

Performing Arts Center Trust, Inc.

Project Title: General Program Support 2020

Grant Number: 20.c.ps.180.091

Date Submitted: Wednesday, May 23, 2018

A. Cover Page Page 1 of 10

Guidelines

Please read the current Guidelines prior to starting the application: 2019-2020 General Program Support Grant Guidelines

Application Type

Proposal Type: Discipline-Based


Funding Category: Level 3

Discipline: Sponsor/Presenter

Proposal Title: General Program Support 2020

B. Contacts (Applicant Information) Page 2 of 10

Applicant Information

- a. **Organization Name:** Performing Arts Center Trust, Inc. 
- b. **FEID:** 65-0353695
- c. **Phone number:** 786.468.2352
- d. **Principal Address:** 1300 N Biscayne Boulevard Miami, 33132-1608
- e. **Mailing Address:** 1300 N Biscayne Boulevard Miami, 33132-1608
- f. **Website:** www.arshtcenter.org
- g. **Organization Type:** Nonprofit Organization
- h. **Organization Category:** Other
- i. **County:** Miami-Dade
- j. **DUNS number:** 798029711

1. Grant Contact *

First Name

Jodi

Last Name

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2. Additional Contact *

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3. Authorized Official *

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Valerie

Last Name

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Phone

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4. National Endowment for the Arts Descriptors

Applicant Status

Organization - Nonprofit

Institution Type

Performance Facility

Applicant Discipline

Multidisciplinary

5. Department Name

C. Eligibility Page 3 of 10

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 7/1/2019 - 6/30/2020? *

- ☒ Yes (required for eligibility)
- ☐ No

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

- ☐ Less than 1 year
- ☐ 1-2 years
- ☒ 3 or more years (required minimum to request more than \$50,000 in GPS)

D. Excellence Page 4 of 10

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

As a focal point of Greater Miami-Dade's diverse cultural life, the Adrienne Arsht Center enlightens, educates and entertains our community through transformational arts and cultural experiences.

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.

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.

Our GOALS for 2019-2020 are:

- Present world-class, community-based programs that reflect the diversity of South Florida, unite patrons and showcase both prominent and emerging artists from Miami and beyond
- Cultivate new audiences with performances not otherwise available here in Miami, and with affordable ticket prices
- Maintain strong model for institutional leadership. Both management and volunteers will demonstrate thought leadership, responsible stewardship and high ethical standards, including the Arsht Center's new CEO. (After an international search led by a group of community volunteer leaders, board members and staff, a new leader will have replaced outgoing CEO John Richard, who is retiring at the end of 2018.)
- Set high industry standards for financial integrity, institutional management and board governance, in turn strengthening our public/private partnership with Miami-Dade County, which owns our halls
- Continually pursue the perfect brand as defined by excellence in service, programming, community engagement and organizational management
- Operate and maintain state-of-the-art facilities. Our campus, imagined by renowned designer Cesar Pelli, is an architectural icon for Miami and the heart of the county's Arts and Entertainment District

OBJECTIVES:

- Present 150 events from Broadway to jazz to local artists and serve more than 450,000 patrons from South Florida and around the world
- Provide meaningful educational experiences. In 2019-2020 we will engage over 55,000 K-12 students from Miami-Dade County Public Schools (M-DCPS) through free arts education programs.

Our free arts education initiative will include 4 signature programs, along with workshops and master classes with visiting professional artists

- Continue to operate a balanced budget as we have for the past 10 years while employing 108 full-time and 60 part-time employees, and presenting more than 2,000 artists

ACTIVITIES:

- Present a full menu of the best in classical music, jazz, world music, dance and theater
- Bring at least 6 national Broadway tours to Miami for performances in our 2,400-seat opera house and present an award-winning Theater Up Close regional theater series in our 250-seat black box theater
- Promote cultural tourism with aggressive marketing through group sales campaigns and partnerships with Miami-based foreign consulates, local chambers of commerce and the Greater Miami Convention and Visitors Bureau
- Give Miami-Dade youth, especially those from underserved areas, the chance to learn arts skills in our education programs, and equip their teachers and mentors with the knowledge and materials to integrate the arts into daily classroom learning
- Provide performance space and marketing assistance to Miami artists by commissioning local artists and presenting them through our Arts Partners program.
- Make our venues accessible to our resident companies (Miami City Ballet, Florida Grand Opera and New World Symphony)

Improve our neighborhood through activities led by our Office of Neighborhood Development, created to accelerate and sustain the creative evolution of our rapidly-changing, downtown Miami neighborhood. Influencing multi-use development with walkable streets and green spaces, programming our outdoor public spaces, providing leadership and cooperation throughout the I-395 Signature Bridge project, and developing new businesses that invigorate the area (such as our on-site bookstore café and weekly farmers market) are prime activities

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.

PACT has a long history of establishing community partnerships to help strengthen Miami. Major partnerships include our resident companies – Miami City Ballet, Florida Grand Opera and New World Symphony – as well as Zoetic Stage, Miami's premier regional, professional theater company with whom we present Theater Up Close, and M-DCPS, an enthusiastic beneficiary and advocate of our educational programming. The University of Miami's Henry Mancini Institute Orchestra appears regularly as part of our Jazz Roots concert series, now programmed in collaboration with Shelly Berg, Dean of UM's Frost School of Music. Through our Arts Partners program, we present or partner with dozens of community-based arts organizations, offering guidance (and discounts) on marketing, space rentals and other services. These partners include Rosie Herrera Dance Theatre, Nu Deco Ensemble, City Theatre, Peter London Global Dance Company, Miami Symphony Orchestra, Miami Music Project, Teatro Avante and Dranoff Foundation, among others.

Business partnerships include James Beard Award-nominated chef Brad Kilgore, the executive chef of our on-campus restaurant, Brava by Brad Kilgore, and Mitch Kaplan, owner of Books & Books, a successful independent bookstore-cafe that occupies our historic Art Deco Carnival Tower. Urban Oasis Project partners on our Monday night Farmers Market. We coordinate our box office opening each season with the Miami Downtown Development Authority as part of Downtown ArtDays to draw residents and visitors to downtown Miami's cultural offerings. In our latest arts education initiative, "Learning through the Arts: Kitty Hawk," we partner with M-DCPS, Florida International University, Miami-Dade Public Library System, Code Fever Miami, Boeing and AAR/Airbus.

Timeline - (Maximum characters 2000.)

List timeline of activities during the grant period.

All programming occurs between July 1, 2019-June 30, 2020.

BROADWAY IN MIAMI: 6 Broadway Musicals; Oct-May, including the Miami premiere of "Hamilton" in Feb 2020.

JAZZ ROOTS: 6 concerts featuring jazz legends and vibrant up-and-comers; Nov-April

MASTERWORKS CLASSICAL MUSIC: 4-5 concerts featuring the globe's best classical orchestras and ensembles; Oct-April

LIVE AT KNIGHT: A series designed to attract diverse and young audiences with an eclectic lineup of world music, soul, hip-hop, soul, pop and comedy; Oct-June

THEATER UP CLOSE: A collection of 5-6 plays and musicals set in the 250-seat Carnival Studio Theater, presented by Zoetic Stage and other theater companies. The series won six 2018 Carbonell Awards, South Florida's prestigious honor for professional regional theater; Oct-June

FLAMENCO FESTIVAL MIAMI: The largest flamenco festival outside of Spain, featuring Spain's top flamenco musicians and dancers; March

SUMMER 4U @ Arsht: An eclectic line-up of summer programming; Summer 2020

FREE GOSPEL SUNDAYS: 4 free concerts featuring GRAMMY, Dove and Stellar Award-winning headliners performing alongside Miami Mass Choir and local choirs; Oct-April

ARTS EDUCATION TIMELINE:

Music, dance and drama come alive for over 55,000 M-DCPS K-12 students through diverse programs that inspire minds, foster creativity and create access to high-quality, live performing arts. Most programs target children in high-poverty Title 1 schools. In every case, the Arsht Center provides free transportation, tickets and materials, making it one of the largest free arts education programs in the nation. The Arsht Center operates over a dozen arts education programs each school year and during the summer, including:

AILEYCAMP MIAMI; Summer 2020

JAZZ ROOTS SOUND CHECK; Oct 2019-April 2020

ROCK ODYSSEY; May 2020

KITTY HAWK; Oct 2019 performance, with extended workshop activities through April 2020

ACCESSING THE ARTS; Oct 2018-May 2019

FAMILY FEST; Oct 2019-May 2020

E. Impact Page 5 of 10

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 benefitting 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 benefitting should be one (1).

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

150

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

450

3. How many Adults will be engaged? *

325,000

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

55,000

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

74,000

6. How many artists will be directly involved? *

2,000

Total number of individuals who will be engaged?

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

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

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

- ☒ Black/African American
- ☒ Hispanic/Latino
- ☒ White

9. 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.

In the past year, attendance has risen across all 4 major series (Broadway, Jazz, Classical and Theater Up Close). Notably, Broadway in Miami subscriptions are up 11% (a number expected to rise with the announcement of "Hamilton") and the Knight Masterworks Classical Music series currently has a subscriber base of over 1,000 households – a 51% increase over last year. The Center continues to grow its membership base, with over 2,280 – a 20% increase from last year.

10. 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

11. 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.

The Arsht Center annually serves over 450,000 residential and visiting patrons, generating an annual economic impact of over \$50 million. We employ 168 people and present over 2,000 artists on our stages. Our spending and audience spending combined impacts over 1,600 local jobs and creates \$4.7 million in local and state revenue each year. We are in downtown Miami within a county of 2.7 million (65% Hispanic, 17% black and 18% white/other). Miami-Dade attracted more than 15.9 million visitors in 2017, many drawn by our diverse arts and cultural offerings.

Since opening in 2006, the Center has driven more than \$1 billion in new public and private investments in downtown Miami, with international developers drawn to the vibrancy created by the Center in its once-desolate neighborhood. As the catalyst of this revitalization, the Center has taken a strong leadership role through the creation of the Town Square Neighborhood Development Corp. (TSNDC), a non-profit encouraging a walkable, mixed-use, culture-rich area around the Center. TSNDC's volunteer board has influenced developers to incorporate street-level retail, parks and other community-friendly design elements in their plans. These implementations have made the once-empty urban core an oasis for creativity and growth, making our neighborhood a better place to work, live and play. In the 2019-20 season, we will:

- Showcase best-in-class and emerging artists from Miami and beyond
- Host the free, public event "ArtsLaunch" highlighting the Center's upcoming season and providing a free platform for up to 100 Miami-Dade non-profit arts organizations to perform and promote their own upcoming seasons, engaging over 5,000 people
- Cultivate new audiences with programming that responds to our diverse community's market demands and interests
- Provide support for local artists through our Arts Partners program, which offers subsidized rental rates and marketing assistance
- Serve as a town square for Miami, fostering community gatherings and greater understanding of our diverse cultures through shared experiences

EDUCATION AND OUTREACH ACTIVITIES:

We will serve more than 55,000 students with programs that provide free access to music, dance and drama learning experiences. Signature programs include:

AILEYCAMP MIAMI: An innovative camp that uses dance as a vehicle for developing self-esteem, self-discipline, creativity & critical thinking for 110 at-risk middle school students

LEARNING THROUGH THE ARTS: An immersive 2-fold program benefitting all 5th and 7th graders in M-DCPS with the programs "Rock Odyssey" and "Kitty Hawk." Both feature a Broadway-style musical at the Center, along with classroom curriculum, teacher and student workshops, and activities designed to use the arts to creatively teach a broad range of subjects.

JAZZ ROOTS SOUND CHECK: A behind-the-scenes experience with professional jazz artists for up to 1000 M-DCPS high school students

ACCESSING THE ARTS: In-school residencies at 24 classrooms, where teaching artists engage children with disabilities with drama, music and art education

FAMILY FEST: More than 7,000 parents and children attend free performances held 4 times per year

FREE GOSPEL SUNDAYS: 4 Sunday concerts, attended by 6,000, feature top gospel artists, Miami Mass Choir and local choirs celebrating Miami's historic and thriving gospel scene

12. 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.

We employ marketing to understand the needs of our community and build awareness about our brand and programs. Each show has a plan that combines direct mail, print, radio, TV and internet/social media advertising. Our award-winning marketing department analyzes ticket buyer information before and after each show to gauge audience trends. In April 2018, the Center was recognized with 11 Hermes Awards, an international competition for creative marketing professionals.

Major strategies to promote shows and build audiences include:

- Online promotion through mobile-friendly website, where visitors receive offers based on attendance to previous shows, plus live chats with box office and member benefits that include pre-sales. Arshtcenter.org receives more than 1.6 million visits per year.
- Traditional print advertising in English and Spanish media outlets, including the Miami Herald, El Nuevo Herald and Diario Las Americas. We also advertise on their websites, for over 18.8 million reached.
- Regular radio spots on WLRN (South Florida's NPR news source), WFEZ (English) and WAMR and WCMQ (Spanish).
- Outdoor ads on hundreds of bus shelters around Miami and over 15 kiosks outside the Center, plus 2 giant banners on the outside of Ziff Ballet Opera House, visible from US-1 and I-395, seen by thousands of drivers daily.
- Reduced-price tickets for college students. In 2015, the Center launched UTIX, which offers \$20 tickets to select performances. There are over 5,800 registered college students in the program.
- "Culturist" membership campaign that encourages people to join the Center as a member so they can support culture in Miami. We promote the Culturist brand through mailings, ads, and its own dedicated site (arshtmembersonline.org). There are over 2,280 Culturists.
- E-blasts to target subscribers with ticket offers; our email list has over 267,000 unique contacts.
- Direct mail to ticket buyers and subscribers to build our brand and audience. Targeted mailings are sent to people based on their interests and attendance at previous shows. In addition, we send a complete season brochure at the beginning of the season to 200,000 South Florida homes, and quarterly calendars to 25,000 homes per mailing.
- Social media plans for every show, with posts daily for a combined reach of over 162,000 across Facebook, Instagram and Twitter. In FY2017 on Facebook alone the Center received 455,244 "likes" on posts, 15,286 comments and 29,890 shares; "click throughs" resulted in \$1.59 million in ticket sales. In 2018 so far, the Center has surpassed \$2 million in such conversions.
- Press coverage in print, TV and radio on the local, national and international level. We average nearly 150 placements per month and more than 5 daily.
- Street Teams that hand out 200,000 flyers at South Florida festivals and events each year.
- Dynamic pricing to improve ticket revenue.
- Partnerships with Greater Miami Convention and Visitors Bureau, South Florida Concierge Association, Miami Downtown Development Authority, The Beacon Council and other local

organizations to promote shows. We also have partnerships with the Consul Generals of Spain, Haiti, Brazil, Israel and other countries that provide promotion support for artists from their countries.

F. Management and Operating Budget Page 6 of 10

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.

For the past decade, the Arsht Center has achieved a balanced budget or surplus. Our operating budget comes from 3 sources: earned revenue (50% from ticket sales, rentals, parking), private support (25% from individuals, corporations and foundations) and public funding (25% from Miami-Dade County, which owns the Center's buildings). The Center has taken the following steps to achieve financial stability:

- Evaluate revenue and expenses monthly and act to ensure these are in line with annual budget
- Find opportunities throughout the year for cost savings
- Build 3 reserve funds to weather economic downturns and ensure long-term sustainability: an \$11 million Endowment Fund, Maintenance/Capital Fund and Arts Education/Innovation Fund
- Never borrow against advance ticket sales
- Maintain a \$1 million credit line never borrowed against
- Aggressively pursue private support

An annual source of revenue for our free arts education and engagement programs, as well as our reserve funds, is the Convention Development Tax (CDT) allocation designated for the Center through a 1996 Inter-local Cooperation Agreement between Miami-Dade County, the city of Miami and the Omni Community Development Agency. Based on incremental increases to the Omni area's tax base, the agreement recognizes the Center as a catalyst in attracting development and private investment. Although the amount allocated to the Center fluctuates every year and is subject to County Commission vote, our hope is that neighborhood revitalization will continue to help sustain and grow our programs. Combined with private support, CDT funds are used to improve and expand our free arts education initiatives to benefit over 55,000 K-12 students.

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.

We evaluate our programs throughout the season to elevate future offerings and learn from mistakes. Audience surveys, social media feedback and cross-departmental post-mortem sessions help us allocate resources and brainstorm ways to bring new shows with creative merit and strong revenue potential. We take into consideration the following: artistic excellence, ticket revenue, attendance, press coverage, reviews and opportunities for education and engagement. We pay close attention to:

- Number of first-time ticket buyers to determine the appeal of a show and its ability to build audiences

- Number of returning guests as a core constituency for differing series
- Opportunities to create partnerships to bring artists who would not otherwise be seen in South Florida
- Site visits and research to discover emerging and established artists for the Center's stages

Once a show is booked, our Marketing Department creates an advertising plan to meet revenue goals. After a show ends, a post-show report that explains the marketing efforts, including successes and challenges. The report compares each performance to previous and similar engagements, and highlights new trends in purchasing, demographics and media.

Our Education Team works with community partners (M-DCPS, VSA Florida, Alvin Ailey American Dance Theater, etc.) to develop and refine pre- and post-performance evaluations, collect and interpret data, conduct interviews and make program improvements. In 2018 the Arsht Center entered into new partnerships with Florida International University to evaluate "Kitty Hawk" and its impact on 7th graders' STEAM engagement, and with National Endowment for the Arts to evaluate AileyCamp Miami's 10-year impact on local children.

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

9/30/2017

4. Operating Budget Summary

Expenses	Previous Fiscal Year	Current Fiscal Year	Next Fiscal Year
1. Personnel: Administrative	\$5,073,161	\$4,200,000	\$4,326,000
2. Personnel: Programmatic			
3. Personnel: Technical/Production	\$7,462,319	\$8,164,168	\$8,409,093
4. Outside Fees and Services: Programmatic	\$11,879,837	\$13,393,345	\$13,968,550
5. Outside Fees and Services: Other	\$172,888		
6. Space Rental, Rent or Mortgage			
7. Travel			
8. Marketing	\$2,463,756	\$2,934,568	\$3,129,295
9. Remaining Operating Expenses	\$12,429,962	\$11,222,636	\$12,129,788

A.	Total Cash Expenses	\$39,481,923	\$39,914,717	\$41,962,726
B.	In-kind Contributions	\$643,922	\$175,000	
C.	Total Operating Expenses	\$40,125,845	\$40,089,717	\$41,962,726
	Income	Previous Fiscal Year	Current Fiscal Year	Next Fiscal Year
10.	Revenue: Admissions	\$18,090,752	\$16,683,618	\$19,571,988
11.	Revenue: Contracted Services			
12.	Revenue: Other	\$5,434,812	\$5,929,995	\$5,233,529
13.	Private Support: Corporate			
14.	Private Support: Foundation	\$3,682,596	\$5,275,709	\$5,183,713
15.	Private Support: Other			
16.	Government Support: Federal	\$25,000	\$20,000	
17.	Government Support: State/Regional	\$91,420	\$49,001	\$10,085
18.	Government Support: Local/County	\$11,727,727	\$11,915,411	\$11,913,411
19.	Applicant Cash	\$547,457	\$40,983	\$50,000
D.	Total Cash Income	\$39,599,764	\$39,914,717	\$41,962,726
B.	In-kind Contributions	\$643,922	\$175,000	
E.	Total Operating Income	\$40,243,686	\$40,089,717	\$41,962,726

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.

For the past 10 years, the Center has achieved a balanced budget/minor surplus, with surplus going to capital expenditures and equipment. The Center takes these steps to achieve financial stability: 1) Evaluate revenues and expenses each month to ensure they are in line with the budget, 2) Find opportunities throughout year for cost savings, 3) Build reserve funds to weather economic downturns, 4) Refrain from borrowing against advance ticket sales, and 5) Maintain a \$1 million credit line.

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 10

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.florida-arts.org/grants/guidelines/2017-2018.gps.guidelines.cfm#budget>.

Personnel: Administrative *

#	Description	Grant Funds	Cash Match	In-Kind Match	Total
1	Administrative Staff	\$0	\$4,326,000	\$0	\$4,326,000
Totals:		\$0	\$4,326,000	\$0	\$4,326,000

Personnel: Technical/Production *

#	Description	Grant Funds	Cash Match	In-Kind Match	Total
1	Technical/Production Staff	\$0	\$8,409,093	\$0	\$8,409,093
Totals:		\$0	\$8,409,093	\$0	\$8,409,093

Outside Fees and Services: Programmatic *

#	Description	Grant Funds	Cash Match	In-Kind Match	Total
1	Outside Programmatic and Artistic Fees	\$150,000	\$13,668,550	\$0	\$13,818,550
Totals:		\$150,000	\$13,668,550	\$0	\$13,818,550

Marketing *

#	Description	Grant Funds	Cash Match	In-Kind Match	Total
1	Marketing, PR and Advertising	\$0	\$3,129,295	\$0	\$3,129,295
Totals:		\$0	\$3,129,295	\$0	\$3,129,295

Remaining Proposal Expenses *

#	Description	Grant Funds	Cash Match	In-Kind Match	Total
1	Fulfillment (tickets, receptions, space rentals)	\$0	\$1,500,900	\$0	\$1,500,900
2	Utilities and Maintenance	\$0	\$3,723,496	\$0	\$3,723,496
3	Security and Parking	\$0	\$2,169,900	\$0	\$2,169,900
4	Supplies and Materials	\$0	\$575,237	\$0	\$575,237
5	Educational Programs	\$0	\$1,940,035	\$0	\$1,940,035
6	Remaining Operating Expenses	\$0	\$2,220,220	\$0	\$2,220,220
Totals:		\$0	\$12,129,788	\$0	\$12,129,788

Amount of Grant Funding Requested:

\$150,000

Cash Match:

\$41,662,726

In-Kind Match:

Match Amount:

\$41,662,726

Total Project Cost:

\$41,812,726

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.

Revenue: Admissions *

#	Description	Cash Match	Total
Totals:		\$0	\$19,271,988

#	Description	Cash Match	Total
1	Admissions	\$19,271,988	\$19,271,988
Totals:		\$0	\$19,271,988

Revenue: Other *

#	Description	Cash Match	Total
1	Space Rental Income	\$4,160,701	\$4,160,701
2	Food, Beverage and additional concessions	\$540,000	\$540,000
3	Investment Income	\$532,828	\$532,828
Totals:		\$0	\$5,233,529

Private Support: Foundation *

#	Description	Cash Match	Total
1	Foundation Support	\$5,183,713	\$5,183,713
Totals:		\$0	\$5,183,713

Government Support: Regional *

#	Description	Cash Match	Total
1	State/Regional	\$10,085	\$10,085
Totals:		\$0	\$10,085

Government Support: Local/County *

#	Description	Cash Match	Total
1	Government: Local	\$463,411	\$463,411
2	Miami-Dade County	\$11,450,000	\$11,450,000
Totals:		\$0	\$11,913,411

Applicant Cash *

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

Total Project Income:

\$41,812,726

Proposal Budget at a Glance

Line	Item	Expenses	Income	%
A.	Request Amount	\$150,000	\$150,000	0%
B.	Cash Match	\$41,662,726	\$41,662,726	100%
	Total Cash	\$41,812,726	\$41,812,726	100%
C.	In-Kind	\$0	\$0	0%
	Total Proposal Budget	\$41,812,726	\$41,812,726	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.

Support from the state helps the Center pay artist fees, one of the largest and most important aspects of our operating budget because it creates work for artists and delivers the finest talents to our audiences. With the renowned acoustics of the Knight Concert Hall, the world's best orchestras and musicians seek out the Center for their touring engagements. At the Arsht Center we believe "world-class" and "local" are not mutually exclusive. This grant from the state of Florida also supports presenting Miami-based artists, such as Zoetic Stage, Suidy Flamenco and Nu Deco Ensemble.

H. Accessibility Page 8 of 10

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 Arsht Center strives to ensure that all our spaces and events are accessible. We provide free audio description, assisted listening devices, open captioning and American Sign Language interpreters during performances. We provide free, pre-show Touch Tours for audience members with vision impairment so they can feel costumes, props and sets to enhance their experience. Through our website or by phone, people can purchase wheelchair-accessible seating and view a seat-map for optimal location.

The Center produces a rack card handout that summarizes accessibility services. It is e-mailed to school administrators, Arsht Families members, children's organizations, community centers and assisted-living facilities for seniors. The card also is placed in our lobbies. It explains the services for ASL, OC and AD, including the symbols for each (which also appear in Playbills and Arsht Center brochures). The handout explains Touch Tours and lists upcoming performances that offer OC. Theater Manager Alice Fifelski's contact information is provided for people who want to discuss or learn more about the services. As part of the Center's annual attendance at the Kennedy Center's Leadership Exchange in Arts and Disability Conference, a Center rep meets with a web accessibility consultant to receive feedback on the website. The Center updates changes every year to make our site more user-friendly for all.

The Arsht Center was the national recipient of the 2014 Achievement Award-Performing Arts in Audio Description from the American Council of the Blind and was recognized with the Dolly Gamble Award from the Florida Council of the Blind. Also, in 2014, the Center provided a wheelchair lift to the stage for the Broadway show "Once," which allowed all audience members to access the on-stage pub before the show and during intermission, a first for this show's tour stops. Because of the Arsht Center's commitment to inclusivity, Broadway Across America began incorporating the lift in other stops.

Since 2010, the Center has joined with the Kravis Center, the Broward Center for the Performing Arts and the Miami Theater Center to form the Florida Access Coalition for the Arts. The group fosters the sharing of information and resources to enhance guests' experiences.

2. Policies and Procedures

☒ Yes

☐ No

3. Staff Person for Accessibility Compliance

☒ Yes

☐ No

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

Alice Fifelski

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.

If yes, when was the evaluation completed?

3/1/2018

I. Attachments and Support Materials Page 9 of 10

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 or .gif	5 MB
documents	.pdf or .txt	10 MB
audio	.mp3	10 MB
video	.mp4, .mov, or .wmv	200 MB

1. Required Attachment List

Please upload your required attachments in the spaces provided. .

Substitute W-9 Form

File Name	File Size	Uploaded On	View (opens in new window)
Substitute W9 2018.pdf	33 [KB]	5/11/2018 11:28:48 AM	View file

2. Support materials (Optional)

File	Title	Description	Size	Type	View (opens in new window)
2017+ArshT+Sizzle+Reel.mp4	2017 Season in Review	Highlights from the 2016-2017 season at the ArshT Center and a look at what's to come.	65316 [KB]		View file
Kitty Hawk Promotional Video.mp4	Learning Through the Arts: Kitty Hawk	In 2017 the ArshT Center launched the free STEAM initiative "Kitty Hawk" for all seventh-graders in Miami-Dade County Public Schools	7766 [KB]		View file

File	Title	Description	Size	Type	View (opens in new window)
2017 Arsht Center Season Brochure.pdf	2017-18 Season Brochure	"Culture Builds Florida" logo and verbal acknowledgement on page 12	9960 [KB]		View file
Arsht Center Institutional and Performance Articles 2018 Season.pdf	Arsht Center Articles	Collection of articles and stories about the Arsht Center, its people and its performances from the 17-18 season	6263 [KB]		View file
_Florida Dept. of State GPS Support Letters 19-20.pdf	Arsht Center Support Letters	Letters of Support from Arsht Center Partners, Community Leaders and Miami-Dade County	888 [KB]		View file

J. Review & Submit Page 10 of 10

1. Review and Submit

☒ I hereby certify that I am authorized to submit this application on behalf of Performing Arts Center Trust, 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.

Guidelines Certification

☒ I hereby certify that I have read and understand the guidelines and all application requirements for this grant program as outlined under section , Florida Statutes 265.286 and 1T-1.036, Florida Administrative Code.

Signature (Enter first and last name)

M. John Richard

