



Department of Cultural Affairs Business Plan

Fiscal Years: 2024 and 2025*
(10/1/2023 through 9/30/2025)

Approved by:

Handwritten signature of Marialaura Leslie in black ink.

Marialaura Leslie
Department Director

7/15/2024
Date

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Cathy Burgos
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7/15/2024
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Plan Date: July 15, 2024

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DEPARTMENT OVERVIEW

THRIVE305: Environment, Economy, Engagement, Equity

Department Mission and Vision

Vision: To be a major, international cultural capital while equitably serving our local, diverse community

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, 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;



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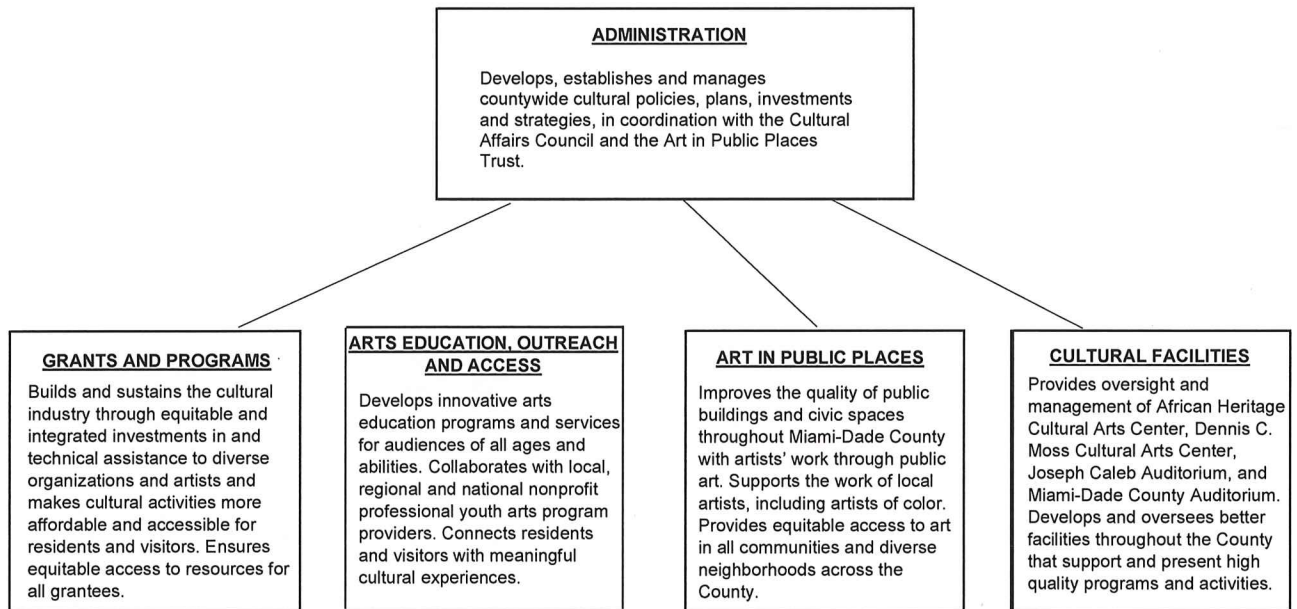
- advance, market and disseminate information extensively about the excellence and diversity of artistic offerings available locally, in order to increase accessibility, participation and attendance from residents and visitors; and
- innovate and develop model programming, arts education, and accessibility initiatives, engaging diverse audiences of all backgrounds and abilities in the arts.

Arts Energize 305: A New Vision for Greater Cultural Equity in Miami-Dade County

On March 7, 2024, during the 2024 State of the Arts in Miami-Dade County Address, Miami-Dade County Mayor Daniella Levine Cava announced the launch of a new strategic initiative, Arts Energize 305, a new vision for greater cultural equity. Part of the Now Wrong Door initiative, Arts Energize 305 aims to increase universal access to the arts and culture while engaging and serving underserved populations and neighborhoods. The Arts Energize 305 plan’s key strategies include increasing support for cultural institutions, arts groups and artists; developing arts spaces and cultural venues; increasing engagement of all residents and developing innovative partnerships.

Table of Organization

GG1: Accessible, equitable, transparent, and responsible government



Our Customers

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.

No Wrong Door Initiatives

The Department actively seeks opportunities to integrate a No Wrong Door approach to its programs and services externally (residents, visitors, artists, cultural groups) and internally across Departments to find innovative ways of connecting the public with County services.



- **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



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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; more funding for 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.
- Other Interdepartmental Partnerships through Arts Energize 305 include:
 - Arts Education and Accessibility initiatives: Parks, Recreation and Open Spaces, Miami-Dade Public Library System
 - Golden Ticket Arts Guide: Transportation and Public Works, Parks, Recreation and Open Spaces, Miami-Dade Public Library System, Community Action and Human Services
 - Arts Resilient 305: Office of Resiliency, Transportation and Public Works, and the Water and Sewer Departments
 - Turnaround Academy Ceremony: Juvenile Services
 - Job Fairs: Human Resources
 - Golden Tours Summer Pilot: Community Action & Human Services Department



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 \$2.1 billion, employing 32,000 people full-time, and drawing audiences of more than 19 million people each year.



- o **Increasing the Department's annual budget for FY 2024-2025 to keep pace with the growing needs of the arts community –** 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 7th 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.).
 - **Black History Museum** (through The Black Archives History & Research Foundation of South Florida, Inc.).
 - **Doral Contemporary Art Museum, Inc.** (through Doral Contemporary Art Museum, Inc.).
 - **Museum of Contemporary Art of the African Diaspora** (through **Miami-Dade North Arts & Humanities Foundation, 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.).
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- **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:



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- **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*);
- **7th 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)**, 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 25,000 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. Additional funding in FY 2024-2025 will increase the number of Guides produced and will allow the Guide to also be available in Haitian Creole/French.
- **ArtBurstMiami (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) 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 21st 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) 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**, 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 900 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, miamidadecountyauditorium.org, cultureshockmiami.com, ahcacmiami.org and 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.

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.



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- **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). The Department collaborated with the City of Miami Beach to participate in the Aspen Ideas: Climate conference in 2022 and in 2023, organizing artists interventions and temporary public arts projects, and will again be participating in the Aspen Ideas: Climate conference taking place in 2024. In partnership with the Office of Resiliency, the Department participated in the 15th Annual Southeast Florida Regional Climate Leadership Summit in November 2023, coordinating artist interventions and Director Marialaura Leslie moderated a Sea Side Chat panel on arts and resiliency.

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.



Departmental Business Plan and Outlook
Department Name: Department of Cultural Affairs
FY2023-24 & FY2024-25

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 Dennis C. Moss Cultural Arts Center	Engagement	1.1
Attendance at Joseph Caleb Auditorium	Engagement	1.1
Attendance at Miami-Dade County Auditorium	Engagement	1.1

KEY ISSUES

- Unprecedented leadership transition. Longtime Director Michael Spring retired in September 2023 after 40 years of distinguished public service and was succeeded by 20-year county veteran employee, Marialaura Leslie, who served as Deputy Director from 2018-2023. A new Deputy Director, former Department employee with African Heritage Cultural Arts Center, Ashlee Thomas, joined in mid-November 2023.
- 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 began to return to the fairs and ancillary cultural events and audiences have been on the rise with crowds reaching almost pre-pandemic levels for Miami Art Week in December 2023.
- Cultural organizations are continuing to report the effects of inflation on increased costs and difficulty in attracting and retaining employees in a very competitive workforce marketplace.
- Earned Revenue is down significantly due to the more limited demand for tickets or admissions. While audience participation is rising, organizations are still struggling with decreased ticket income due to the dampening effects of the pandemic
- Inflation. Costs are continuing to increase as the effects of inflation affect overhead, programming and hiring expenses for cultural organizations and venues
- County Support. Stronger County grant support continues to be essential to the survival of the cultural community
- Survival. In the face of a recovering system of in-person experiences and increased inflation driven expenses, the survival of cultural organizations relies on steady and growing levels of funding support, difficult to achieve for many funders and arts groups today.
- Rising Production Costs. The rental costs at the Arsht Center is precluding cultural groups to perform in that venue. This issue is widespread affecting small performing arts groups as well as major cultural institutions, including those that are resident companies: Florida Grand Opera and Miami City Ballet.



PRIORITY INITIATIVES

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

A listening session series conducted in Spring 2024 with executive leaders of Miami-Dade cultural institutions, revealed issues affecting nonprofit arts organizations:

- The Florida Governor vetoed the entire State arts grants budget resulting in a devastating loss of \$6,485,155 in 132 grants to Miami-Dade arts groups, who now are in a precarious position having lost this vital revenue stream.
- Contributed income from the private sector is lagging;
- 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;
- Lack of available space for rehearsing, staging, presenting, producing and creating art of all disciplines continues to be a challenge for artists and cultural organizations.
- 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.



Arts Energize 305

Arts Energize 305 is a blueprint to a more equitable cultural ecosystem to sustain artists and cultural institutions so that our residents and visitors can enjoy affordable access to excellent cultural activities.



The Economic Impact of Arts in Miami-Dade County

The arts and cultural sector of our economy is responsible for an approximately \$2.1 billion annual impact, more than 32,000 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 \$2.1 Billion in Economic Impact Annually.

The economic impact of Miami-Dade County's nonprofit arts and cultural industry is \$2.1 billion every year. This figure does not include for-profit businesses and individual artists.

The Arts Industry Generates 32,000 Full-Time Jobs.



32,000 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.

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.

FUTURE OUTLOOK

The Future of Arts and Culture in Miami-Dade County

The last 40 years has been focused on building a world-class cultural life from the ground up in one generation, therefore, the logical next step must be centering equity as we continue to build and strengthen our arts community. We must ask "who is not at the table? Who is left out? Which cultural groups, artists and neighborhoods are not being served? And, finally, how do we teach the necessary skills to those artists and organizations and connect them with the resources they need?"

Recognizing that the arts are a fundamental way to unite humanity, establish community and ignite creativity, a primary focus must be to support our diverse cultural ecosystem in innovative ways so that our residents and visitors can enjoy affordable and equitable access to excellent cultural activities, with particular emphasis on under-resourced, under-privileged and underserved communities.



Departmental Business Plan and Outlook
Department Name: Department of Cultural Affairs
FY2023-24 & FY2024-25

Under the leadership of Mayor Daniella Levine Cava, the Miami-Dade County Department of Cultural Affairs has launched a new strategic plan: Arts Energize 305, A New Vision for Greater Cultural Equity in Miami-Dade County. Arts Energize 305 centers equity at all levels of the work of Department and Miami-Dade's cultural organizations and artists. Continuing to promote diversity, equity, inclusion and access, Arts Energize 305 focuses on the economic and social impact of arts while developing interdepartmental partnerships, encouraging cross-sector collaborations and ensuring the arts are innovatively serving underserved populations and under-resourced neighborhoods, with an emphasis on preserving cultural heritages and traditions.

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 is developing a year-long comprehensive marketing and promotional strategy to promote the funding opportunities available across the County, including free workshops in collaboration with County Commissioners.
- The Department will conduct an assessment of current funding programs to identify improvements to the application process that will remove potential barriers for new applicants.
- An evaluation of the direct allocation process and the development of strategies to provide significant funding support to cultural institutions is underway.
- 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.
 - Foment a *No Wrong Door* approach to integrating arts and culture across County Departments and programs to enhance and deepen connections in our communities. The Department is currently mapping out concepts and ideas for interdepartmental collaborations and identifying resources and partnership. The next steps will be to prioritize and implement.
 - 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 Arts Energize 305 initiative supports the development of cultural expression and diversity in our neighborhoods to create an environment that generates a sense of belonging and pride of place for residents while promoting an image that generates tourism and business.
- 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



Business Plan Report

Scorecard: Cultural Affairs

As Of: 08/07/2024

Perspective Name	Objective Name	Grand Parent Objective Name	Parent Objective Name	Measure Name	Last Period Updated		Actual	Target	FY2023-24 Annualized Target	FY2024-25 Annualized Target		
Customer	Improve existing cultural facilities in neighborhoods throughout Miami-Dade County and the quality of Miami-Dade County's built environment	RC1: Inviting and accessible recreational and cultural venues that provide world class enrichment and engagement opportunities	RC1-2: Provide parks, libraries, and cultural facilities that are expertly managed, attractively designed, and safe	Public art projects active (in design, fabrication, or installation phases)	2023 FY		153	125	125	132		
				Repair Restoration and Conservation of the Public Art Collection	2023 FY		20	18	18	17		
				Total Active Capital Projects	2023 FY		19	13	13	13		
		RC2: Wide array of outstanding, affordable, and engaging 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	Public art projects active (in design, fabrication, or installation phases)	2023 FY		153	125	125	132		
				Repair Restoration and Conservation of the Public Art Collection	2023 FY		20	18	18	17		
				Total Active Capital Projects	2023 FY		19	13	13	13		
		RC2-2: Strengthen, conserve and grow cultural, park, natural, and library resources and collections		Public art projects active (in design, fabrication, or installation phases)	2023 FY		153	125	125	132		
				Repair Restoration and Conservation of the Public Art Collection	2023 FY		20	18	18	17		
				Total Active Capital Projects	2023 FY		19	13	13	13		
	Increase awareness of, access to and public participation in cultural activities	RC2: Wide array of outstanding, affordable, and engaging 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	Golden Ticket Arts Guides printed	2024 FY		25,000 guides printed	25,000 guides printed	25,000 guides printed	25,000 guides printed		
				Tickets sold through the Culture Shock Miami program	2023 FY		65,854	10,000	10,000	10,000		
				Youth-Arts Specific Programs and Children's Trust Funded Programs	2023 FY		252,698 children	190,000 children	200,000 children	200,000 children		
	Operate and Program Excellent Cultural Facilities	RC1: Inviting and accessible recreational and cultural venues that provide world class enrichment and engagement opportunities	RC1-2: Provide parks, libraries, and cultural facilities that are expertly managed, attractively designed, and safe	Attendance at African Heritage Cultural Arts Center	'24 FQ3		12,500	10,200	46,700	56,000		
				Attendance at Dennis C. Moss Cultural Arts Center	'24 FQ3		29,770	32,000	69,000	74,000		
				Attendance at Joseph Caleb Auditorium	'24 FQ3		0	0	0	0		
				Attendance at Miami-Dade County Auditorium	'24 FQ3		7,945	500	41,000	2,000		
				Concessions at African Heritage Cultural Arts Center	'24 FQ3		430	150	675	805		
				Concessions at Dennis C. Moss Cultural Arts Center	'24 FQ3		91,253	70,000	190,000	200,450		
				Concessions at Joseph Caleb Auditorium	'24 FQ3		0	0	0	0		
				Concessions at Miami-Dade County Auditorium	'24 FQ3		2,174	0	40,000	0		
				Events at African Heritage Cultural Arts Center	'24 FQ3		120	109	438	454		
				Events at Dennis C. Moss Cultural Arts Center	'24 FQ3		89	90	360	360		
				Events at Joseph Caleb Auditorium	'24 FQ3		0	0	0	0		
				Events at Miami-Dade County Auditorium	'24 FQ3		23	5	60	25		
		RC2: Wide array of outstanding, affordable, and engaging 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	Attendance at African Heritage Cultural Arts Center	'24 FQ3		12,500	10,200	46,700	56,000		
				Attendance at Dennis C. Moss Cultural Arts Center	'24 FQ3		29,770	32,000	69,000	74,000		
				Attendance at Joseph Caleb Auditorium	'24 FQ3		0	0	0	0		
				Attendance at Miami-Dade County Auditorium	'24 FQ3		7,945	500	41,000	2,000		
				Concessions at African Heritage Cultural Arts Center	'24 FQ3		430	150	675	805		
				Concessions at Dennis C. Moss Cultural Arts Center	'24 FQ3		91,253	70,000	190,000	200,450		
				Concessions at Joseph Caleb Auditorium	'24 FQ3		0	0	0	0		
				Concessions at Miami-Dade County Auditorium	'24 FQ3		2,174	0	40,000	0		
				Events at African Heritage Cultural Arts Center	'24 FQ3		120	109	438	454		
Events at Dennis C. Moss Cultural Arts Center				'24 FQ3		89	90	360	360			
Events at Joseph Caleb Auditorium				'24 FQ3		0	0	0	0			
Events at Miami-Dade County Auditorium				'24 FQ3		23	5	60	25			
Secure, invest and maximize additional public and private resources to improve and expand programs, services and facilities				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 and enjoyed by growing numbers of residents and visitors	Grant contracts administered providing support to cultural organizations and artists	2023 FY		715 grants awarded	490 grants awarded	715 grants awarded	715 grants awarded
Financial	Meet Budget Targets (Cultural Affairs) (RC2)			Expen: Total (Cultural Affairs)	'24 FQ2		\$20,240K	\$17,337K	\$69,350K	n/a		
				Positions: Full-Time Filled (DoCA)	'24 FQ2		89	101	n/a	n/a		

Perspective Name	Objective Name	Grand Parent Objective Name	Parent Objective Name	Measure Name	Last Period Updated		Actual	Target	FY2023-24 Annualized Target	FY2024-25 Annualized Target
				Revenue: Total (Cultural Affairs)	'24 FQ2		\$2,253K	\$17,337K	\$69,350K	n/a

Legend: : Key Initiative : Featured Objective

Initiatives for Measures

There are no Initiatives associated to the Measures.

Initiatives for Objectives

Objective Name	Initiative	As Of	Status	Budget	Timing	Owners
Extend the Department's technical assistance services to additional areas of need for cultural organizations and artists.	Conduct Art in Public Places (APP) Workshops	12/20/2023	In Progress			Leslie, Marialaura (CUA); Romeu, Patricia (CUA)
	Conduct Workshops for Grantees	12/20/2023	In Progress			Battle Mooney, Gilda (CUA); Andersen, Francine (CUA); Leslie, Marialaura (CUA)
Improve existing cultural facilities in neighborhoods throughout Miami-Dade County and the quality of Miami-Dade County's built environment	Embark upon a comprehensive, community-wide initiative to encourage and achieve Quality Design	12/20/2023	In Progress			Denis, Marie (CUA); Alfonso, Lydia (CUA); Peraza, Alex (CUA); Leslie, Marialaura (CUA)
Increase awareness of, access to and public participation in cultural activities	Partnering with the Greater Miami Convention & Visitors Bureau	12/20/2023	In Progress			Hernandez, Liliana (CUA); Leslie, Marialaura (CUA)
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	12/20/2023	In Progress			Leslie, Marialaura (CUA); Romeu, Patricia (CUA)
	Department Website Portal Migration and Redesign	12/20/2023	In Progress			Leslie, Marialaura (CUA); Hernandez, Liliana (CUA)

Initiatives for Scorecards

There are no Initiatives associated to the Scorecard.