

Miami-Dade County

Project Title: Miami-Dade County: Vision for a major, international cultural capital

Grant Number: 22.c.ps.500.517

Date Submitted: Monday, June 1, 2020

A. Cover Page Page 1 of 12

Guidelines

Please read the current Guidelines prior to starting the application: 2021-2022 General Program Support Grant Guidelines

Application Type

Proposal Type: Local Arts Agency


Funding Category: Level 3

Discipline: N/A

Proposal Title: Miami-Dade County: Vision for a major, international cultural capital

B. Contacts (Applicant Information) Page 2 of 12

Applicant Information

- a. **Organization Name:** Miami-Dade County 
- b. **FEID:** 59-6000573
- c. **Phone number:** 305.375.4634
- d. **Principal Address:** 111 NW 1st St; Suite 625 Miami, 33128
- e. **Mailing Address:** 111 NW 1st St; Suite 625 Miami, 33128
- f. **Website:** www.miamidade.gov
- g. **Organization Type:** County Government
- h. **Organization Category:** Government: Other
- i. **County:** Miami-Dade
- j. **DUNS number:** 004341606
- k. **Fiscal Year End Date:** 09/30

1. Grant Contact *

First Name

Marialaura

Last Name

Leslie

Phone

305.375.5042

Email

ML8@miamidade.gov

2. Additional Contact *

First Name

Katherine

Last Name

Revell

Phone

305.375.5830

Email

katherine.revell@miamidade.gov

3. Authorized Official *

First Name

Michael

Last Name

Spring

Phone

305.375.5049

Email

ms4@miamidade.gov

4. National Endowment for the Arts Descriptors

4.1. Applicant Status

Government - County

4.2. Institution Type

Arts Council/Agency

4.3. Applicant Discipline

Multidisciplinary

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

Miami-Dade County Department of Cultural Affairs

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)

5. How long has the applicant been incorporated in Florida?*

- ☐ Less than 3 years
- ☐ 3-4 years (required minimum for LAA, Level 2 eligibility)
- ☒ 5 or more years (required minimum for LAA, level 3 eligibility)

6. Is the applicant designated as the Local Arts Agency by the local county commission per s. 265.32, F.S.?*

- ☒ Yes (required for eligibility)
- ☐ No

D. Excellence Page 4 of 12

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

The Miami-Dade County Department of Cultural Affairs (DCA) and its volunteer advisory board, the Cultural Affairs Council, develop cultural excellence, diversity and participation throughout Miami-Dade County by strategically creating and promoting opportunities for more than 1,000 not-for-profit cultural organizations and thousands of artists, as well as 2.9 million Miami-Dade residents and 15.9 million visitors who are their audiences.

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.

The Miami-Dade County Department of Cultural Affairs invests and leverages its resources through three main goals to cultivate Greater Miami's vibrant and diverse international cultural community. The Department serves a multilingual and diverse population including Hispanic, White, African American, Asian and Haitian communities that comprise Miami's multi-ethnic cultural landscape.

Key stakeholders include:

- artists;
- cultural organizations;
- creative workers;
- arts educators;
- arts patrons;
- board members;
- donors;
- residents;
- tourists; and
- civic organizations that help develop business, tourism and civic life.

GOAL #1: Advocate for effective cultural policies and for more public and private resources to invest in cultural organizations and artists

Objective:

Provide grants and technical assistance to cultural organizations and individual artists

Activities:

- The Department promotes the growth of Miami-Dade County's cultural community through 18 competitive grant programs designed to address specific cultural projects, organizations and individual artists' needs.
- The Department makes more than 500 grants a year. This public funding insures that residents and visitors are provided with year-round educational and high quality entertainment opportunities.
- The Department provides training opportunities and technical assistance in support of cultural activities including professional development opportunities for artists, arts administrators, teachers, board members and cultural organizations.

GOAL #2: Improve, build and operate cultural facilities to make the arts affordable and accessible to all residents and visitors

Objective:

Develop, improve, manage and operate cultural facilities; and improve the visual quality of Miami-Dade's built environment

Activities:

A core value of government investment in the arts must be making opportunities available to all to experience outstanding cultural activities. The Department accomplishes this, in part, through its cultural facilities work which includes:

- a capital grants program that provides support to non-profit arts groups for improving cultural facilities;
- management of capital funds allocated to non-profit arts groups and municipalities for the development of new cultural facilities and/or renovation/expansion of existing facilities;
- improvements and operation of four County-owned and operated neighborhood cultural facilities:
 - South Miami-Dade Cultural Arts Center in a rural/agricultural community;
 - Miami-Dade County Auditorium in Little Havana;
 - Joseph Caleb Auditorium in Liberty City; and
 - African Heritage Cultural Arts Center, whose alumni include Robert Battle, Artistic Director of Alvin Ailey American Dance Theater and Tarell Alvin McCraney, co-creator of the Oscar Award-winning movie Moonlight.
- In 2004, Miami-Dade County voters approved cultural capital projects totaling over \$450 million of a \$2.9 billion general obligation bond program. Overseen by a staff team of 3 architects and 2 contractors, these projects include acquisition, expansion, renovation, and/or new construction including:
 - Seminole Theater in Homestead;
 - Pérez Art Museum Miami; and
 - the Frost Science Museum in downtown Miami.
- In addition to developing better culture facilities in neighborhoods throughout Miami-Dade County, the Department directs the Art in Public Places Program which manages Miami-Dade's award-winning public art collection of more than 700 works. Since 1973, Art in Public Places has commissioned works of public art that transform civic spaces, and celebrate the diversity and the remarkable uniqueness of Miami-Dade County. One of the first public art programs in the country,

Art in Public Places was established with the passage of an ordinance allocating 1.5% of capital cost of new county buildings for the purchase or commission of artworks. The program has commissioned work from Miami artists, such as Robert Chambers, Jose Bedia and Gary Moore and major international artists including Ed Ruscha, Claus Oldenburg and Xaviera Simmons. The Department's work in the area of facilities and public art enhances public buildings and improves the overall experience of public spaces.

Goal #3: Encourage greater participation by advancing arts education and outreach programs and marketing our cultural community broadly and innovatively, providing equitable access to the arts

Objective:

Increase participation, develop new audiences, promote cultural tourism, disseminate information, and pioneer inclusion-focused programs reaching audiences of all abilities

Activities:

A guiding principle of the Department's work is that publicly funded cultural activities must be accessible, affordable, inclusive and reflective of the diverse population of Miami-Dade County. To ensure equitable access to arts experiences for all of our residents and visitors, the Department has a robust portfolio of engagement programs including:

- Culture Shock Miami - An audience development program that provides \$5 tickets for high school and college students ages 13-22 to attend top performances and visual arts exhibitions, representing the broadest diversity of Miami's artistic offerings.
- Golden Ticket Arts Guide – A free ticket program for Miami-Dade senior residents, ages 62 and over. Seniors can enjoy cultural events included in the Golden Ticket Arts Guide free of charge. The Guide is printed in large print and available in both English and Spanish.
- All Kids Included – Accessible Arts Experiences for Kids – An accessibility initiative that promotes inclusive cultural programs so kids of all abilities and their families can participate fully in the arts. Highlights include: the annual All Kids Included Family Arts Festival, the Sensory-Friendly Toolkit for arts groups and Youth Arts in the Parks for kids with and without disabilities.
- Events Calendar - Published online in collaboration with the Greater Miami Convention and Visitors Bureau.

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 Department of Cultural Affairs cultivates strong collaborations with business, civic and community partners in support of the arts. A few examples include:

- Arts and Business Council of Miami provides vital services to the cultural community in partnership with the Department and the private sector including volunteer programs, leadership training, board development, workshops and networking events. The Department partners with

ABC in developing programs including the Miami Arts Marketing Project and ArtBurst Miami, an online media bureau for the performing arts.

- The Beacon Council, Miami-Dade's official economic development agency, recently published a Business and the Arts Report documenting that more than 75% of local companies support the arts in Miami; 81% believe the arts are major economic engine, contributor to the economy and quality of life, and 74% say corporate arts involvement helps to recruit and retain employees.
- The Diaspora Arts Coalition - serves as an arts support network for independent visual, literary and performing artists and businesses in the African American community.
- FUNDarte - a multidisciplinary non-profit organization dedicated to producing, presenting, and promoting music, theater, dance, film and visual arts that speak to Miami's diverse cultures with an emphasis on Hispanic arts and culture.
- Greater Miami Chamber of Commerce works with the Department creating awareness and networking opportunities for individuals involved in local Creative Industries for the purpose of strengthening Miami-Dade's creative economy.
- Greater Miami Convention and Visitors Bureau - The GMCVB's cultural tourism campaign centers on our cultural assets to distinguish Miami among competitor destinations. The Department works with the Bureau on joint marketing efforts to maximize the promotion of Miami's dynamic cultural life including the "Events Calendar" (distribution of 250,000 printed copies annually, available online).
- Sosyete Koukouy, Inc. / Haitian Artists Network - provides increased opportunities for Haitian-American artists through workshops, literary conferences, subsidized performance and exhibit spaces, and community collaborations.
- The Children's Trust, a dedicated source of revenue established by voter referendum, provides annual support to the Department for arts education programs reaching 200,000 children and families.

2.3. Timeline - (Maximum characters 2000.)

List timeline of activities during the grant period.

The Department and its volunteer advisory board, the Cultural Affairs Council, are committed to Greater Miami's reputation as a major international cultural center. All activities, programs and services are calibrated to achieve this result and will occur from July 1, 2021 - June 30, 2022.

Highlights include:

July 2021

Fall Cycle opens - Grants Programs for arts organizations and artists

Summer Bilingual Theater Series - Miami-Dade County Auditorium

Summer Arts Program for Children and Youth - African Heritage Cultural Arts Center

August 2021

Summer programming and dance workshops - South Miami-Dade Cultural Arts Center

Youth Arts in the Parks - summer classes begin

September 2021

Cultural Passport Presenting Series - free performances for Miami-Dade County Public Schools

Culture Shock Miami Presenting Series

Workshops for the South Florida Cultural Consortium Fellowship Program for Visual and Media Artists

October 2021

Golden Ticket Arts Guide – free cultural events for seniors (Distribution: 17,000)

Performance Series - Miami-Dade County Auditorium

Youth Arts in the Parks – fall classes begin

Professional Development Program for Individual Artists

November 2021

Art in Public Places – Temporary Public Art Projects

Anticipated ground-breaking of a new cultural facility: Westchester Cultural Arts Center in Tropical Park
– West Miami-Dade County

December 2021

Miami Art Week - concurrent with Art Basel Miami Beach

Winter performance series - South Miami-Dade Cultural Arts Center

Winter arts camp children and youth - African Heritage Cultural Arts Center

January 2022

Annual “Culture Talks” Planning Roundtable Meetings with cultural and community leaders

Spring Cycle opens - Grants Programs for arts organizations and artists

March 2022

All Kids Included Festival for kids with and without disabilities - South Miami-Dade Cultural Arts Center

April 2022

Art in Public Places - Call to Artists - ongoing

Spring performance series - Miami-Dade County Auditorium

May 2022

Student performances - African Heritage Cultural Arts Center

June 2022

10-week summer camp for children and youth begins - African Heritage Cultural Arts Center

2 one-week Animation Gets Real Miami summer camps for students with autism spectrum disorder or related disabilities ages 13-22

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? *

580

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

1,079

3. How many Adults will be engaged? *

258,095

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

40,000

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

21,711

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? *

1,250

6.2. Number of Florida artists directly involved?

750

Total number of individuals who will be engaged?

321056

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

☒ No single age group made up more than 25% of the population directly benefited.

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

☒ Black/African American

☒ Hispanic/Latino

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

Miami-Dade County has a diverse, multilingual, and multicultural population of 2.9 million. The demographics are primarily Hispanic, White, African American and Haitian/Caribbean with a percentage of Asian and Native American including Miccosukee and Seminole. According to the US Census Bureau, 52% of residents were born outside the US in Latin America, Caribbean, Europe and Asia, and two-thirds speak a language other than English at home. Primary languages spoken include English, Spanish and French/Haitian Creole.

Miami-Dade County has a 71% Hispanic/Latino/x majority. No stranger to community transformation due to demographic changes, the County has historically experienced waves of immigration that have redefined its demographic profile. Following the Bay of Pigs invasion, the Freedom Flights brought an estimated 150,000 Cubans to the U.S. and by the end of the 70s, the Cuban population had grown to 600,000. The Cuban refugee population in Miami-Dade County established the neighborhood of Little Havana. In the late 80s, a wave of Haitian refugees established Little Haiti in North Miami while historically black neighborhoods including Overtown and Liberty City were established in the late 1800s. Today, Miami-Dade County is comprised of 34 municipalities, including City of Miami and City of Miami Beach.

The population is 48.5% male and 51.5% female; median age is 40.1 years. The median household income is \$52,205 with a poverty rate of 19.3%.

DCA serves a vast, culturally/geographically diverse area. The County encompasses 2,000 square miles covering urban, suburban, rural, agricultural and natural resources areas. Located in Southeast Florida, the County is bounded by Biscayne Bay and Atlantic Ocean to the east, Everglades National Park to the west, Florida Keys to the south, and Broward County to the north.

10. Number of individuals your members/organizations are serving?

16,000,000

11. Select all that apply to your organization? *

- ☒ Advocacy
- ☒ Arts Education
- ☒ Convening of Arts & Culture
- ☒ Community Building
- ☒ Cross-Sector Collaborations
- ☒ Manage/Operate Cultural Facilities
- ☒ Cultural Planning
- ☒ Cultural Tourism
- ☒ Diversity Initiatives
- ☒ Grant Maker – Artists
- ☒ Grant Maker - Organizations
- ☒ Marketing
- ☒ Mentoring/Internships
- ☒ Present Programming
- ☒ Produce Programming
- ☒ Professional Development/Technical Assistance – Artists
- ☒ Professional Development/Technical Assistance – Organizations
- ☒ Professional Development/Technical Assistance - Teachers
- ☒ Public Art

12. 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.

The impact numbers provided are directly linked to DCA programs. Provided under “Proposal Impact,” is the broader, overall impact data including participation in DCA-funded programs.

Empirical evidence is as valid as statistical information when considering the composition of the community. (e.g., Undocumented immigrants are a crucial component of community, not often counted in census data.) Grantees are urged to engage the community in dialogue and intentionally listen. By listening to the needs of the community, the arts can better understand how best to attract and engage with their audiences.

13. 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.

14. 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.

ECONOMIC IMPACT

The arts in Miami-Dade County generate an impressive \$1.43 billion in economic impact. Based on Arts & Economic Prosperity 5, a study recently completed by the Miami-Dade County Department of Cultural Affairs in partnership with Americans for the Arts, Miami-Dade County ranked 3rd nationally behind Philadelphia and Chicago, among the 21 participating communities with populations of more than 1 million, for the economic impact of its non-profit arts and cultural industry.

In Miami-Dade County, 40,944 cultural workers are employed fulltime in Miami-Dade County, generating more than \$935 million in household income to local residents.

In Miami-Dade County, arts attendees spend an average of \$29.61 per person, per event as a direct result of their attendance at the event. Local businesses that cater to arts and culture audiences reap the rewards of this economic activity.

The economic impact of the Department's grants programs is significant in creating other funding sources for the arts. Each dollar of County grant funding support invested by the Department of Cultural Affairs leverages an additional \$31 for our community's cultural non-profits from other private and public sources.

More than 16 million people attended Miami-Dade cultural events each year. This represents an 18% increase over findings from the last study completed. More than 20% of arts attendees are cultural tourists drawn from outside of Miami-Dade County. Spending by non-resident attendees in conjunction with their attendance at cultural events is 86% more per person, on average, than that of local attendees (\$46.89 vs. \$25.21, including costs of lodging, meals, and transportation, etc.), directly benefiting area businesses.

IMPACT: ARTS EDUCATION, OUTREACH AND ACCESS

The Miami-Dade County Department of Cultural Affairs' arts education, outreach and access programs reflect the high priority of the Department to expand opportunities for children and families, as well as create increased access and opportunities for residents and visitors to participate fully in the arts.

Arts education, outreach and access services and programs currently provided by the Department include:

- grants and technical assistance in support of cultural activities for children, youth and families;
- arts education, outreach and access initiatives that provide excellent, free or discounted cultural experiences for children, youth and other under-resourced groups; and
- advanced training and professional development opportunities for teachers, artists, arts administrators and cultural organizations.

With support from The Children's Trust, the Department of Cultural Affairs reaches more than 200,000 children each year who otherwise might not have access to arts experiences. Programs include scholarships to summer arts and science camps, cultural outreach programs to under-served audiences, activities for kids both with and without disabilities, and the annual All Kids Included Family Festival. The

Department is an innovator in bringing the arts to students, families and people with and without disabilities. The Department works with the Miami-Dade County Public School system, cultural organizations, individual artists, and community and statewide organizations to implement curriculum-based arts in education programs.

The Department makes the arts accessible through creative programs such as: Culture Shock Miami (www.cultureshockmiami.com) providing \$5 tickets to high school and college students (12,000 tickets annually); the bilingual (English/Spanish), large-print Golden Tickets Arts Guide, offering free tickets to senior citizens (17,000 guides printed annually); and Youth Arts in the Parks, providing Saturday arts programs in neighborhood parks enjoyed equally by kids with and without disabilities (more than 200 children and youth each year).

Additionally, the Department continues to support local, statewide and national arts education advocacy efforts actively, in order to increase awareness of the significant contribution that the arts make in positively impacting the quality of life and education of youth, families and underserved individuals.

[View impact video here.](#)

15. 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.

The overall marketing and communications strategy focuses on two targets:

1. arts organizations and artists; and
2. the residents of and visitors to Miami-Dade County.

The Department markets and disseminates information extensively about the excellence of artistic offerings available locally, in order to increase accessibility and attendance. The Department promotes opportunities in technical assistance, professional development and for public and private funding to Miami-Dade County's more than 1,000 non-profit cultural organizations and thousands of resident artists. Miami-Dade County is a multilingual community and materials are often available in:

1. English,
2. Spanish; and
3. French/Haitian Creole.

CULTURAL COMMUNITY: ARTS GROUPS AND ARTISTS

Information Services

Information is disseminated through a variety of methods used routinely to notify organizations and artists of available opportunities and important, time-sensitive issues.

- News to Use E-Communications: Email alert system (5,000 email addresses)
- Art in Public Places E-Newsletter (3,000 emails addresses)
- Calls to Artists: www.submittable.com
- Press Releases
- Department: www.miamidadearts.org
- Art in Public Places: www.miamidadepublicart.org

- Culture Shock Miami: www.cultureshockmiami.com
- Facilities Websites: www.ahcacmiami.org; www.miamidadecountyauditorium.org; www.smdcac.org

Digital Communications and Social Media #MiamiDadeArts

The Department's social media strategy includes a variety of online platforms including Facebook (facebook.com/MiamiDadeArts), Twitter, Instagram, Snapchat, Vimeo and YouTube.

Primary hashtag: #MiamiDadeArts

Handles include:

@MiamiDadeArts @ArtinPublicPlacesMDC @CultureShockMIA @AHCACMiami
@MiamiDadeCountyAuditorium @SMDCAC

Marketing Workshops for Arts Organizations and Artists

The Miami Arts Marketing Project™ (MAMP) is an annual series of workshops designed to provide high quality training and mentoring for cultural organizations in the areas of marketing, promotions and media development.

Grant Publicity and Credits

All grantees are required to acknowledge Miami-Dade County's grant support in a manner commensurate with all funders at comparable levels, using the County logo and/or credit line in all promotional and marketing materials, including on social media. Grant credit guidelines and requirements are available on our website: <http://miamidadearts.org/publicity-and-credit-requirements>.

GENERAL PUBLIC: RESIDENTS AND TOURISTS

For events produced by the Department, a multi-pronged approach is used: press releases; flyers, post cards and brochures; website; social media; email; print and radio ad spots in the Miami Herald, WLRN and WDNA, other news sources and community media outlets; and cross marketing. The Department works with Matrix2 Advertising and Arts Marketing Network to address marketing and public relations needs, respectively.

For events presented by the cultural community, the Department has developed a number of key marketing and promotional initiatives and partnerships:

Online Media Bureau for the Arts: Artburstmiami.com

www.Artburstmiami.com is a media bureau for the arts, providing high quality coverage of the South Florida arts community to media outlets free of charge. Artburstmiami has strong relationships with flagship media outlets that include: Miami Herald, CNN, WLRN radio and TV, and Miami New Times, as well as an active social media presence.

Award-winning Cultural Tourism Partnership

The Department collaborates with the Greater Miami Convention and Visitors Bureau (GMCVB) on joint marketing efforts to maximize the marketing of Miami-Dade's dynamic cultural life as part of all tourism promotion. The GMCVB's "Miami Shines" tourism promotion campaign centers on our cultural assets and uniqueness to distinguish Miami among competitor destinations. The Department annually co-produces marketing materials, such as the "Calendar of Events," and participates in advertising campaigns with the GMCVB to increase access to information on cultural offerings for both visitors and residents. The Department is active on the GMCVB's Marketing and Cultural Tourism Committees.

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.

The FY 2019-20 Adopted Budget and Multi-Year Capital Plan for Miami-Dade County, released by Mayor Carlos A. Gimenez and approved by the Board of County Commissioners in September 2019, demonstrated a balanced five-year forecast. The Miami-Dade County Department of Cultural Affairs' operating fiscal year runs from October 1st – September 30th.

Under the adopted FY 2019-20 Budget and Multi-Year Capital Plan, the Miami-Dade County Department of Cultural Affairs remains fiscally stable with a FY 2019-2020 budget of \$53 million dollars. As a unit of local county government, departmental revenues are primarily comprised of a combination of general funds from property taxes, Tourist Development Tax revenues, Convention Development Tax revenues, state grants, federal grants, foundation support, and earned income generated by the department-managed cultural facilities from ticket sales, rentals and concessions.

In light of the uncertainty surrounding the long-term impact of COVID-19, it is important to note that the Department's FY 2020-2021 budget is contingent upon the availability of funds in the County's Budget as adopted in September 2020. At that time, the Department will assess the feasibility of presenting public programs in traditional venues and performing spaces; if necessary, the Department is prepared to adapt its services accordingly, including exercising the appropriate contractual flexibility to address organizations' needs and/or to include virtual programs and other program delivery strategies, as may be necessary.

The projected budgets presented in this grant application are flat to FY 2019-2020, assuming no increases, and are subject to revision based on the impact of the Coronavirus COVID-19.

The Department of Cultural Affairs was founded in 1976 and has a long track record of uninterrupted service to Miami-Dade County and its cultural community. The Department continues to enjoy strong support from the County Mayor and the Board of County Commissioners who rely on it to implement cultural programs, services, and policies throughout the grant period and beyond.

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.

DCA evaluates its programs and services in three ways:

- Active Strategy Enterprise (ASE), a performance management system. DCA tracks its progress against the goals outlined in the plan through a “dashboard” performance management system, ASE. ASE is a highly customized system with measurable objectives used as a resource for departmental strategic, budget and performance planning. The ASE evaluation tool is updated on a quarterly basis with quantitative data points that correlate with DCA's overall goals and objectives. This evaluation system allows DCA to regularly report its business activities using measurable performance benchmarks such as attendance at cultural facilities, number of technical assistance workshops provided, and the number of youth and children served through arts education initiatives.

- DCA's yearly Business Plan. DCA's business plan outlines the resources needed to support programs and services on an annual basis. The Business Plan is updated each year demonstrating how DCA's work will help achieve goals in the County's Strategic Plan. DCA's goals and objectives are directly connected to the broader county objectives to ensure that cultural activities are accessible and available to residents and visitors.

- Miami-Dade County's multi-year overall Strategic Plan for Recreation and Culture that includes the arts, parks and libraries. The mission for this broader strategic area of Recreation and Culture is to develop, promote and preserve outstanding cultural, recreational, library and natural experiences and opportunities for residents and visitors of this and future generations. The goals include:
 1. Recreation and cultural locations and facilities that are sufficiently distributed throughout Miami-Dade County
 2. Attractive and inviting venues that provide world-class recreational and cultural enrichment opportunities
 3. Wide array of outstanding programs and services for residents and visitors

DCA's business plan is reviewed annually by the board, the Cultural Affairs Council, at its annual Budget and Planning Retreat.

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

9/30/2019

4. Operating Budget Summary

Expenses		Previous Fiscal Year	Current Fiscal Year	Next Fiscal Year
1.	Personnel: Administrative	\$7,701,000	\$9,905,500	\$9,905,500
2.	Personnel: Programmatic	\$1,770,000	\$2,747,600	\$2,747,600

3.	Personnel: Technical/Production	\$1,100,000	\$2,772,900	\$2,772,900
4.	Outside Fees and Services: Programmatic	\$12,307,965	\$13,988,980	\$13,988,980
5.	Outside Fees and Services: Other	\$1,964,000	\$2,989,900	\$2,989,900
6.	Space Rental, Rent or Mortgage	\$426,000	\$499,890	\$499,890
7.	Travel	\$500,000	\$799,896	\$799,896
8.	Marketing	\$948,000	\$1,597,900	\$1,597,900
9.	Remaining Operating Expenses	\$14,834,035	\$17,615,434	\$17,615,434
A.	Total Cash Expenses	\$41,551,000	\$52,918,000	\$52,918,000
B.	In-kind Contributions	\$8,000	\$10,000	\$10,000
C.	Total Operating Expenses	\$41,559,000	\$52,928,000	\$52,928,000
	Income	Previous Fiscal Year	Current Fiscal Year	Next Fiscal Year
10.	Revenue: Admissions	\$5,923,000	\$6,996,000	\$6,996,000
11.	Revenue: Contracted Services			
12.	Revenue: Other	\$3,965,965	\$5,716,000	\$5,716,000
13.	Private Support: Corporate	\$40,000	\$50,000	\$50,000
14.	Private Support: Foundation	\$55,000	\$175,000	\$175,000
15.	Private Support: Other	\$20,000	\$30,000	\$30,000
16.	Government Support: Federal	\$35,000	\$10,000	\$10,000

17.	Government Support: State/Regional	\$30,000	\$170,000	\$170,000
18.	Government Support: Local/County	\$26,754,035	\$33,892,000	\$33,892,000
19.	Applicant Cash	\$4,728,000	\$5,879,000	\$5,879,000
D.	Total Cash Income	\$41,551,000	\$52,918,000	\$52,918,000
B.	In-kind Contributions	\$8,000	\$10,000	\$10,000
E.	Total Operating Income	\$41,559,000	\$52,928,000	\$52,928,000

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.

The losses facing Miami-Dade arts organizations and artists due to COVID-19 have been monumental. DCA has documented a financial impact of COVID-19 on the cultural community of \$43 million with 5,377 arts jobs affected in March and April 2020. DCA is working with arts groups on gathering impact data and developing recovery strategies. Latest survey results: <https://miamidadearts.org/news/april-survey-results-%E2%80%93-impact-coronavirus-covid-19>.

Due to COVID-19, please note that the DCA's FY 2020-2021 budget is contingent upon the availability of funds in the County's Budget as adopted in September 2020.

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	Administrative Staff	\$0	\$9,905,500	\$0	\$9,905,500
Totals:		\$0	\$9,905,500	\$0	\$9,905,500

2.2. Personnel: Programmatic *

#	Description	Grant Funds	Cash Match	In-Kind Match	Total
1	Program Staff	\$0	\$2,747,600	\$0	\$2,747,600
Totals:		\$0	\$2,747,600	\$0	\$2,747,600

2.3. Personnel: Technical/Production *

#	Description	Grant Funds	Cash Match	In-Kind Match	Total
1	Production Staff	\$0	\$2,772,900	\$0	\$2,772,900
Totals:		\$0	\$2,772,900	\$0	\$2,772,900

2.4. Outside Fees and Services: Programmatic *

#	Description	Grant Funds	Cash Match	In-Kind Match	Total
1	Artistic Fees	\$125,000	\$13,863,980	\$0	\$13,988,980
Totals:		\$125,000	\$13,863,980	\$0	\$13,988,980

2.5. Outside Fees and Services: Other *

#	Description	Grant Funds	Cash Match	In-Kind Match	Total
1	Outside Fees and Services: Other	\$0	\$2,989,900	\$0	\$2,989,900
Totals:		\$0	\$2,989,900	\$0	\$2,989,900

2.6. Space Rental (match only) *

#	Description	Cash Match	In-Kind Match	Total
1	Space Rental	\$499,890	\$0	\$499,890
Totals:		\$499,890	\$0	\$499,890

2.7. Travel (match only) *

#	Description	Cash Match	In-Kind Match	Total
1	Travel	\$799,896	\$0	\$799,896
Totals:		\$799,896	\$0	\$799,896

2.8. Marketing *

#	Description	Grant Funds	Cash Match	In-Kind Match	Total
1	Marketing, Advertising and PR	\$25,000	\$1,572,900	\$0	\$1,597,900
Totals:		\$25,000	\$1,572,900	\$0	\$1,597,900

2.9. Remaining Proposal Expenses *

#	Description	Grant Funds	Cash Match	In-Kind Match	Total
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#	Description	Grant Funds	Cash Match	In-Kind Match	Total
1	Remaining Operating Expenses	\$0	\$17,615,434	\$0	\$17,615,434
Totals:		\$0	\$17,615,434	\$0	\$17,615,434

Amount of Grant Funding Requested:

\$150,000

Cash Match:

\$52,768,000

In-Kind Match:

Match Amount:

\$52,768,000

Total Project Cost:

\$52,918,000

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	Admissions and Tuition (Classes and Worksops)	\$6,996,000	\$6,996,000
Totals:		\$0	\$6,996,000

3.3. Revenue: Other *

#	Description	Cash Match	Total
1	Other	\$5,716,000	\$5,716,000
Totals:		\$0	\$5,716,000

3.4. Private Support: Corporate *

#	Description	Cash Match	Total
1	Corporate Support	\$50,000	\$50,000
Totals:		\$0	\$50,000

3.5. Private Support: Foundation *

#	Description	Cash Match	Total
1	Foundation Support	\$175,000	\$175,000
Totals:		\$0	\$175,000

3.6. Private Support: Other *

#	Description	Cash Match	Total
1	Individual donations	\$30,000	\$30,000
Totals:		\$0	\$30,000

3.7. Government Support: Federal *

#	Description	Cash Match	Total
1	National Endowment for the Arts	\$10,000	\$10,000
Totals:		\$0	\$10,000

3.8. Government Support: Regional *

#	Description	Cash Match	Total
1	State/Regional	\$20,000	\$20,000
Totals:		\$0	\$20,000

3.9. Government Support: Local/County *

#	Description	Cash Match	Total
Totals:		\$0	\$33,892,000

#	Description	Cash Match	Total
1	General Fund, Convention Development Tax, TDT	\$33,892,000	\$33,892,000
Totals:		\$0	\$33,892,000

3.10. Applicant Cash *

#	Description	Cash Match	Total
1	Carryover, Cash on Hand	\$5,879,000	\$5,879,000
Totals:		\$0	\$5,879,000

Total Project Income:

\$52,918,000

3.11. Proposal Budget at a Glance

Line	Item	Expenses	Income	%
A.	Request Amount	\$150,000	\$150,000	0%
B.	Cash Match	\$52,768,000	\$52,768,000	100%
	Total Cash	\$52,918,000	\$52,918,000	100%
C.	In-Kind	\$0	\$0	0%
	Total Proposal Budget	\$52,918,000	\$52,918,000	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.

DCA provides grants and technical assistance to cultural organizations and individual artists; develops and improves cultural facilities; creates and advances arts education, public information and outreach programs; advocates for effective cultural policies and for more public and private resources to invest in cultural development; and promotes and markets Miami-Dade County's cultural assets broadly and innovatively.

Due to COVID-19, please note that the Department's FY 2020-2021 budget is contingent upon the availability of funds in the County's Budget as adopted in September 2020.

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.

The Department works to make inclusive cultural services available to children, adults and families with and without disabilities. Objectives include:

- establishing accessible, diverse cultural programs and facilities;
- increasing participation in the arts by making cultural activities more accessible for our residents, visitors, and artists; and
- developing lifelong learning and professional development opportunities through education, outreach and training partnerships.

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 facilitate 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. When organizations apply for grants, they must certify that they will comply with federal nondiscrimination laws including the Americans with Disabilities Act (ADA) and Section 504 of the Rehabilitation Act of 1973, as amended.

Cultural organizations are encouraged to apply to the Audience Access (AUD) Grant Program, for arts program ADA/access technology and services, such as American Sign Language (ASL) interpreters, captioning, audio description, materials in accessible format, ADA/access training, and other such services to ensure programmatic access for audiences of all abilities.

Department partners include Florida Division of Cultural Affairs, Arts4All Florida, Florida Access Coalition for the Arts and the All Kids Included - Accessible Arts Experiences for Kids (AKI) Steering Group to facilitate accessible arts programming in the community and provide technical assistance.

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. Funding is provided 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.

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?

Francine Andersen

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?

9/1/2019

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

☒ Yes

☐ No

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

DCA embraces diversity; foments inclusion; promotes equity; creates access and works to reflect and represent the community we serve. DCA cultivates Greater Miami's thriving, vibrant, international cultural community by upholding the key value of diversity, defined in the broadest possible sense, including gender, race, ethnicity, national origin, disability, age, culture, socio-economic status, geographic background, faith/religion, sexual orientation, profession, and ability.

Miami-Dade County provides equal access and equal opportunity in employment and services and does not discriminate on the basis of race, color, religion, ancestry, national origin, sex, pregnancy, age, disability, marital status, familial status, sexual orientation or physical ability, in accordance with Title VI/Title VII of the Civil Rights Act 1964, Age Discrimination Act 1975, Title IX of Education Amendments 1972 (42 U.S.C. 2000d et seq.), Americans with Disabilities Act 1990, Section 504 of the Rehabilitation Act 1973, and County ordinances No. 97-170, § 1, 2-25-97 and No. 98-17, § 1, 12-1-98.

Key Strategies and Action Steps to Provide Parity and Access to Arts Funding

- Embraces diversity as key priority for a vibrant cultural life;
- Educate county officials regarding the need to address diversity;
- Organize grants programs by budget size instead of discipline;
- Invest grant funds at a higher level for small groups which tend to be culturally-specific versus major institutions;
- Survey grantees about racial/ethnic composition of board/staff/audience;
- Offer free grants writing workshops;
- Produce materials in English, Spanish and French/Haitian Creole;
- Provide mini-grants to hire bilingual grants writers for groups for whom English is a second language; and
- allocate financial and human resources to accomplish these tasks.

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)
Miami-Dade Substitute W9 for State of Florida.pdf	34 [KB]	5/29/2020 10:05:08 PM	View file

1.2. Documentation of Local Arts Agency Designation *

File Name	File Size	Uploaded On	View (opens in new window)
MIAMI-DADE COUNTY CODE OF ORDINANCES - CHAPTER 2 - CULTURAL AFFAIRS COUNCIL.pdf	56 [KB]	5/29/2020 10:05:55 PM	View file

2. Support materials (required)

File	Title	Description	Size	Type	View (opens in new window)
2020 Business Plan at a Glance - Miami-Dade County Department of Cultural Affairs.pdf	2020 Business Plan at a Glance - Miami-Dade County Department of Cultural Affairs		659 [KB]		View file
Miami-Dade County - Grants Programs and Technical Assistance Workshops Guide.pdf	Online Grants Programs and Technical Assistance Workshops Guide for Organizations and Individual Artists		203 [KB]		View file
Miami-Dade County - Culture Shock Miami.pdf	Culture Shock Miami - Student Discount Ticket program		146 [KB]		View file
Golden Ticket Arts Guide for Seniors - FREE 2020.pdf	Golden Ticket Arts Guide for Seniors - FREE cultural events for seniors		3910 [KB]		View file
South Miami-Dade Cultural Arts Center.pdf	South Miami-Dade Cultural Arts Center		108 [KB]		View file
Miami-Dade County - Economic Impact Video.pdf	Miami-Dade County - Economic Impact Video		479 [KB]		View file
Miami-Dade County Art in Public Places - notable works from the collection.pdf	Art in Public Places - notable works from the collection		348 [KB]		View file
Co-Creator of Moonlight Tarell Alvin McCraney alumnus of the African Heritage Cultural Arts Center.pdf	Co-Creator of Moonlight Tarell Alvin McCraney alumnus of the African Heritage Cultural Arts Center		219 [KB]		View file
Miami-Dade County - All Kids Included accessible events and programs.pdf	Miami-Dade County - All Kids Included accessible events and programs		1540 [KB]		View file
Miami-Dade County Cultural Affairs Council - Board List 2020.pdf	Miami-Dade County Cultural Affairs Council - Board List 2020		141 [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 Miami-Dade County 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)

Michael Spring