%	In Progress	Spring, Michael (CUA); Alfonso, L. Carolina (CUA); Dandrea, Lisa (CUA); Denis, Marie (CUA); Peraza, Alex (CUA); Berthin, Jessica J. (CUA)
Florida Grand Opera	10/1/2006	9/30/2010		4/1/2015		Not Started	Spring, Michael (CUA); Alfonso, L. Carolina (CUA); Dandrea, Lisa (CUA); Denis, Marie (CUA); Peraza, Alex (CUA)
HistoryMiami	10/1/2013	9/30/2018		4/1/2015	0%	Not Started	Berthin, Jessica J. (CUA); Denis, Marie (CUA); Margol, Deborah (CUA); Spring, Michael (CUA); Peraza, Alex (CUA) ; Dandrea, Lisa (CUA); Alfonso, L. Carolina (CUA)
Lyric Theater	10/1/2006	9/30/2015		4/1/2015	98%	In Progress	Spring, Michael (CUA); Alfonso, L. Carolina (CUA); Dandrea, Lisa (CUA); Denis, Marie (CUA); Peraza, Alex (CUA)

Patricia and Phillip Frost Museum of Science	7/1/2008	12/31/2015	4/1/2015	60%	In Progress	Spring, Michael (CUA); Dandrea, Lisa (CUA); Peraza, Alex (CUA); Denis, Marie (CUA); Alfonso, L. Carolina (CUA)
Perez Art Museum Miami	7/1/2008	9/30/2015	10/1/2014	100%	Complete	Spring, Michael (CUA); Dandrea, Lisa (CUA); Peraza, Alex (CUA); Denis, Marie (CUA); Alfonso, L. Carolina (CUA)
Virginia Key Beach Park Museum	10/1/2006	9/30/2018	4/1/2015		On Hold	Spring, Michael (CUA); Alfonso, L. Carolina (CUA); Dandrea, Lisa (CUA); Denis, Marie (CUA); Peraza, Alex (CUA)
Westchester Cultural Arts Center	10/1/2014	9/30/2017	4/1/2015	0%	Not Started	Berthin, Jessica J. (CUA); Denis, Marie (CUA); Leslie, Marialaura (CUA); Alfonso, L. Carolina (CUA); Peraza, Alex (CUA); Dandrea, Lisa (CUA); Spring, Michael (CUA); Margol, Deborah (CUA)
The Wolfsonian - FIU	10/1/2006	9/30/2018	4/1/2015		On Hold	Spring, Michael (CUA); Alfonso, L. Carolina (CUA); Dandrea, Lisa (CUA); Denis, Marie (CUA); Peraza, Alex (CUA)

Repair, Restoration and Conservation of the Public Art Collection (CUA)		2015 FY	18	12	6	Berthin, Jessica J. (CUA); Margol, Deborah (CUA); Spring, Michael (CUA)



Initiatives Linked to Measure	Est. Start	Est. End	Type	As Of	%	Status	Owners
African Textiles (Unknown Artist)	10/1/2012	9/30/2015		4/1/2015	90%	In Progress	Berthin, Jessica J. (CUA)
Aquascapes: Miami Seaport Project (Karen Glaser)	10/1/2014	9/30/2015		4/1/2015	0%	Not Started	Berthin, Jessica J. (CUA); Margol, Deborah (CUA); Spring, Michael (CUA); Leslie, Marialaura (CUA); Reddick, Brandi (CUA)
Atea (Bruce Beasley)	10/1/2014	9/30/2015		4/1/2015	0%	Not Started	Berthin, Jessica J. (CUA); Margol, Deborah (CUA); Spring, Michael (CUA); Leslie, Marialaura (CUA); Reddick, Brandi (CUA)
The Bollard Project (James Drain)	10/1/2014	9/30/2015		4/1/2015	0%	Not Started	Berthin, Jessica J. (CUA); Margol, Deborah (CUA)

						Spring, Michael (CUA); Leslie, Marialaura (CUA)
Dropped Bowl with Scattered Slices and Peels (Oldenburg, Claes & Coosje van Bruggen)	10/1/2012	9/30/2013	4/1/2015	0%	On Hold	Berthin, Jessica J. (CUA); Reddick, Brandi (CUA); Spring, Michael (CUA); Margol, Deborah (CUA)
Framing and Mounting of Artwork (Custom Quality Framing)	10/1/2014	9/30/2015	4/1/2015	25%	In Progress	Berthin, Jessica J. (CUA); Reddick, Brandi (CUA); Spring, Michael (CUA); Margol, Deborah (CUA)
Implement Collection Signage (ARC Florida)	10/1/2014	9/30/2015	4/1/2015	50%	In Progress	Reddick, Brandi (CUA); Berthin, Jessica J. (CUA); Margol, Deborah (CUA); Spring, Michael (CUA)
Installing and Securing Artwork (The Art Resource, Inc.)	10/1/2014	9/30/2015	4/1/2015	50%	In Progress	Berthin, Jessica J. (CUA); Reddick, Brandi (CUA); Margol, Deborah (CUA); Spring, Michael (CUA)
The Journey: Water Project & Suitcase Project (Carolina Sardi)	10/1/2014	9/30/2015	4/1/2015	0%	Not Started	Berthin, Jessica J. (CUA); Spring, Michael (CUA); Margol, Deborah (CUA); Leslie, Marialaura (CUA)
Making Purple (Fernando Garcia)	10/1/2014	9/30/2015	4/1/2015	0%	On Hold	Berthin, Jessica J. (CUA); Reddick, Brandi (CUA); Spring, Michael (CUA); Margol, Deborah (CUA)
Miami Line (Rockne Krebs)	10/1/2014	9/30/2015	4/1/2015	40%	In Progress	Berthin, Jessica J. (CUA); Reddick, Brandi (CUA); Margol, Deborah (CUA); Spring, Michael (CUA)
Miami Wave (John David Mooney)	10/1/2014	9/30/2015	4/29/2015	5%	In Progress	Berthin, Jessica J. (CUA); Spring, Michael (CUA); Margol, Deborah (CUA); Leslie, Marialaura (CUA); Reddick, Brandi (CUA)
Miscellaneous: General Collection Maintenance and Unforeseen Projects	10/1/2014	9/30/2015	4/1/2015	50%	In Progress	Berthin, Jessica J. (CUA); Reddick, Brandi (CUA); Spring, Michael (CUA); Margol, Deborah (CUA)
Parabolic Flight (Fred Eversley)	10/1/2012	9/30/2014	4/1/2015	10%	In Progress	Berthin, Jessica J. (CUA); Romeu, Patricia ; Reddick, Brandi (CUA); Margol, Deborah (CUA); Spring, Michael (CUA)
Printing and Mounting of Artwork (Asssociated Photo Imaging)	10/1/2014	9/30/2015	4/1/2015	50%	In Progress	Berthin, Jessica J. (CUA); Reddick, Brandi (CUA); Spring, Michael (CUA); Margol, Deborah (CUA)
Untitled (Blue, Yellow, Orange) (George Sugarman)	10/1/2014	9/30/2015	4/1/2015	0%	Not Started	Berthin, Jessica J. (CUA); Margol, Deborah (CUA); Spring, Michael (CUA); Leslie, Marialaura (CUA); Reddick, Brandi (CUA)
Ventana Solar & Porton de Sentimientos (Carlos Alves)	10/1/2014	9/30/2015	4/1/2015	75%	In Progress	Berthin, Jessica J. (CUA); Margol, Deborah (CUA)

(Carlos Alves)						Margol, Deborah (CUA); Spring, Michael (CUA); Leslie, Marialaura (CUA)
The X (Ronald Bladen)	10/1/2014	9/30/2015	4/1/2015	10%	In Progress	Berthin, Jessica J. (CUA); Margol, Deborah (CUA); Spring, Michael (CUA); Leslie, Marialaura (CUA); Reddick, Brandi (CUA)

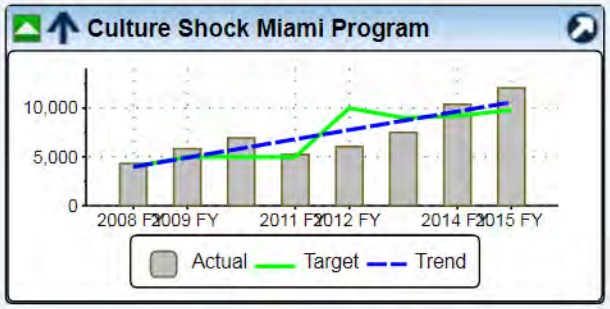
Objective	Description	Owners
1.4 Increase awareness of, access to and public participation in cultural activities (CUA)		Spring, Michael (CUA); Margol, Deborah (CUA); Hernandez, Liliana (CUA); Berthin, Jessica J. (CUA)

Grandparent Objectives	Description	Owners
RC3 Wide array of outstanding programs and services for residents and visitors		Miami-Dade County

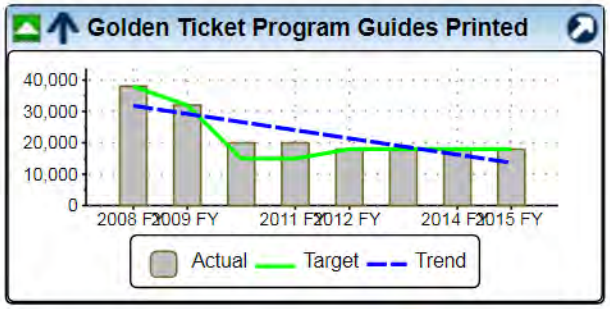
Parent Objectives	Description	Owners
RC3-1 Provide vibrant and diverse programming opportunities and services that reflect the community's interests		Miami-Dade County

Initiatives Linked to Objective	Est. Start	Est. End	Type	As Of	%	Status	Owners
Partnering with the Greater Miami Convention & Visitors Bureau	10/1/2012	9/30/2015		11/1/2015	100%	Complete	Spring, Michael (CUA); Margol, Deborah (CUA); Landreth, Gerry N. (CUA); Berthin, Jessica J. (CUA)

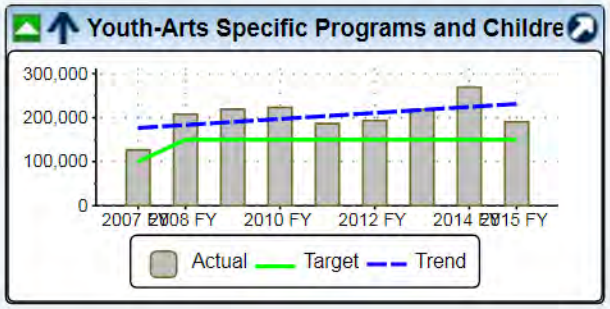
Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Culture Shock Miami Program	2015 FY	12,060	9,800	2,260	Tassy, Christina (CUA); Berthin, Jessica J. (CUA); Leslie, Marialaura (CUA); Margol, Deborah (CUA); Landreth, Gerry N. (CUA); Spring, Michael (CUA)



Golden Ticket Program	2015 FY	18,000 guides printed	18,000 guides printed	0 guides printed	Margol, Deborah (CUA); Hernandez, Liliana (CUA); Landreth, Gerry N. (CUA); Cardenas, Doriamny; Berthin, Jessica J. (CUA); Spring, Michael (CUA)	



Youth-Arts Specific Programs and Children's Trust Funded Programs		2015 FY	190,302 children	150,000 children	40,302 children	Margol, Deborah (CUA); Andersen, Francine; Berthin, Jessica J. (CUA)



Objective	Description	Owners
1.5 Make the Department's programs and services faster and easier to access (CUA)		Berthin, Jessica J. (CUA)

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
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
APP Website Maintenance and Tailoring of the Inventory Software System	10/1/2012	9/30/2015		4/1/2015	90%	In Progress	Reddick, Brandi (CUA); Berthin, Jessica J. (CUA); Margol, Deborah (CUA); Spring, Michael (CUA)
CUA Website Redesign	10/1/2010	9/30/2016		10/22/2014	100%	Complete	Berthin, Jessica J. (CUA); Landreth, Gerry N. (CUA);

		Battle Mooney, Gilda (CUA); Margol, Deborah (CUA); Spring, Michael (CUA)

Objective	Description	Owners
1.6 Extend the Department's technical assitance services to additional areas of need (CUA)		Berthin, Jessica J. (CUA); Margol, Deborah (CUA); Spring, Michael (CUA)

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
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
Conduct Art in Public Places (APP) Workshops	10/1/2014	9/30/2015		4/1/2015	50%	In Progress	Berthin, Jessica J. (CUA); Spring, Michael (CUA); Margol, Deborah (CUA); Reddick, Brandi (CUA); Romeu, Patricia; Alfonso, L. Carolina (CUA)
Conduct Culture Grants Online (CGO) Workshops	10/1/2011	9/30/2015		11/1/2015	100%	Complete	Spring, Michael (CUA); Allocco, Kelly; Batlle Mooney, Gilda (CUA); Benjamin, Nikenna D. (CUA); Margol, Deborah (CUA); Berthin, Jessica J. (CUA); Perez, Adriana (CUA); Pezoldt, Dana (CUA) ; Andersen, Francine

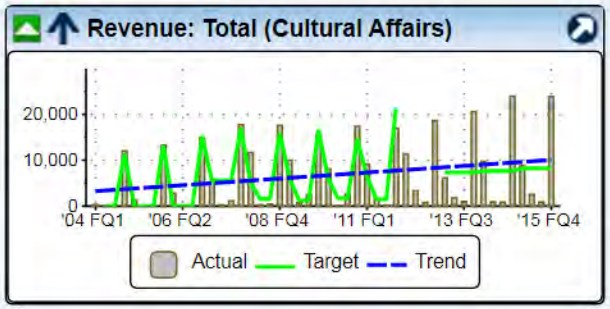
2.0 Financial

Objective	Description	Owners
Meet Budget Targets (Cultural Affairs) (RC2)		Spring, Michael (CUA)

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 departmental "Meet Budget Targets" 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 (OMB)

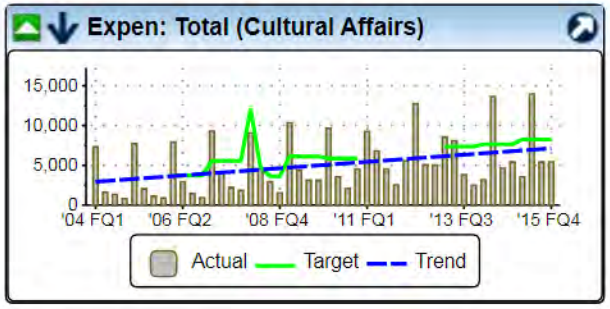
Measures Linked to Objective		Period	Actual	Target	Variance	Owners
Revenue: Total (Cultural Affairs)	▲	'15 FQ4	$23,857K	$8,255K	$15,602K	Margol, Deborah (CUA); Berthin, Jessica J. (CUA); Spring, Michael (CUA)



Child Measures		Period	Actual	Target	Variance	Owners
Revenue: Carryover (DoCA)	▼	'15 FQ4	$0K	$1,671K	$-1,671K	Spring, Michael (CUA)
Revenue: General Fund (DoCA)	▲	'15 FQ4	$6,768K	$1,692K	$5,076K	Spring, Michael (CUA)
Revenue: Proprietary (DoCA)	▲	'15 FQ4	$3,811K	$1,680K	$2,131K	Spring, Michael (CUA)
Revenue: Federal (DoCA)	▲	'15 FQ4	$0K	$0K	$0K	Spring, Michael (CUA)
Revenue: Interagency/Intradepartmental (DoCA)	▲	'15 FQ4	$13,272K	$3,205K	$10,067K	Spring, Michael (CUA)
Revenue: State (DoCA)	▼	'15 FQ4	$6K	$7K	$-1K	Spring, Michael (CUA)

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 (CUA); Berthin, Jessica J. (CUA)

Expen: Total (Cultural Affairs)	▲	'15 FQ4	$5,434K	$8,255K	$2,821K	Margol, Deborah (CUA); Berthin, Jessica J. (CUA); Spring, Michael (CUA)

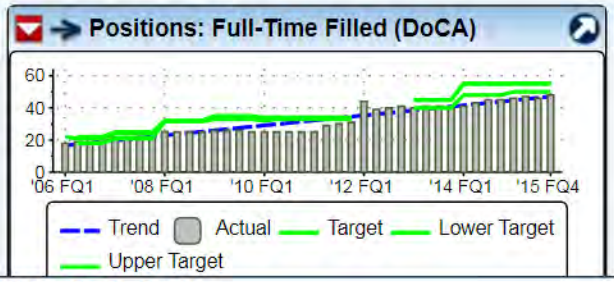


Child Measures		Period	Actual	Target	Variance	Owners
Expenditure: Capital (DoCA)	▲	'15 FQ4	$271K	$968K	$697K	Margol, Deborah (CUA); Spring, Michael (CUA); Berthin, Jessica J. (CUA)
Expenditure: Charges for County Services (DoCA)	▼	'15 FQ4	$329K	$139K	$190K	Margol, Deborah (CUA);

(DoCA)						Spring, Michael (CUA); Berthin, Jessica J. (CUA)
Expenditure: Contractual Services (DoCA)	'15 FQ4	$743K	$948K	$-205K	Margol, Deborah (CUA); Spring, Michael (CUA); Berthin, Jessica J. (CUA)	
Expenditure: Court Costs (DoCA)	'15 FQ4	$5K	$3K	$2K	Margol, Deborah (CUA); Spring, Michael (CUA); Berthin, Jessica J. (CUA)	
Expenditure: Debt Service (DoCA)	'15 FQ4	$0K	$0K	$0K	Margol, Deborah (CUA); Spring, Michael (CUA); Berthin, Jessica J. (CUA)	
Expenditure: Depreciation, Amortization, Depletion (DoCA)	'15 FQ4	$0K	$0K	$0K	Margol, Deborah (CUA); Spring, Michael (CUA); Berthin, Jessica J. (CUA)	
Expenditure: Distribution of Funds in Trust (DoCA)	'15 FQ4	$1K	$1K	$0K	Margol, Deborah (CUA); Spring, Michael (CUA); Berthin, Jessica J. (CUA)	
Expenditure: Grants to Outside Organizations (DoCA)	'15 FQ4	$908K	$3,385K	$-2,477K	Margol, Deborah (CUA); Spring, Michael (CUA); Berthin, Jessica J. (CUA)	
Expenditure: Intradepartmental Transfers (DoCA)	'15 FQ4	$0K	$0K	$0K	Margol, Deborah (CUA); Spring, Michael (CUA); Berthin, Jessica J. (CUA)	
Expenditure: Other Operating (DoCA)	'15 FQ4	$728K	$706K	$22K	Margol, Deborah (CUA); Spring, Michael (CUA); Berthin, Jessica J. (CUA)	
Expenditure: Personnel Costs (DoCA)	'15 FQ4	$1,521K	$1,802K	$-281K	Margol, Deborah (CUA); Spring, Michael (CUA); Berthin, Jessica J. (CUA)	
Expenditure: Reserves (DoCA)	'15 FQ4	$0K	$0K	$0K	Margol, Deborah (CUA); Spring, Michael (CUA); Berthin, Jessica J. (CUA)	
Expenditure: Transfers Out (DoCA)	'15 FQ4	$928K	$303K	$625K	Margol, Deborah (CUA); Spring, Michael (CUA); Berthin, Jessica J. (CUA)	

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 (CUA)

Positions: Full-Time Filled (DoCA)	'15 FQ4	48	55 (50 - 55)	n/a	Spring, Michael (CUA)	



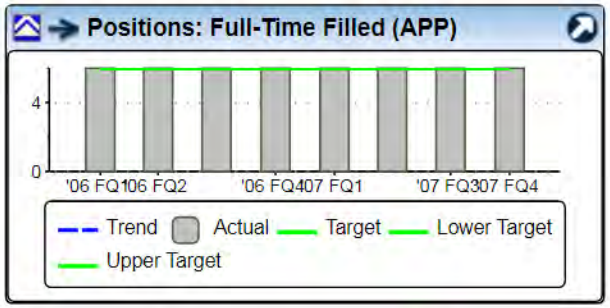
Objective	Description	Owners
Meet Budget Targets (Art in Public Places)	Data is obtained from FAMIS Report #6450	Margol, Deborah (CUA); Spring, Michael (CUA)

Grandparent Objectives	Description	Owners
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

Measures Linked to Objective		Period	Actual	Target	Variance	Owners
Revenue: Total (Art in Public Places)		'12 FQ3	0	980	-980	Margol, Deborah (CUA); Spring, Michael (CUA)

Child Measures		Period	Actual	Target	Variance	Owners
Revenue: Carryover (APP)		'12 FQ3	0	980	-980	Margol, Deborah (CUA); Berthin, Jessica J. (CUA)
Revenue: General Fund (APP)		'07 FQ4	0	0	0	Margol, Deborah (CUA); Berthin, Jessica J. (CUA)
Revenues: Proprietary (APP)		'07 FQ4	667	323	344	Margol, Deborah (CUA); Berthin, Jessica J. (CUA)
Revenue: Federal (APP)		'07 FQ4	0	0	0	Margol, Deborah (CUA); Berthin, Jessica J. (CUA)
Revenue: State (APP)		'07 FQ4	0	0	0	Margol, Deborah (CUA); Berthin, Jessica J. (CUA)
Revenue: Interagency (APP)		'07 FQ4	196	n/a	n/a	Margol, Deborah (CUA); Berthin, Jessica J. (CUA)
Interest (APP)		'07 FQ4	47	9	38	Margol, Deborah (CUA); Berthin, Jessica J. (CUA)
Positions: Full-Time Filled (APP)		'07 FQ4	6	6 (6 - 6)	0	Margol, Deborah (CUA); Spring, Michael (CUA)



Expen: Total (Art in Public Places)		'07 FQ4	740	922	182	Margol, Deborah (CUA); Spring, Michael (CUA)

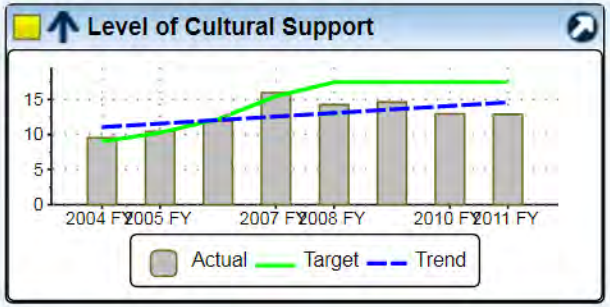
Child Measures		Period	Actual	Target	Variance	Owners
Expen: Personnel (APP)	▲	'07 FQ4	72	146	74	Margol, Deborah (CUA); Berthin, Jessica J. (CUA)
Expen: Other Operating (APP)	▼	'07 FQ4	45	34	-11	Margol, Deborah (CUA); Berthin, Jessica J. (CUA)
Expenditure: Capital (APP)	▼	'07 FQ4	623	455	-168	Margol, Deborah (CUA); Berthin, Jessica J. (CUA)
Expen: Non-Operating Expenditures - Reserve (APP)	▼	'07 FQ4	0	286	-286	Margol, Deborah (CUA); Berthin, Jessica J. (CUA)

Objective	Description	Owners
Reduction in unmet needs - Cultural Affairs - CUA (RC2.1)		Spring, Michael (CUA); Margol, Deborah (CUA); Berthin, Jessica J. (CUA)

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	■	2011 FY	$12.875mil	$17.438mil	$-4.563mil	Margol, Deborah (CUA); Berthin, Jessica J. (CUA); Spring, Michael (CUA)



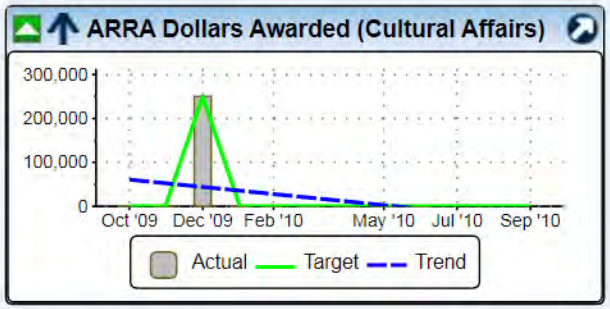
Objective	Description	Owners
Budget Implementation FY 09-10 (Cultural Affairs)		Spring, Michael (CUA); Cultural Affairs

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 (CUA); Margol, Deborah (CUA)
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 (CUA); Margol, Deborah (CUA); Berthin, Jessica J. (CUA)

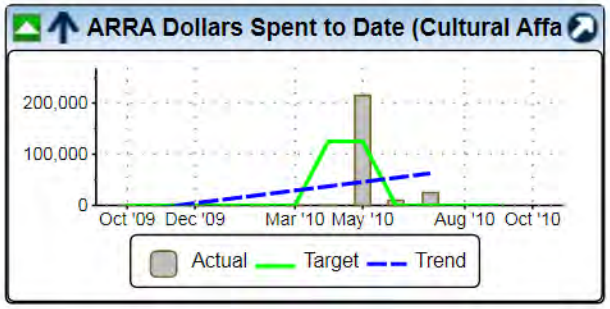
Objective	Description	Owners

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

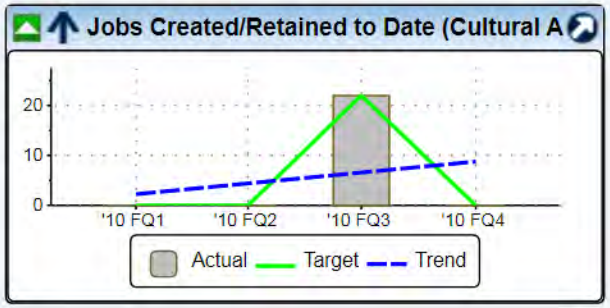
Measures Linked to Objective		Period	Actual	Target	Variance	Owners
ARRA Dollars Awarded (Cultural Affairs)		Jun '10	$0	$0	$0	Spring, Michael (CUA)



ARRA Dollars Spent to Date (Cultural Affairs)		Jul '10	$25,000	$0	$25,000	Spring, Michael (CUA)



Jobs Created/Retained to Date (Cultural Affairs)		'10 FQ4	0.0FTE	0.0FTE	0.0FTE	Spring, Michael (CUA)



3.0 Internal

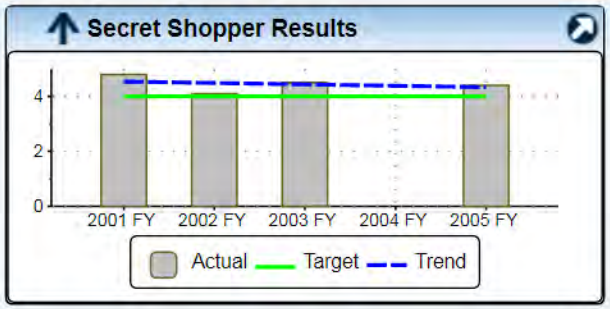
Objective	Description	Owners
Quality Customer Service (Cultural Affairs)	Ensure that the Department continues to understand and excel in addressing its customers' needs	Spring, Michael (CUA);

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

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		2006 FY	n/a	4	n/a	Spring, Michael (CUA)



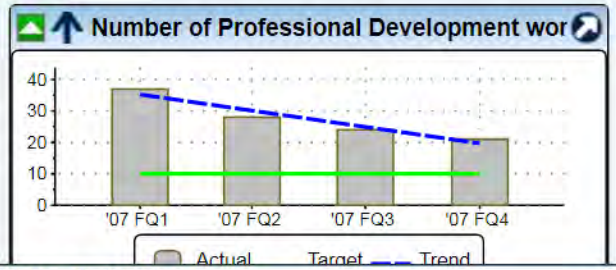
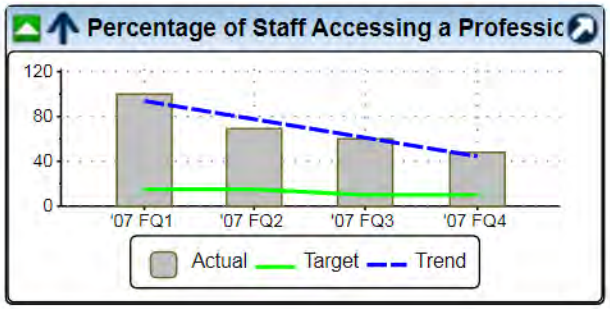
4.0 Learning and Growth

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

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		'07 FQ4	21	10	11	Margol, Deborah (CUA); Berthin, Jessica J. (CUA)



Percentage of Staff Accessing a Professional Development Opportunity		'07 FQ4	48.00%	10.00%	38.00%	Margol, Deborah (CUA); Berthin, Jessica J. (CUA)