

**SUNSET REVIEW QUESTIONNAIRE  
MIAMI-DADE COUNTY BOARDS  
2017**

**I. GENERAL INFORMATION**

1. Name of Board reporting:  
Cultural Affairs Council
2. Indicate number of board members, terms of office, and number of vacancies:  
Number of Board Members: 15  
Terms of Office: Thirteen (13) Council members are appointed by individual County Commissioners to terms that end concurrently with the last day of the term of the County Commissioner who appointed the Council member. Two (2) Council members are appointed by the Board of County Commissioners to at-large terms of four years each  
Number of Vacancies: None
3. Identify number of meetings and members' attendance (Attach records reflecting activity from **Jan. 1, 2015** through **December 31, 2016**):  
Number of Meetings: 18  
Number of Meetings with a Quorum: 18  
Attendance Records: See Attachment
4. What is the source of your funding?  
The following revenues sources support Council developed and implemented programs and projects: Tourist Development Tax revenues; General Fund revenues; Convention Development Tax revenues and Bond Series revenues; earned revenues; federal, state and private foundation grants; The Children's Trust; contracted services fees; and regional Local Arts Agencies
5. Date of Board Creation: April 20, 1976
6. Attach a copy of the ordinance creating the Board (Please include all subsequent amendments).  
See Attachment
7. Include the Board's Mission Statement or state its purpose:  
The Miami-Dade County Department of Cultural Affairs, the Cultural Affairs Council and the Art in Public Places Trust develop cultural excellence, diversity and participation throughout Miami-Dade County by strategically creating and promoting opportunities for artists and cultural organizations, and all of our residents and visitors who are their audiences
8. Attach the Board's standard operating procedures, if any.  
N/A
9. Attach a copy of the Board's By-Laws, if any.  
N/A
10. Attach a copy of the Board minutes approving the Sunset Review Questionnaire, **including a vote of the membership**.  
See Attachment

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**II. EVALUATION CRITERIA**

1. Is the Board serving the purpose for which it was created? (Please provide detailed information) Yes (please reference content of this report for details)

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2. Is the Board serving current community needs? (Please provide detailed information) Yes (please reference content of this report for details)

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3. What are the Board's major accomplishments?

a. Last 24 months \_\_\_\_\_

**STRENGTHENING CULTURAL ORGANIZATIONS AND ARTISTS**

- ***African Heritage Cultural Arts Center Wins a 2014 Knight Arts Challenge \$75,000 Award from the John S. And James L. Knight Foundation for "Sankofa" - a 40th Anniversary, Year-Long Celebration***

To commemorate its 40th anniversary, the African Heritage Cultural Arts Center (AHCAC) was awarded a prestigious Knight Arts Challenge grant. The award is to support "Sankofa: Looking Back, Going Forward," a year-long series of events, performances, and educational workshops, celebrating four decades of outstanding accomplishments and recognizing the talented performers, instructors and community leaders who have been trained at the AHCAC and gone on to contribute so importantly to the development and creativity of young people here and across the nation. The Knight Foundation's \$75,000 award will help honor the past and celebrate the present by reconnecting these established artists with the AHCAC that launched their training and careers. These artists include Willerm Delisfort (International Pianist), Shareef Clayton (Duke Ellington Orchestra), Tyrell Rolle (Cirque De Soleil), Marshall Davis, Jr. (Broadway Hooper), and Chello (BET Comic).

- ***The Department is Recognized by the Association of Professional Fundraisers as Grantmaker of the Year***

For the first time in its history, in 2013 the Miami chapter of the Association of Professional Fundraisers recognized a public sector entity as Grantmaker of the Year: the Miami-Dade County Department of Cultural Affairs. This award is made to acknowledge the effectiveness of both the process and results of investing grant funds in non-profit organizations. The Department of Cultural Affairs grants process generates the following results:

- Investments in non-profit cultural organizations and artists through more than 500 grants annually help to produce almost \$1.1 billion in local economic activity each year;
- Every dollar of County funding invested in cultural grants leverages, on the average, \$31 other matching dollars; and
- By combining strategic technical assistance with the investment of cultural grants, the Department continues to be effective in strengthening the organizational capacity of artists and cultural organizations and maximizing the return for the public of County arts grants.

The Department has earned a national reputation for the openness, fairness and effectiveness of its portfolio of competitive grants programs and its grantmaking process.

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- ***NACo Achievement Awards Received for “Going to the Museum – A Guide to Preparing New Visitors for a Museum Experience” (2014), “Art in Public Places Makes Public Art Cyber-Accessible” (2013) and “Going to the Show – A Guide to Preparing New Audiences for a Live Theater Experience” (2013)***

The Department continues to be recognized as a national leader and innovator among government organizations, receiving three more NACo Achievement Awards over the past 24 months. In 2014, honors were given to the Department’s ***“Going to the Museum – A Guide to Preparing New Visitors for a Museum Experience,”*** a free tri-lingual online resource, printed guide and classroom poster, to help prepare young audiences for a first time museum experience. The guide uses [Universal Design](#) principals and teaches children with and without disabilities, including children with Sensory Processing Disorders and Autism Spectrum Disorders (ASD), what to expect when [“Going to the Museum.”](#) In 2013, the Department received a NACo Achievement Award for ***“Art in Public Places Makes Public Art Cyber-Accessible,”*** celebrating the newly designed website of Miami-Dade County Art in Public Places, [www.miamidadepublicart.org](http://www.miamidadepublicart.org), which extends the accessibility of more than 650 works of art from the Miami-Dade County Public Art Collection. The site allows residents and visitors anytime-online access to images and documentation of the public art collection, the ability to create virtual tours and capabilities to search the collection by medium/media, artist or location. It also serves artists directly, featuring expanded content, opportunities for artists, tools, resources and news items that will be constantly updated. This custom-designed platform not only allows for the collection to be viewed by worldwide visitors, but it also serves as the management system for the conservation and stewardship of the County’s award-winning public art collection, including inventory and records-keeping functions. Also in 2013, the Department was awarded for ***“Going to the Show,”*** a free online resource, printed guide and classroom poster to help prepare new audiences for a live theater, dance or musical experience. The guide uses Universal Design principles, “social stories” and visual/picture schedules depicted through whimsical illustrations, to teach children with and without disabilities, including children with Sensory Processing Disorders and Autism Spectrum Disorders (ASD), what to expect when [“Going to the Show.”](#) Parents, guardians, teachers and other caregivers are able to familiarize their children with the sequence of events of going to a live performance by reading the guide together in preparation for a visit to the theater. This lends some predictability to this new encounter, which, in turn, decreases the child’s apprehension about this novel situation, and contributes to a happier, more satisfying cultural entertainment experience for everyone.

- ***Partnered with the Kennedy Center – DeVos Institute for Arts Management on Capacity Building: Miami 2.0, Advancing Miami’s Non-Profit Cultural Organizations***

The Department continued its collaboration with the DeVos Institute of Arts Management at the Kennedy Center to offer *Capacity Building: Miami 2.0* an advanced and intensive cycle of the program for a competitively selected group of the most committed organizations that had participated in the initial, 2-year *Capacity Building: Miami* initiative launched in 2011. *Capacity Building: Miami 2.0* gave the groups a more one-on-one support structure, as they proceeded with complex capacity-related projects. Participating organizations attended two group seminars to structure the learning, and the customized, individual

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consultative interactions focused on developing and executing a “work-path” (explicit deliverables tied to a timeline) in the following three areas: Strategic Planning; Fundraising from Individuals; and Board Engagement and Productivity.

***CREATING MORE OPPORTUNITIES FOR PEOPLE TO PARTICIPATE IN THE ARTS***

- ***More than 200,000 Children and Families Have Opportunities to Participate in Arts Programs.***

The Department of Cultural Affairs secured renewal of its annual grant from The Children’s Trust at \$996,000 (in aggregate, more than \$9.8 million has been granted to the Department since 2006). Through the Department’s Children’s Trust-funded programs, more than 197,000 children and families benefitted from arts activities in FY 2013-2014. Of particular note is the Department’s *All Kids Included (AKI)* initiative creating ADA/accessible arts experiences for thousands of children with and without disabilities. In 2014, the 8<sup>th</sup> annual *AKI* Family Arts Festival occurred at the South Miami-Dade Cultural Arts Center, attracting more than 4,000 families and children. In addition, the Department created the first-ever Sensory-Friendly Disability Access Symbol and developed the “Going to the Show” and “Going to the Museum” illustrated guides to preparing new audiences and visitors for a first-time performing arts or museum experience. In collaboration with the Parks, Recreation and Open Spaces Department, the Youth Arts in the Parks program continued at three park locations during the fall and spring semesters to provide inclusive, sequential arts instruction to kids with and without disabilities in an out-of-school social setting.

- ***Student Participation Increases in “Culture Shock Miami,” a \$5 Student Ticket Initiative.***

*Culture Shock Miami* offers thousands of \$5 tickets for high school and college students, ages 13-22, ([www.cultureshockmiami.com](http://www.cultureshockmiami.com)) to experience cultural activities in an easy and affordable way. In 2014, 10,382 tickets were sold, an increase of 38% over FY 2012-2013 ticket sales, and cultural events offered on the website continued to sell out. With the assistance of its volunteer Culture Shock Student Council, the programs re-branded marketing and public relations campaigns demonstrated clear success. To date, the program has sold more than 46,000 tickets to high school and college students.

- ***Bilingual “Golden Ticket Arts Guide” Reaches More Than 18,000 Senior Citizens with Free Ticket Offers.***

The Department published and distributed the Golden Ticket Arts Guide, a single booklet combining English and Spanish language versions. In 2014, 18,000 guides were provided free-of-charge to senior citizens ages 62 and older, featuring hundreds of free cultural events presented by more than 50 participating local cultural and arts organizations. The free guide is distributed via direct mail, the Miami-Dade Public Library System, the Department of Housing Development, the Department of Human Services - Elderly Services Division, the Transit Department, Parks, Recreation & Open Spaces – Senior Services Division, and in partnership with each County Commission office and the Office of the Mayor.

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***ESTABLISHING A NETWORK OF OUTSTANDING CULTURAL FACILITIES***

- ***The South Miami-Dade Cultural Arts Center Continues to Grow and Delight Audiences and Earn Distinction.***

The South Miami-Dade Cultural Arts Center successfully completed its third complete season in 2014, offering 315 music, dance, theater and community events to enthusiastic audiences of more than 63,000 people. Located on SW 211 Street in Cutler Bay across from the Southland Mall, the Center's 961-seat theater, two studio theaters, classrooms and concert lawn are being programmed and operated by the Department. The Center continues to emphasize its goals of presenting artistically excellent work and developing strong community outreach components in everything that it does. The cutting edge design by the world-renowned, Miami-Dade-based architectural firm Arquitectonica has established this first major cultural facility as a landmark in the south part of the County. The Miami chapter of the American Institute of Architects (AIA) jointly awarded Michael Spring, the Department's director, and County Commissioner Dennis C. Moss, District 9, the AIA's 2013 award for Government Leadership for their roles in setting the standard for the Center's outstanding design.

- ***Major Milestones Are Achieved on Building Better Communities Cultural Facilities Projects.***

In 2014, the next generation of community cultural facilities, as approved in the Building Better Communities bond program, made significant progress under the Department's management. The internationally celebrated Pérez Art Museum Miami (PAMM) completed its inaugural year, exceeding attendance projections with 300,000 visitors in 2014 and presenting celebrated exhibitions and programs. Construction of the Frost Museum of Science is making steady progress, completing the exciting milestone of the "tank pour" for the "Living Core" aquarium and beginning work on the planetarium component. Internationally acclaimed architects Herzog & de Meuron (for PAMM) and Grimshaw (for Frost) have designed exciting new buildings for these flagship institutions co-located on the bay in downtown Miami's Museum Park. In addition, in 2014 GOB funding supported the completion of the new Welcome Center and the renovation of the existing Garden House at Fairchild Tropical Botanic Garden, and the complete re-construction of the Milander Auditorium and a new parking garage adjacent to it in Hialeah.

- ***The African Heritage Cultural Arts Center, the Joseph Caleb Auditorium and Miami-Dade County Auditorium Embark on a Masterplan of their Respective Facility Needs under the Department's Leadership***

As part of the Mayor's reorganization of County government, the Department was charged with the management of three cultural facilities (African Heritage Cultural Arts Center, the Joseph Caleb Auditorium and Miami-Dade County Auditorium) beginning in 2012. In order to best address each of the facility's capital needs and make the most efficient use of GOB funds, the Department issued a Notice to Professional Consultants to procure Architectural, Engineering and Specialty Consultant Services to assess each facility's current condition and provide detailed and prioritized masterplans and cost estimates for the proposed improvements. In 2014, a Professional Service Agreement was awarded to Rodriguez and Quiroga Architects Chartered (R&Q). R&Q's assessment will include all aspects of existing conditions including, but not limited to: architectural and acoustical features, ADA compliance, structural, mechanical, electrical, plumbing, fire protection, site drainage, landscaping, roofing, parking, sound and

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communication systems and equipment, theatrical systems and equipment, signage and way-finding, telecommunication systems, security, and LEED certification, as required. The resultant masterplans will include conceptual plans and prioritized lists of recommended improvements with detailed cost estimates. R&Q will provide construction documents, bidding and award services, and construction administration services for up to ten million dollars-worth of recommended improvements, which includes the available Building Better Communities-General Obligation Bonds (BBC-GOB) program allocations and add alternates for scope that may be implemented through other funding sources.

- b. Since established \_\_\_\_\_ Please see attached \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
4. Is there any other board, either public or private, which would better serve the function of this board?  
No  
\_\_\_\_\_  
\_\_\_\_\_
5. Should the ordinance creating the Board be amended to better enable the Board to serve the purpose for which it was created? (If "Yes", attach proposed changes)  
No  
\_\_\_\_\_  
\_\_\_\_\_
6. Should the Board's membership requirements be modified?  
No  
\_\_\_\_\_  
\_\_\_\_\_
7. What is the operating cost of the Board, both direct and indirect? (Report on FY 2013 and FY 2014)  
The CAC board serves in a fully voluntary capacity; there is no specific county budget for the board itself. County staff serves the County Mayor, County Manager and the County Commission in developing and implementing County cultural policy. To the extent any costs can be directly attributed to the Cultural Affairs Council itself, these would be less than \$5,000 per year (including staff time dedicated to confirming monthly meetings, preparation of monthly agenda packages, the annual Planning and Budget Retreat held offsite, etc.). The County is the direct beneficiary of the invaluable, incalculable contributions made by Council members in the form of their time, expertise and voluntary efforts made in support of advancing the County's cultural development, investments and policies.  
\_\_\_\_\_
8. Describe the Board's performance measures developed to determine its own effectiveness in achieving its stated goals.  
Please see attached "Miami-Dade County Department of Cultural Affairs Business Plan At A Glance". It provides the primary goals and strategies developed and implemented by the Department and the Cultural Affairs Council to advance their joint roles as the County's cultural developers. The Cultural Affairs Council guides and reviews the policies that shape and constitute the Department's Business Plan.  
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MIAMI-DADE CULTURAL AFFAIRS COUNCIL  
ATTENDANCE REPORT 2015

	Jan. 2015	Feb. 2015 (Planning Retreat)	Mar. 2015	Apr. 2015	May 2015	June 2015	July 2015	Aug. 2015	Sept. 2015	Oct. 2015	Nov. 2015	Dec. 2015
Alejandro J. Aguirre	P	P	P	E	E	E	NO MEETING	NO MEETING	P	P	P	NO MEETING
Mitchell Bierman				P	P	P			P	P	P	
Mireille Chancy-Gonzalez	P	P	P	P	P	P			P	P	E	
Xavier Cortada	P	P	E	P	P	E			E	P	P	
Denise Gerson	P	P	P	P	E	P			P	E	P	
Adolfo Henriques	P	P	P	P	P	P			P	E	E	
Susana Ibarguen	P	P	E	P	E	P			P	P	P	
Robert J. Jensen	P	P	P	P	E	E			P	P	P	
Louis-Albert Jolivert	E	E	E	E	A	A			A			
Jorge Luis Lopez	P	P	E	E	E	A			A			
Jorge Pérez	E	E	E	E	P	E			P	P	E	
Janá Sigars-Malina	E	E	P	E	P	P			P	P	P	
Phyllis Sloan-Simpkins	P	P	E	P	P	P			P	E	A	
Rosa Sugrañes	E	E	P	P	P	P			P	P	E	
Monty Trainer	P	P	P	P	P	P	P	P	P			

Key: P = Present  
E = Excused  
A = Absent

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MIAMI-DADE CULTURAL AFFAIRS COUNCIL  
ATTENDANCE REPORT 2016

	Jan. 2016	Feb. 2016 (Planning Retreat)	Mar. 2016	Apr. 2016	May 2016	June 2016	July 2016	Aug. 2016	Sept. 2016	Oct. 2016	Nov. 2016	Dec. 2016	
Alejandro J. Aguirre	P	P	P	P	NO MEETING	P	NO MEETING	NO MEETING	P	E	P		
Mitchell Bierman	P	P	P	P		P			P	P			
Mireille Chancy-Gonzalez	P	E	P	P		P			P	P			
Xavier Cortada	P	P	P	P		P			P	P			
Sandra Curbelo	P	P	P	P		P			P	P			
Denise Gerson	P	P	P	P		P			P	P			
Adolfo Henriques	E	P	P	P		P			P	E	P		
Susana Ibarguen	P	P	P	P		P			P	P	E		
Robert J. Jensen	P	P	P	P		E			P	E	P	P	
Jorge Pérez	E	E	E	E		P			P	E	E	P	
Janá Sigars-Malina	P	P	P	P		P			P	P	P	E	
Phyllis Sloan-Simpkins	E	P	A	P		A			A	A	A	A	
Rosa Sugañes	P	E	P	P		E			E	A	P	P	
Monty Trainer	P	P	P	P		P			P	P	P	P	
Dwayne Wynn		P	P	P	P	P	P	P	P	P			

Key: P = Present  
E = Excused  
A = Absent