

Coral Gables Congregational Church (United Church of Christ), Inc.

Project Title: Community Arts Program (CAP) 2021 Summer Concert Series & Summer Master Classes

Grant Number: 22.c.pr.180.579

A. Cover Page Page 1 of 12

Guidelines

Please read the current Guidelines prior to starting the application: 2021-2022 Specific Cultural Project Grant Guidelines

Application Type

Proposal Type: Discipline-Based


Funding Category: N/A

Discipline: Sponsor/Presenter

Proposal Title: Community Arts Program (CAP) 2021 Summer Concert Series & Summer Master Classes

B. Contacts (Applicant Information) Page 2 of 12

Applicant Information

- a. **Organization Name:** Coral Gables Congregational Church (United Church of Christ), Inc. 
- b. **FEID:** 59-0637827
- c. **Phone number:** 305.448.7421
- d. **Principal Address:** 3010 De Soto Boulevard Coral Gables, 33134-6317
- e. **Mailing Address:** 3010 De Soto Boulevard Coral Gables, 33134-6317
- f. **Website:** www.gablesucc.org; www.communityartsprogram.org
- g. **Organization Type:** Nonprofit Organization
- h. **Organization Category:** Other
- i. **County:** Miami-Dade
- j. **DUNS number:** 829873087
- k. **Fiscal Year End Date:** 08/31

1. Grant Contact *

First Name

Mark

Last Name

Hart

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Email

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2. Additional Contact *

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Phone

305.448.7421

Email

LaurieH@GablesUCC.org

3. Authorized Official *

First Name

Mark

Last Name

Hart

Phone

305.448.7421

Email

MarkH@CommunityArtsProgram.org

4. National Endowment for the Arts Descriptors

4.1. Applicant Status

Organization - Nonprofit

4.2. Institution Type

Community Service Organization

4.3. Applicant Discipline

Music

5. Department Name Multipurpose Institutions only (universities, cities, colleges, counties, etc.)

C. Eligibility Page 3 of 12

1. What is the legal status of the applicant? *

- ☐ Public Entity
- ☒ Nonprofit, Tax-Exempt
- ☐ Solo or Individual artists or unincorporated performing company
- ☐ Other (not an eligible response)

2. Are proposed activities accessible to all members of the public? *

- ☒ Yes (required for eligibility)
- ☐ No

3. Do proposed activities occur between 7/1/2021 - 6/30/2022? *

- ☒ Yes (required for eligibility)
- ☐ No

4. How many years of completed programming does the applicant have? *

- ☐ Less than 1 year (not eligible)
- ☐ 1-2 years (required for eligibility for GPS and SCP)
- ☒ 3 or more years (required minimum to request more than \$50,000 in GPS)

D. Excellence Page 4 of 12

1. Applicant Mission Statement - (Maximum characters 500.) *

Mission Statement of the Community Arts Program (CAP): To serve a diverse community by providing educational and culturally-enriching experiences through the transforming power of the arts.

2. Proposal Description

Describe the project or program for which you are requesting funding. Include goals, fully measurable objectives, activities, partnerships/collaborations, and a timeline. If you are an LAA or SSO, please include a statement that describes the services provided to your audience (including membership) and how those services are provided.

2.1. Goals, Objectives, and Activities - (Maximum characters 5000.)

Goals: Broad statements that are usually general, abstract, issue oriented with realistic priorities. Goals are a long-term end to which programs and activities are developed and should reflect the organization's mission statement. Goals can be listed in priority order and ranked.

Objectives: Specific, measurable ends that are achievable within a time frame and mark progress towards achieving goals.

Activities: These are the specific activities that achieve the objectives.

PROPOSAL DESCRIPTION

The proposed project is the **Community Arts Program (CAP) 2021 Summer Concert Series & Summer Master Classes**. In 2021, the Concert Series enters its 36th season. The Summer Master Classes enters its 17th season.

CAP 2021 Summer Concert Series

Community Arts Program (CAP) Summer Master Classes—on five post-concert Friday mornings—engage children and adults of all ages to sessions with Summer Concert Series artists, who in turn provide one-on-one coaching and insights into musical preparation and performance. Attendees apply to perform or audit master classes. Each class is FREE and open to the public. Upwards of 600 children and youth (8-22 years of age) attend throughout the summer. 2021 Summer Master Classes dates and proposed teachers follow. **NOTE: The CAP Summer Master Classes offers a total of five master classes. Four master class dates below (July 2, July 16, July 30, and August 13) are the only master class dates included in this funding request, as they occur between the July 1, 2021 to June 30, 2022 parameter of this grant's guidelines.**

Concert Date	Artist
June 6, 2021	Ken Peplowski Quartet, jazz clarinetist
June 17, 2021	Taylor Eigsti Trio, jazz pianist
July 1, 2021	Chico Pinheiro Quartet, Brazilian jazz guitarist
July 15, 2021	FredBrass Quintet
July 29, 2021	Timothy Chooi, classical violinist
August 12, 2021	Quiana Lynell Quartet, jazz vocalist

CAP 2021 Summer Master Classes

Community Arts Program (CAP) Summer Master Classes—on five post-concert Friday mornings—engage children and adults of all ages to sessions with Summer Concert Series artists, who in turn provide one-on-one coaching and insights into musical preparation and performance. Attendees apply to perform or audit master classes. Each class is FREE and open to the public. Upwards of 600 children and youth (8-22 years of age) attend throughout the summer. 2021 Summer Master Classes dates and proposed teachers follow. **NOTE: The CAP Summer Master Classes offers a total of five master classes. Four master class dates below (July 2, July 16, July 30, and August 13) are the only master class dates included in this funding request, as they occur between the July 1, 2021 to June 30, 2022 parameter of this grant's guidelines.**

Master Class Date	Teacher
June 18, 2021	Taylor Eigsti
July 2, 2021	Chico Pinheiro
July 16, 2021	FredBrass Quintet
July 30, 2021	Timothy Chooi
August 13, 2021	Quiana Lynell

For this funding request, the above CAP Summer Concert Series and CAP Summer Master Classes bring eight events (four concerts and four master classes) that occur between the July 1, 2021 to June 30, 2022 parameter of this grant's guidelines.

GOALS

The goals of the CAP 2021 Summer Concert Series and Summer Master Classes are:

1. Create a roster of highest-caliber artists that appeal to a broad demographic;
2. Create avenues that afford students and the financially-challenged an opportunity to expand their cultural awareness;
3. Create win/win business partnerships that bolster tickets sales and make it possible to meet goals one and two.

OBJECTIVES

The specific measurable objectives of the proposed project are:

1. Stage a total of six concerts (classical and jazz) and five master classes—four concerts and four master classes occur between and are eligible for funding within the July 1, 2021-June 30, 2022 parameters of this grant's guidelines—with artists requested across a wide demographic as per audience surveys conducted in June through August 2019, quantified for audience satisfaction through surveys at each 2020 concert event, and that are accessible by all;
2. Increase the number of complimentary tickets to the financially-challenged and the underserved to 28% of total ticketing (to 592 individuals—75% children and 25% percent adults—a 7% increase over 2019 figures).
3. Engage 18 top-notch Miami restaurants (up from 13 in 2019) that, in exchange for target-market awareness, provide an assortment of pre-concert patron reception foods that—based on 2018 concert data—increases patron ticket sales by an average of 9.5% or \$2,625.

ACTIVITIES

The activities that meet the objectives of the proposed project are:

1. Six Thursday evening concerts—four of these concerts occur between and are eligible for funding within the July 1, 2021-June 30, 2022 parameters of this grant's guidelines—offering renowned artists presenting music rooted in classical and jazz music genres;
2. Five Friday morning Summer Master Classes—four of these master classes occur between and are eligible for funding within the July 1, 2021-June 30, 2022 parameters of this grant's guidelines—offered to children and youth (ages 8-18) and adults, taught by a cadre of artists appearing on the Summer Concert Series;
3. Reasonably-priced concert and FREE Summer Master Classes admission rates;
4. Free concert tickets and master classes increasing numbers of children and youth;
5. An extensive and targeted marketing strategy to pique interest throughout the diverse cross-sections of Miami-Dade County;
6. A fully ADA-compliant project venue with trained, in-kind volunteer staff.

2.2. Partnerships & Collaborations - (Maximum characters 2000.)

Describe any partnerships and/or collaborations with organizations directly related to the Specific Cultural Project (SCP) or General Programming (GPS). Discuss the responsibilities and benefits of the relationship and whether any formal agreements are in place.

The most effective means of audience development are through partnerships with other organizations. These formal relationships include and provide the following:

- ***The Beacon Council and Business Development District Members***: Member e-linkage, sponsorship leads and co-marketing opportunities that help to more deeply diversify our reach into the broader community;
- ***Greater Miami Convention and Visitors' Bureau***: Postings and event listings within various cultural guides and cyber areas that reach an increasing number of not only tourists, but recent arrivals to the area;
- ***NAACP (Miami-Dade)***: Linkage to its web and e-addresses for the marketing of the Summer Concert Series;
- ***New World Symphony, Adrienne Arsht Center, and University of Miami Frost School of Music***: A reciprocal exchange of e-linkage for the dissemination of concert information through additional viral marketing;
- ***Miami-Dade (M-D) County Office of Parks and Recreation***: Assistance with Concert Series site postings and dissemination of brochures;
- ***M-D County Public Schools Office of Academics and Transformation, and Home Education Program***: Lists of students to target for Young Musicians' Summer Master Classes and free Summer Concert Series tickets.

2.3. Timeline - (Maximum characters 2000.)

List timeline of activities during the grant period.

The CAP Summer Concert Series and Summer Master Classes are implemented throughout the following areas and timeline:

1. ***FUNDRAISING May 2019-September 2020***: Funding sources (local, state, federal and foundation) identified, evaluated and solicited. September 2020: Fundraising letter and

contribution form formulated and sent to patrons; leads acquired from most recent and past Summer Concert Series' surveys.

2. **ARTIST SELECTION & PROSPECT-ROUTING LIST May 2020-January 2021:** Artists identified. May 2020-January 2021: Artists' managements queried as to artists' availability; artists' moved to a prospect list for routing considerations (early and consistent relationships with artists' management prompt a routing and best fee within our budget).
3. **FINAL NEGOTIATIONS WITH ARTISTS' MANAGEMENT January 2021-March 2021:** Routings are fully determined and final fee negotiated.
4. **MARKETING & ADVERTISING March 2021-August 2021:** The extensive amount of marketing done warrants a more detailed timeline. (See the *Detailed Marketing Plan and Timeline* within support materials.)

E. Impact Page 5 of 12

Instructions

Do not count individuals reached through TV, radio, cable broadcast, the Internet, or other media. Include actual audience numbers based on paid/free admissions or seats filled. Avoid inflated numbers, and do not double-count repeat attendees.

Applicants to the UCCD Salary Assistance category should calculate the number of individuals benefiting based on the number of jobs the grant funds in the application is supporting. If it is only one (1) position, then the number of individuals benefiting should be one (1).

1. What is the estimated number of proposal events? *

8

2. What is the estimated number of opportunities for public participation? *

8

3. How many Adults will be engaged? *

1,474

4. How many school based youth will be engaged? *

0

5. How many non-school based youth will be engaged? *

900

6. How many artists will be directly involved?

Enter the estimated number of professional artists that will be directly involved in providing artistic services specifically identified with the proposal. Include living artists whose work is represented in an exhibition regardless of whether the work was provided by the artist or by an institution. This figure should reflect a portion of the total individuals benefiting. If no artists were directly involved in providing artistic services enter 0.

6.1. Number of artists directly involved? *

6.2. Number of Florida artists directly involved?

8

Total number of individuals who will be engaged?

2396

7. Select all categories that make up 25% or more of population directly benefiting (excluding broadcasts and online programming): *

- ☒ Children/Youth (0-18 years)
- ☒ Young Adults (19-24 years)
- ☒ Adults (25- 64 years)
- ☒ Older Adults (65+ years)

8. Select all categories that make up 25% or more of population directly benefiting (excluding broadcasts and online programming): *

- ☒ Hispanic/Latino

9. Describe the demographics of your service area. - (Maximum characters 1500.)

For the information in this section, the applicant accessed the most recent demographics data available from the Census Bureau's 2018 American Community Survey (ACS) sent each year to a portion of the U.S. population.

From data released in December of 2019, the following outlines Miami-Dade County population, ethnic composition, median age, most common languages other than English, median household income, average household size, and poverty line number.

- Miami-Dade County has a population of 2,715,516.
- The ethnic composition of the population of Miami-Dade County, FL is the following.
 - Hispanic or Latino = 1.91M (69.1%)
 - Black or African American = 427k (15.5%)
 - White = 355k (12.9%)
 - Asian = 42.3k (1.53%)
 - American Indian & Alaska Native = 2.03k (0.0736%)
 - Native Hawaiian & Other Pacific Islander = 307 (0.0111%)
 - Two or More Races = 18.3k (0.661%)
 - Other Race = 9.12k (0.33%)
- The median age of all people in Miami-Dade County is 40.1.
- The most common languages, other than English, spoken in Miami-Dade County are Spanish (1,713,363 speakers), Haitian (109,336 speakers), and Portuguese (22,483 speakers).
- The median household income of the 896k households in Miami-Dade County, FL is \$52,200.
- The average household size is 3.9 persons.

- 815,730 (+/- 12,124) of Miami-Dade County's entire 2,715,516 population live below the poverty line.

10. Additional impact/participation numbers information (optional) - (Maximum characters 500.)

Use this space to provide the panel with additional detail or information about the impact/participation numbers.

Based on Community Arts Program (CAP) 2019 surveys, the total CAP client base comprises the following percentages: 57.3% Hispanic, 21.5% White, 18.2% Black, 1.4% Asian, .02% Hawaiian and Pacific Islander, .18% Other, and 1.40% two or more races.

The Community Arts Program continues to play a significant role in providing free summer concerts and master classes attendance to a total average of 550 children and families who cannot afford the experience, with an additional 78% of scholarships to an average of 175 children and youth (ages 8-18) enrolled in CAP music classes and performing ensembles throughout the school year.

11. In what counties will the project/program actually take place?

Select the counties in which the project/programming will actually occur. For example, if your organization is located in Alachua county and you are planning programming that will take place in Alachua as well as the surrounding counties of Clay and St. Johns, you will list all three counties. Please do not include counties served unless the project or programming will be physically taking place in that county. *State Service Organization* applicants: Select all counties that will be served by your programming.

☒ Miami-Dade

12. Proposal Impact - (Maximum characters 3500.) *

Describe the economic impact of your organization as a whole and of the proposal in particular on your local community. Include a description of your proposal's education and outreach activities.

Organizations: Include the economic impact of your organization as a whole.

Solo Artists: Include any positive social elements and community engagement anticipated from the project.

IMPORTANT NOTE: The below is data available prior to the existing, uncharted situations surrounding COVID-19. CAP understands an on-going need to gauge below figures by changing variables, such as the Miami-Dade County workforce that, like most, continues to struggle and hold a large number of initial unemployment claimants – currently 66,842 (5% of M-D County's workforce). This, in turn, may spark fewer resources available to audiences – monetary or otherwise. Recent data do point to audiences eager to re-engage, when best, with cultural activities. No doubt, arts institutions will play a vital role in economic recovery.

Local Economic Impact: This Proposal

The result of a high-quality product is increased discretionary spending (e.g., dining and accommodations) by audiences, thereby creating economic fortitude. With that, the Community Arts Program sparks attendees' discretionary spending within our community. Examples of this include:

- Partnerships with local restaurants, which provide pre-concert samplings of their food, have increased restaurants' revenue by 10% and our ticket revenue by 9.5% (based on 2019 figures).
- Figures reported to the Tourist Development Council reflect an average of 128 hotel rooms booked as the result of Summer Concert Series activities.

In addition, for the activities within this proposal, we choose local vendors for intermission concessions, backline and printing needs, and South Florida artists to fill out headline musicians' requests. Each of these also adds to Florida's economic strength.

Local Economic Impact: The Community Arts Program as a Whole

For an estimate of the Community Arts Program's overall total economic impact, it employs use of the *Arts & Economic Prosperity V Calculator*, a tool made available by Americans for the Arts. The following approximations are founded on research findings from 341 diverse communities and regions across the country, representing all 50 states and the District of Columbia. The following is based on the Community Arts Program's overall projected cash expenditures of \$339,625 and projected number of 4,000 audience members throughout the next fiscal year (ending 8/31/2021).

Total Expenditures = \$477,899

FTE Jobs = 15

Household Income = \$360,601

Local Government Revenue = \$20,835

Total Expenditures = The total dollars spent by the Community Arts Program and its audience. (The average dollars spent per person by arts event attendees in similarly populated communities.)

FTE Jobs = The total number of full-time equivalent (FTE) jobs in Miami-Dade County that are supported by the expenditures made by the Community Arts Program and/or its audiences.

Household Income = The total dollars paid to community residents as a result of the expenditures made by the Community Arts Program and/or its audiences.

Government Revenue = The total dollars received by Miami-Dade County governments (e.g., license fees, taxes) as a result of the expenditures made by the Community Arts Program and/or its audiences.

PROPOSAL'S EDUCATION & OUTREACH

Comp tickets to the Community Arts Program Summer Concert Series and FREE Summer Master Classes remain available to students throughout Miami-Dade County. Upwards of 500 children and youth receive free Summer Concert Series tickets. Upwards of 600 children and youth attend free Summer Master Classes. (Numbers are based on 2018 and 2019 averages.)

Additionally, an average of 150 Summer Concert Series comp tickets and invitations to free Summer Master Classes are given to the Miami Rescue Mission, Inc. These provide positive experiences that enhance the Mission's rehabilitation efforts to offer life-changing opportunities for men who suffer from life-controlling problems such as homelessness, chemical abuse or addiction, medical and mental issues, illiteracy, and lack of adequate job skills.

Summer Concert Series comp tickets and free Summer Master Classes—to students, families, and others challenged by circumstance and opportunity—help to make educational and cultural enrichment more accessible. The overall education and outreach impact is more children, youth, and adults served by affordable and life-enhancing cultural and educational experiences, all of which strengthen the community as a whole.

13. Marketing and Promotion - (Maximum characters 3500.) *

Describe the marketing/promotion/publicity plans and audience development/expansion efforts as related to the proposal. For example, include information on advertising, social media, collaboration with local organizations, brochures, etc.

Ten strategies form an integrated plan over multiple platforms. This ensures regional, state, national, and international reach. To bolster this, the CommunityArtsProgram.org website employs search engine optimization and interfaces with social media (Facebook, Instagram, Twitter and YouTube).

1. **Cross Promoting** with University of Miami Frost School of Music, Adrienne Arsht Center, New World Symphony and brochure exchanges with numerous cultural organizations; the Beacon Council, Greater Miami Convention Center and Visitors Bureau, Business Development District Members, M-D NAACP, Coral Gables Chamber of Commerce, and private individuals & businesses;
2. **Cyber & Social Media Listings** that include CommunityArtsProgram.org, CoralGables.com, GablesHomePage.com, MiamiandBeaches.com, Organiste.net, Jazziste.net, JazzBluesFlorida.com, SouthFloridaClassicalReview.com, and MiamiArtZine.com. Social media cyber marketing includes Facebook (Facebook.com/CommunityArtsProgram), Instagram (Instagram.com/CommunityArtsProgram), Twitter (Twitter.com/CommArtsProgram); and YouTube (YouTube.com/CommunityArtsProgram);
3. **Electronic Mail Blasts** through e-mail partnerships (blasts launched from participants' e-databases) with WLRN 91.3 FM, WDNA 88.9 FM, Adrienne Arsht Center, New World Symphony, University of Miami Frost School of Music and blasts launched from the Community Arts Program e-database of 3,700 email address for viral marketing through MailChimp;
4. **Direct Mail Brochures** posted to 17,477 households listed in our concert data base (Based on 2020 numbers);
5. **Press Releases through PR Newswire** encompass all media and include 5,000 cyber sources;
6. **Print, Online Ads & Feature Stories** that appear in *Coral Gables Cultural Calendar*, *In the Gables Magazine*, *El Nuevo Herald*, *Diario Las Americas*, *Miami Herald* and *Neighbors*, *Miami New Times*, *South Florida Sun-Sentinel*, *El Sentinel*, *South Florida Classical Review* and *What's Happening in Greater Miami and the Beaches Calendar of Events*;
7. **Radio** WDNA 88.9 FM, WLRN 91.3 FM, and WZAB 880 AM, with advertising generated through spots, PSAs, on-air interviews, and calendar listings;
8. **Television** Coral Gables TV and local PBS affiliates WLRN-TV 17 and WPBT 2, with advertising through PSAs, on-air interviews, and calendar listings;
9. **Strategic Placement of Flyers** in partnership with Miami-Dade business establishments and Miami-Dade Chamber of Commerce, the local NAACP chapter, consulates, the Beacon Council, the Business Development District Members and Greater Miami Convention and Visitors Bureau, music teachers' studios, and various summer music programs at Florida Memorial University, University of Miami, and Miami-Dade College, and
10. **Consultations** with Florida music educators, Office of Academics and Transformation, Home Education Program and private music teachers.

See the support materials for a *Detailed Marketing Plan and Timeline* that outlines overall marketing position, objectives, strategies and timeline.

AUDIENCE DEVELOPMENT

The most effective means of audience development are through partnerships with other organizations. These formal relationships include and provide the following:

- **The Beacon Council and Business Development District Members:** Member e-linkage, sponsorship leads and co-marketing opportunities that help to more deeply diversify our reach into the broader community;
- **Greater Miami Convention and Visitors' Bureau:** Postings and event listings within various cultural guides and cyber areas that reach an increasing number of not only tourists, but recent arrivals to the area;
- **NAACP (Miami-Dade):** Linkage to its web and e-addresses for the marketing of the Summer Concert Series;
- **New World Sym., Adrienne Arsht Center, and University of Miami Frost School of Music:** A reciprocal exchange of e-linkage for the dissemination of concert information through additional viral marketing;
- **Miami-Dade (M-D) County Office of Parks and Recreation:** Assistance with Concert Series site postings and dissemination of brochures;
- **M-D County Public Schools Office of Academics and Transformation, and Home Education Program:** Lists of students to target for Summer Master Classes and free Summer Concert Series tickets.

F. Management and Operating Budget Page 6 of 12

1. Fiscal Condition and Sustainability - (Maximum characters 1750.) *

Describe the fiscal condition of the organization as it relates to the successful completion of the proposal. Also describe plans to sustain the proposal activities after the grant period.

BREAKDOWN: Project's Fiscal Condition (based on \$130,418 cash revenue needed)

- 38% of the project's cash revenue is fully anticipated, based on pledges and grant review/recommendations received (i.e., *Private Individual & Business Donations* and *Government Support* Miami-Dade County Department of Cultural Affairs).
- 43% of the project's cash revenue is pending (i.e., *Government Support* City of Coral Gables, *Admissions*, *Other Revenues*, and *Foundation Support*). Based on the organization's 35-year history, these have consistently been met or exceeded by 5%.

NOTE:

- 19% of the project's cash revenue is remaining and is requested through this Florida Department of State Division of Cultural Affairs grant request of \$25,000.
- Any portion of the requested State amount not funded will be, if necessary, recouped through additional private and/or corporate donations.

POST-GRANT PERIOD SUSTAINABILITY OF PROPOSAL ACTIVITIES

The Community Arts Program (CAP) carries no debt and has always remained watchful within its overall fiscal planning and condition. Throughout the current fiscal year (FY2019-20), the Community Arts Program has risen to the challenges of COVID-19 with budget adjustments and virtual programming that have allowed CAP to continue uninterrupted, maintain top-of-mind awareness, and to remain fiscally healthy. See the "Additional Operating Budget Information" section. Each current action builds the success of the FY2020-21 project within this application, and post-grant period sustainability.

As in the past—and increasingly more evident now—building contingency within fiscal planning remains paramount in moving forward. A Community Arts Program Endowment Fund was established seven years ago through private and personal donations. A sum of \$70,000 has been acquired to date. This amount establishes a match framework from which to grow the already-acquired amount. This endowment amount is not reflected in the operating budget of this proposal, as it is not relied upon as part of the "planned" income and expenditure needs of the organization or project of this proposal.

2. Evaluation Plan - (Maximum characters 1750.) *

Briefly describe your methods and processes for gathering, analyzing, and reporting data to evaluate your programming with the purpose of improving, deciding to continue, or stopping.

The project's evaluation hinges upon seven key measurement tools that collect objective info and data to interpret and analyze for program expansion and improvement. The avenues for collection and interpretation include the following:

1. **Critical reviews** by press;
2. **Public reactions** by way of verbal and written comments in a written survey (an inquiry into demographics, psychographics, marketing source, and artist preferences). This survey continues to have a 94% average rate of completion and return. Data from surveys form improvement strategies based from a "collective customer voice." (See sample *Concert Survey* included within support materials.);
3. **Social Media Engagement** is re-shaping the face of data collection in terms of instantaneous feedback and two-way reciprocal exchange (client <-> provider). Comments posted on social media and analytics from numbers of "Likes," "Views," "Shares," etc. form an aggregate customer opinion reviewed and then weighted within the organization's action plans;
4. **Excel and Access database tracking systems** that measure ticket distribution, demographics, and attendance;
5. **Follow-up meetings** which involve strategic outside sources that include private and government cultural and educational officials, community leaders, and students (particularly students ages 8-18) who represent the project's diverse population;
6. **Post-concert follow-up** meetings engaging the Advisory Board and administrative staff of the Community Arts Program.
7. **"Flash-film footage"** captures immediate audience feedback during intermissions and following concerts. This filmed evaluation documents facial and vocal nuances that reveal more than words—within any language—found in written surveys.

3. Completed Fiscal Year End Date (m/d/yyyy) *

8/31/2019

4. Operating Budget Summary

Expenses		Previous Fiscal Year	Current Fiscal Year	Next Fiscal Year
1.	Personnel: Administrative	\$97,847	\$97,847	\$97,847
2.	Personnel: Programmatic	\$101,321	\$106,818	\$108,064
3.	Personnel: Technical/Production	\$4,624	\$10,300	\$4,700
4.	Outside Fees and Services: Programmatic	\$55,000	\$45,000	\$58,000
5.	Outside Fees and Services: Other			
6.	Space Rental, Rent or Mortgage			

7.	Travel	\$780	\$800	\$875
8.	Marketing	\$43,122	\$39,000	\$53,814
9.	Remaining Operating Expenses	\$11,235	\$9,500	\$16,325
A.	Total Cash Expenses	\$313,929	\$309,265	\$339,625
B.	In-kind Contributions	\$39,882	\$74,316	\$84,906
C.	Total Operating Expenses	\$353,811	\$383,581	\$424,531
	Income	Previous Fiscal Year	Current Fiscal Year	Next Fiscal Year
10.	Revenue: Admissions	\$50,000	\$34,000	\$52,000
11.	Revenue: Contracted Services			
12.	Revenue: Other	\$51,558	\$56,200	\$57,000
13.	Private Support: Corporate			
14.	Private Support: Foundation	\$53,911	\$60,000	\$64,125
15.	Private Support: Other	\$41,718	\$30,300	\$41,000
16.	Government Support: Federal			
17.	Government Support: State/Regional	\$25,000	\$25,000	\$25,000
18.	Government Support: Local/County	\$92,000	\$98,500	\$100,500
19.	Applicant Cash	\$4,839	\$5,265	
D.	Total Cash Income	\$319,026	\$309,265	\$339,625
B.	In-kind Contributions	\$39,882	\$74,316	\$84,906

E. Total Operating Income	\$358,908	\$383,581	\$424,531
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5. Additional Operating Budget Information (optional) - (Maximum characters 500.)

Use this space to provide the panel with additional detail or information about the operating budget. For example, if you have a budget deficit or there has been a large change in your operating budget compared with last fiscal year.

Current Fiscal Year (2019-20)

Due to COVID-19, the *2020 Summer Concert Series* is shifting to virtual. *Personnel: Technical/Production* expenses increased. *Outside Fees and Services* expenses decreased. *Revenue Admissions* is less due to on-line donations vs. “hard” ticket sales + lower discretionary spending. *Private Support: Other* income is decreased due to more-conservative giving within COVID-19.

Next Fiscal Year (2020-21)

Marketing swell can raise needed cultural consciousness in the Next Fiscal Year (2020-21). As such, *Marketing Expense* is pro-actively increased—over pre-COVID marketing expenditure—by 25%.

6. Paid Staff

- ☐ Applicant has no paid management staff.
- ☐ Applicant has at least one part-time paid management staff member (but no full-time)
- ☒ Applicant has one full-time paid management staff member
- ☐ Applicant has more than one full-time paid management staff member

7. Hours *

- ☒ Organization is open full-time
- ☐ Organization is open part-time

G. Management and Proposal Budget Page 7 of 12

1. Rural Economic Development Initiative (REDI) Waiver *

☐ Yes

☒ No

2. Proposal Budget Expenses:

Detail estimated proposal expenses in the budget categories listed below. Include only expenses that specifically related to the proposal. You can find a list of non-allowable and match only expenses at <http://dos.myflorida.com/cultural/grants/grant-programs/>. Proposal Budget expenses must equal the Proposal Budget income.

For General Program Support the Proposal Budget should match the operating budget minus non-allowable expenses (see non-allowable expenses).

2.1. Personnel: Administrative *

#	Description	Grant Funds	Cash Match	In-Kind Match	Total
1	Executive & Artistic Director	\$4,000	\$42,000	\$0	\$46,000
Totals:		\$4,000	\$42,000	\$0	\$46,000

2.2. Personnel: Programmatic *

#	Description	Grant Funds	Cash Match	In-Kind Match	Total
1	Volunteers	\$0	\$0	\$10,000	\$10,000
Totals:		\$0	\$0	\$10,000	\$10,000

2.3. Personnel: Technical/Production *

#	Description	Grant Funds	Cash Match	In-Kind Match	Total
1	Sound & Lighting Technician	\$0	\$3,500	\$0	\$3,500
Totals:		\$0	\$3,500	\$0	\$3,500

2.4. Outside Fees and Services: Programmatic *

#	Description	Grant Funds	Cash Match	In-Kind Match	Total
Totals:		\$10,000	\$34,000	\$0	\$44,000

#	Description	Grant Funds	Cash Match	In-Kind Match	Total
1	15 Performing Artists (includes artist and back-up band or accompanist over 4 concerts) and 4 Master Class Artists/Teachers	\$10,000	\$34,000	\$0	\$44,000
Totals:		\$10,000	\$34,000	\$0	\$44,000

2.5. Outside Fees and Services: Other *

#	Description	Grant Funds	Cash Match	In-Kind Match	Total
1	Artsits' Accommodations (15 artists for 2 nights @ \$160 per night)	\$0	\$0	\$4,800	\$4,800
Totals:		\$0	\$0	\$4,800	\$4,800

2.8. Marketing *

#	Description	Grant Funds	Cash Match	In-Kind Match	Total
1	MailChimp Viral E-Marketing Platform	\$0	\$289	\$0	\$289
2	Direct Mail Flyer Design & Printing	\$3,000	\$3,000	\$0	\$6,000
3	Radio Spots	\$8,000	\$11,000	\$9,500	\$28,500
4	Print Ads	\$0	\$4,500	\$3,300	\$7,800
5	Website & Social Media	\$0	\$3,100	\$5,000	\$8,100
Totals:		\$11,000	\$21,889	\$17,800	\$50,689

2.9. Remaining Proposal Expenses *

#	Description	Grant Funds	Cash Match	In-Kind Match	Total
1	Backline Rentals	\$0	\$1,800	\$0	\$1,800
2	Postage	\$0	\$2,229	\$0	\$2,229
Totals:		\$0	\$4,029	\$0	\$4,029

Amount of Grant Funding Requested:

\$25,000

Cash Match:

\$105,418

In-Kind Match:

\$32,600

Match Amount:

\$138,018

Total Project Cost:

\$163,018

3. Proposal Budget Income:

Detail the expected source of the cash match recorded in the expenses table in the budget categories listed below. Include only income that specifically relates to the proposal. The Proposal Budget income must equal the Proposal Budget expenses.

3.1. Revenue: Admissions *

#	Description	Cash Match	Total
1	Concert Admissions	\$45,000	\$45,000
Totals:		\$0	\$45,000

3.3. Revenue: Other *

#	Description	Cash Match	Total
1	Artists' Merch Sales	\$1,400	\$1,400
Totals:		\$0	\$1,400

3.5. Private Support: Foundation *

#	Description	Cash Match	Total
1	Coral Gables Community Foundation	\$2,500	\$2,500
Totals:		\$0	\$2,500

3.6. Private Support: Other *

#	Description	Cash Match	Total
1	Private Individual & Business Donations	\$19,318	\$19,318
Totals:		\$0	\$19,318

3.8. Government Support: Regional *

#	Description	Cash Match	Total
1	City of Coral Gables	\$7,100	\$7,100
Totals:		\$0	\$7,100

3.9. Government Support: Local/County *

#	Description	Cash Match	Total
1	Miami-Dade County Department of Cultural Affairs	\$30,100	\$30,100
Totals:		\$0	\$30,100

Total Project Income:

\$163,018

3.11. Proposal Budget at a Glance

Line	Item	Expenses	Income	%
A.	Request Amount	\$25,000	\$25,000	15%
B.	Cash Match	\$105,418	\$105,418	65%
	Total Cash	\$130,418	\$130,418	80%
C.	In-Kind	\$32,600	\$32,600	20%
	Total Proposal Budget	\$163,018	\$163,018	100%

4. Additional Proposal Budget Information (optional) - (Maximum characters 500.)

Use this space to provide the panel with additional detail or information about the proposal budget. For example, if you have more in-kind than you can include in the proposal budget you can list it here.

H. Accessibility Page 8 of 12

1. Describe how the facilities and proposal activities are accessible to all audiences and any plans that are in place to improve accessibility. - (Maximum characters 2500.) *

For example, explain use of accessibility symbols in marketing materials, accessibility of facilities and programming and/or target population. You can find resources on accessibility at <http://dos.myflorida.com/cultural/info-and-opportunities/resources-by-topic/accessibility/>. We encourage all applicants to include images in the support materials showing the use of accessibility symbols in marketing materials.

ACCESSIBILITY, LANGUAGE, SIGHT, and LISTENING SERVICES are available at all Summer Concert Series concerts and Summer Master Classes. Accessibility symbols are used in all marketing materials as well as the following statement: *To request materials in accessible format, and/or any disability accommodation, please contact 305.448.7421, ext. 120 or Info@CommunityArtsProgram.org five days in advance to initiate your request. TTY users may also call 711 (Florida Relay Service).* Examples of the aforementioned can be found on marketing samples included within this grant's support materials.

The following support the above.

1. **Ongoing training** to our staff of 43 volunteers provides sensitive and competent assistance to challenged and seasoned members of the community.
2. **Designated areas for special seating** are available and well-marked. To make this process as smooth as possible, participants are encouraged to request special assistance at the time of securing tickets. This heads-up approach is beneficial for even greater efficiency when engaging our bi-lingual volunteers who, collectively, are versed in English, French, Creole, Spanish, Portuguese, and sign language.
3. **Braille Signage** is throughout the facility.
4. A total of 10 **assisted-listening devices** (five are typically needed) are made available to the aurally-impaired.
5. Coral Gables Congregational Church is equipped with **two ADA-compliant entrance ramps** and **seven ADA-compliant bathrooms**. These accessibility improvements were made possible, in part, through a Miami-Dade County Department of Cultural Affairs capital development grant.

Individual or Solo Artists: Skip questions 2-5 and move on to section I.

2. Policies and Procedures

☒ Yes

☐ No

3. Staff Person for Accessibility Compliance

☒ Yes

☐No

3.1. If yes, what is the name of the staff person responsible for accessibility compliance?

Mark Hart

4. Section 504 Self Evaluation

☒Yes, the applicant has completed the Section 504 Self Evaluation Workbook from the National Endowment for the Arts.

☐Yes, the applicant completed the Abbreviated Accessibility Checklist.

☐No, the applicant has not conducted an accessibility self-evaluation of its facilities and programs.

4.1. If yes, when was the evaluation completed?

8/1/2019

5. Does your organization have a diversity/equity/inclusion statement?

☒Yes

☐No

5.1. If yes include here: - (Maximum characters 1500.)

The Community Arts Program (CAP) travels an ongoing journey to identify how to build core values of diversity, equity, and inclusion into all operations, and to model those as CAP advances its mission. CAP embraces diversity, equity, and inclusion as organizational principles that intentionally make space for positive outcomes to flourish. To this end, CAP holds honest internal dialogue that encourages staff and board members to reflect, listen to, and learn from each other's experiences. Staff training and board meetings focus on core ethics, examine internal biases, and then adopt practices that promote diversity, equity, and inclusion of all - no matter differences in ethnicity, gender identity, sexual orientation, ability status, socioeconomic status, and geography. With these ideals, CAP holds that—no matter differences—we are each more alike. And, a positive well-spring of renewed acceptance comes from bringing “differences” closer together.

I. Attachments and Support Materials Page 9 of 12

Complete the support materials list using the following definitions.

- **Title:** A few brief but descriptive words. Example: "Support Letter from John Doe".
- **Description:** (optional) Additional details about the support materials that may be helpful to staff or panelists. Identify any works or artists featured in the materials. For larger documents, please indicate page number for DCA credit statement and/or logo.
- **File:** The file selected from your computer. For uploaded materials only. The following sizes and formats are allowed.

Content Type	Format/extension	Maximum size
Images	.jpg, .gif, .png, or .tiff	5 MB
documents	.pdf, .txt, .doc, or .docx	10 MB
audio	.mp3	10 MB
video	.mp4, .mov, or .wmv	200 MB

MacOS productivity files such as Pages, Keynote, and Numbers are not acceptable formats. Please save files into .pdf format before submission.

1. Required Attachment List

Please upload your required attachments in the spaces provided. .

1.1. Substitute W-9 Form

File Name	File Size	Uploaded On	View (opens in new window)
Substitute W-9 Form.pdf	33 [KB]	5/17/2020 10:08:11 AM	View file

2. Support materials (required)

File	Title	Description	Size	Type	View (opens in new window)
1. Artists' Biographies.pdf	PROJECT'S ARTISTS' BIOGRAPHIES	CAP 2021 Summer Concert Series Artists & Summer Master Classes Teachers	982 [KB]		View file

File	Title	Description	Size	Type	View (opens in new window)
2. Detailed Marketing Plan & Timeline.pdf	DETAILED MARKETING PLAN & TIMELINE	Find here a comprehensive marketing plan and corresponding timeline for strategies marketing the CAP 2021 Summer Concert Series and Summer Master Classes.	1049 [KB]		View file
3. Letters of Support Samples.pdf	LETTERS OF SUPPORT SAMPLES	Miami-Dade County Public Schools, National Public Radio WLRN-FM, and Public Radio WDNA-FM: Each supports the cultural and educational value and accessibility offered by the Community Arts Program (CAP).	1453 [KB]		View file
4. Roster of Project's Past Artists.pdf	ROSTER OF PROJECT'S PAST ARTISTS	This roster lends evidence to the consistency of renowned artistic quality found within the CAP Summer Concert Series and Summer Master Classes.	827 [KB]		View file
5. FLYER - CAP 2019 Summer Concert Series and Master Classes.pdf	FLYER: CAP 2019 SUMMER CONCERT SERIES & SUMMER MASTER CLASSES	This marketing piece produced each year, is distributed to 17,477 households (based on 2019 numbers) within the South Florida geography to pull an audience base that extends into the Tri-County areas of Broward, Miami-Dade and Monroe.	1759 [KB]		View file
6. Evaluation Tool Concert Survey.pdf	EVALUATION TOOL: CONCERT SURVEY	This is one of the project's evaluation tools used to garner (a) public reaction by way of written comments, (b) demographics and psycho-graphics, (c) the most effective marketing sources, and (d) artist preferences of our audience. Historically this survey holds a 94% rate of completion and return (~423 from each concert event).	804 [KB]		View file

File	Title	Description	Size	Type	View (opens in new window)
7. History + Press Article & Cyber-Print Ad Samples.pdf	HISTORY + PRESS ARTICLE & PRINT-CYBER AD SAMPLE	The attached tells the history of the entire Community Arts Program (CAP): Includes the project of this grant as well as the after-school CAP Conservatory for the Arts. Additionally, a press article and print & cyber ad sample show the CAP Summer Concert Series quality and product that is released throughout print and cyber media that reach local, national, and international audiences.	26370 [KB]		View file
8. Sponsorship Package 2021.pdf	SPONSORSHIP PACKAGE	CAP is offers private business owners sponsorship opportunities that boost their awareness and drive local and tourist numbers into their establishments. The attached Sponsorship Package outlines benefits currently offered to businesses supporting the project of this grant application. NOTE: Sponsorships are based on cash, in-kind, or a combination of both.	1830 [KB]		View file

2.1.

J. Notification of International Travel Page 10 of 12

In accordance with Section 15.182, Florida Statutes, the grantee shall notify the Department of State of any international travel at least 30 days before the date the international travel is to commence or, when an intention to travel internationally is not formed at least 30 days in advance of the date the travel is to commence, as soon as feasible after forming such travel intention. Notification shall include date, time, and location of each appearance.

1. Notification of International Travel

☒ I hereby certify that I have read and understand the above statement and will comply with Section 15.182, Florida Statutes, International travel by state-funded musical, cultural, or artistic organizations; notification to the Department of Economic Opportunity.

K. Florida Single Audit Act Page 11 of 12

Florida Single Audit Act

The following question relates to the Florida Single Audit Act. Important: if you answer yes to the following question, State law requires you comply with the Florida Single Audit Act, Section 215.97 Florida Statutes, by uploading an audit report below. You will need to select "Save" at the bottom of this page to make your changes final.

See: <https://apps.fldfs.com/fsaa/> and https://flauditor.gov/pages/pdf_files/fsaa%20q_a.pdf for more information and specific definitions.

1. Has your organization met the \$750,000 annual assistance threshold identified in Section 215.97 F.S. and 2 CFR 200 from all combined state sources and/or all combined federal sources during your organization's last fiscal year?

☐ Yes

☒ No

L. Review & Submit Page 12 of 12

1. Guidelines Certification

☒ I hereby certify that I have read and understand the guidelines and all application requirements for this grant program outlined under section 265.701, Florida Statutes and incorporated by reference into Rule 1T-1.039, Florida Administrative Code.

2. Review and Submit

☐ I hereby certify that I am authorized to submit this application on behalf of Coral Gables Congregational Church (United Church of Christ), Inc. and that all information indicated is true and accurate. I acknowledge that my electronic signature below shall have the same legal effect as my written signature. I am aware that making a false statement or representation to the Department of State constitutes a third degree felony as provided for in s. 817.155, F.S., punishable as provided for by ss. 775.082, 775.083, and 775.084.

2.1. Signature (Enter first and last name)

Mark Hart