

Adrienne Arsht Center Trust, Inc.

Project Title: General Program Support 2023-24

Grant Number: 24.c.ps.114.445

Date Submitted: Wednesday, June 1, 2022

Request Amount: \$150,000.00

A. Cover Page Page 1 of 12

Guidelines

Please read the current Guidelines prior to starting the application: **2023-2024 General Program Support Grant Guidelines**

Application Type

Proposal Type: Discipline-Based


Funding Category: Level 3

Discipline: Multidisciplinary

Proposal Title: General Program Support 2023-24

B. Contacts (Applicant Information) Page 2 of 12

Applicant Information

- a. Organization Name: Adrienne Arsht Center Trust, Inc. 
- b. DBA: Adrienne Arsht Center for the Performing Arts of Miami-Dade County
- c. FEID: 65-0353695
- d. Phone number: 786.468.2052
- e. Principal Address: 1300 N Biscayne Boulevard Miami, 33132-1608
- f. Mailing Address: 1300 N Biscayne Boulevard Miami, 33132-1608
- g. Website: www.arshtcenter.org
- h. Organization Type: Nonprofit Organization
- i. Organization Category: Other
- j. County: MiamiDade
- k. UEI: JSMDZLC4DHE4
- l. Fiscal Year End Date: 09/30

1. Grant Contact *

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4. National Endowment for the Arts Descriptors

4.1. Applicant Status

Organization - Nonprofit

4.2. Institution Type

Performance Facility

4.3. Applicant Discipline

Multidisciplinary

C. Eligibility Page 3 of 12

1. What is the legal status of your organization?

- Florida Public Entity
- Florida Nonprofit, Tax-Exempt

2. Are all grant activities accessible to all members of the public regardless of sex, race, color, national origin, religion, disability, age or marital status?

- Yes (required for eligibility)
- No

3. Project start date: 7/1/2023 - Project End Date: 6/30/2024 *

- Yes (required for eligibility)
- No

4. How many years of completed programming does your organization 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. Multi Disciplinary

- Yes (required for eligibility)
- No (You should apply to the Presenting discipline)

D. Quality of Offerings Page 4 of 12

1. Applicant Mission Statement - (500 characters) *

To engage and connect people from every corner of our community through artistic excellence and inspiring educational experiences.

2. Programming Description - (2000 characters)

Briefly describe the project or program for which you are requesting funding. 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.

Celebrating its 16th year as Miami's premier performing arts venue, the Adrienne Arsht Center for the Performing Arts of Miami-Dade County presents Broadway musicals, classical music and dance, world music and dance, Latin pop, jazz, comedy, holiday specials, regional theater and more. In a typical season, 400,000 patrons from across Florida and around the world attend 400 performances and events at the Center's world-class venues in downtown Miami, including the 2,400-seat Ziff Ballet Opera House, 2,200-seat Knight Concert Hall and 200-seat Carnival Studio Theater. Since 2006, more than 5 million people have been engaged with the performing arts through the Center, including over 350,000 Miami-Dade County Public School students who received free arts learning experiences through the Center's education programs. The Arsht Center continues to strive for excellence in its outreach and marketing efforts to promote culture and ensure access to the arts for all in South Florida.

The Arsht Center's award-winning Arts Education programs now reach over 80,000 Miami-Dade County Public School K-12 students each year, making it one of the largest free arts education enterprises in the U.S. As part of its Community Engagement offerings, the Center programs free performances year-round: Free Gospel Sundays draws more than 6,000 people to four wildly popular concerts each year, and Family Fest offers music, dance and theater performances for young children and families four times a year. Our education programming includes:

- AileyCamp Miami, a summer dance camp for 110 under-resourced youth.
- Learning Through the Arts, a performance and workshop program for all 5th, 7th, and 9th graders.
- Accessing the Arts, a residency program that helps children of all abilities thrive through engaging lessons with trained teaching artists.
- Jazz Roots Sound Check, a behind-the-scenes jazz experience that engaged up to 1,000 public high school music students.

The Arsht Center is actively putting Miami-Dade's rich cultural scene on the national and world map. General Program Support 2023-24 grant funds will support outside artistic fees, allowing the Center to stretch its programming in creative and new directions, enabling the Center to offer free community engagement programming while pursuing artistic excellence in a wide range of artistic disciplines for Floridians and visitors.

2.1. Programming Goals (2000 characters)

Please list at least three goals associated with the project or program for which you are requesting funding.

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.

Sample goal: To provide residents and visitors with increased opportunities to view local art and meet local artists.

Our GOALS for 2023-24 are:

- Continue to enact the Center's 2020-2025 Strategic Plan, guided by institutional values of creativity, excellence, relevance, inclusivity and sustainability.
 - Further develop IDEA@Arsht, the Center's formalized goals of inclusion, diversity, equity, and access.
- Present high-caliber programs and performances that reflect the diversity of South Florida, unite patrons and showcase established and emerging artists from Miami and beyond.
- Cultivate new audiences with performances not otherwise available here in Miami, and with affordable ticket prices.
- Onboard a new class of apprentices for the Arsht Center Technical Theater Apprenticeship, Florida's first registered apprenticeship in Technical Theater.
- Maintain strong model for institutional leadership. Both management and volunteers will demonstrate thought leadership, responsible stewardship and high ethical standards.
- 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.
- Uphold and advance inclusion, diversity, equity and access for artists, audience members and employees.
- 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 the late renowned designer Cesar Pelli, is an architectural icon for Miami and the heart of the county's Arts and Entertainment District.

2.2. Programming Objectives (2000 characters)

Please list the three corresponding objectives for the goals listed above.

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

Sample Objective: At least 300 residents and visitors will view local art and be invited to a "meet the artist reception"

OBJECTIVES:

- At least 300,000 patrons from South Florida and around the world will experience at least 200 events from Broadway to jazz to local artists at the Arsht Center.

- Engage over 80,000 K-12 students from Miami-Dade County Public Schools (M-DCPS) through free arts education programs. Our free arts education initiative will include 5 signature programs, along with workshops and master classes with visiting professional artists.
- Present over 1,000 local, national and international artists of diverse genres and backgrounds on our stages.

2.3. Programming Activities (2000 characters)

Please list the project or program activities.

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

Sample Activities: Work with local arts and tourism organizations to promote art shows.

Communicate with local art teachers to encourage students to attend shows. Schedule artist commentaries and news articles to promote the shows.

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
- Through our arts education programs, give Miami-Dade youth, especially those from underserved areas, the chance to experience live arts, learn STEAM skills in our education programs, and equip their teachers and mentors with the knowledge and materials to integrate the arts into daily classroom learning
- Support ninth graders throughout Miami-Dade County public high schools to destigmatize mental wellness through the arts, guided by an accompanying state-aligned curriculum
- Launch a Community Wellness Fair and workshops that use the arts as a vehicle for mental health wellness and awareness
- Graduate the third cohort of technical theater apprentices and prepare them for the transition to IATSE union membership and post-apprenticeship work opportunities
- Provide performance space, professional development 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. Prime activities are 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).

2.4. Partnerships & Collaborations (2000 characters)

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

The Adrienne Arsht Center 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 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 Arsht 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 Nu Deco Ensemble, City Theatre, Peter London Global Dance Company, Rosie Herrera Dance Theatre, Miami Symphony Orchestra, Miami Mass Choir, Miami Music Project, Teatro Avante, Miami Sound Choir, and Dranoff Foundation, among others. We also partner with Alvin Ailey American Dance Theater to present AileyCamp Miami, and with Frederic Snitzer Gallery which has helped the Center establish its own print collection.

Business partnerships include Constellation Culinary Group which reimaged our restaurant Brava!, reopened in December 2021, and Mitch Kaplan, owner of Books & Books, a successful independent bookstore-café that occupies our historic Art Deco Carnival Tower. The re-opening of Books & Books is currently in the works following the COVID-19 pandemic. 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 arts education programs, the Arsht Center collaborates with a variety of non-profit, public and private partners, including Miami-Dade County Public Schools, Boeing, AAR/Airbus, among many others.

E. Impact - Reach Page 5 of 12

For questions 1-6, 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.

1. What is the estimated number of events related to this proposal?

150

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

450

3. How many Adults will participate in the proposed events?

300,000

4. How many K-12 students will participate in the proposed events through their school?

80,000

5. How many individuals under the age of 18 will participate in the proposed events outside of their school?

70,000

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?

2,000

6.2. Number of Florida artists directly involved?

250

Total number of individuals who will be engaged?

452000

7. How many individuals will benefit through media?

100,000

8. Proposed Beneficiaries of Project

Select all groups of people that your project intends to serve directly. For each group, you can select more than one answer if applicable. If your project/program served the general public without a specific focus on reaching distinct populations, then select the “No Specific Group” options.

8.1. Race Ethnicity: (Choose all that apply) *

No specific racial/ethnic group

8.2. Age Ranges (Choose all that apply): *

No specific age group.

8.3. Underserved/Distinct Groups: *

No specific underserved/distinct group

9. Describe the demographics of your service area. (2000 characters)

Demographics are distinct characteristics of a population. Examples include but are not limited to: age, race, ethnicity, religion, gender, income, family status, education, veteran, disability status, and employment.

Miami-Dade is a majority-minority county with a population of 2.7 million residents who are 71% Hispanic, 16% Black or African American, and 13% White. Over half of county residents were born abroad and 77% speak a language other than English at home. Thirteen percent of residents live in poverty, and 8% of families with children, making free and affordable cultural programming of vital importance to the community. Close to 20% of residents do not have a high school degree, 27% have a high school degree, 14% have some college education but no degree, and the remaining hold a bachelors and/or a graduate degree.

Our patrons are typically 60% female and 40% male. Forty percent are Hispanic, 7% are Black/African-American, 2% Asian, and 50% are White. The average age of our patrons is 55. Twenty-two percent are under 37 years old, 39% are between 38-55 years old, and 39% are 56 and over. Currently, 20% of our patrons come from Broward, 4% from Palm Beach County, 64% from Miami-Dade, and 12% from other areas. The patrons that frequent the Arsht Center the most are from the downtown and surrounding neighborhoods, including Brickell, Coral Way, Wynwood and Edgewater, Coconut Grove, as well as the cities of Coral Gables and Miami Beach. However, all areas of the county are represented in our attendees. Through diverse and inclusive programming, we have also seen increases in attendance from neighborhoods and communities in Overtown, Little Haiti, and Little Havana. Seasonal visitors from areas such as Manhattan and Boston are also represented.

As an international travel hub and major vacation destination, the Miami area welcomes over 24 million visitors each year. Our international guests come from all over the world, with significant representation from South American countries, such as Brazil and Argentina.

10. Additional impact/participation numbers information (optional) (1500 characters)

Use this space to provide the panel with additional detail or information about the impact/participation numbers. Describe what makes your organization/programming unique.

In 2021-22, attendance was strong across the Arsht Center's four major series: Broadway, Jazz, Classical, and Theater Up Close. Broadway in Miami had a subscriber base of 6,531, Theater Up Close had 690 subscribers, the Jazz Roots and the Knight Masterworks Classical Music series had its highest number of subscribers in recent years at 675 and 514, respectively.

While the Arsht Center seeks to serve all members of Miami-Dade County, we do target specific communities and groups with programming to encourage participation in under-represented constituencies by eliminating geographical and financial barriers to access.

-Learning Through the Arts serves each 5th, 7th, and 9th grader in Miami-Dade County Public Schools so that each local student has three touchpoints with high-quality, live performing arts experiences prior to their graduation

- Accessing the Arts brings art-making and arts experiences to youth and adults of all abilities

- Free Gospel Sundays is offered completely free of charge and highlights Miami's best gospel artists alongside renowned gospel headliners

- The Arsht Center also provides complementary tickets to local non-profits and youth organizations to eliminate financial barriers to access

- New series, such as The Heritage Project, amplify the voices of Black artists and promote equality and inclusion

- In 2020-21, the Arsht Center responded to the community's need for safe artistic experiences by launching Arsht on the Road, presenting 67 performances at 27 different sites throughout each of the county's 13 districts.

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

Miami-Dade

12. What counties does your organization serve?

Miami-Dade

13. Describe your virtual programming. Only for applicants with virtual programming. (2500 characters)

Briefly describe any virtual programming that you provide to the public. This information should include who is able to access the programming and any payment structure.

During the 2021-22 season, the Arsht Center has largely transitioned back to in-person programming. We have continued to offer some events in a hybrid model, as well as utilize recorded productions for our free education programming.

Recently, The Heritage Project, our salon series that brings together established BIPOC artists and thinkers in conversations about the Black experience in arts, provided programming in a hybrid model with both in-person and virtual opportunities for participation. This series is free and open to the public.

Our education department has also professionally filmed the 5th grade Learning Through the Arts program, Rock Odyssey, and will be filming the 7th grade program, Kitty Hawk, in September 2022. These recordings will be made available in the coming years to increase our reach, in addition to our in-person education programming.

Discussions are ongoing about how virtual programming will be incorporated on a limited basis to serve more individuals and communities while placing our main efforts on safely bringing patrons back to the Center.

14. Proposal Impact (3500 characters)

How is your organization benefitting your community .What is the economic impact of your organization?

Organizations: Include education and outreach activities.

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

The Arsht Center annually serves over 400,000 residential and visiting patrons, generating an annual economic impact of over \$50 million. In a typical year, the Center employs over 200 people, as well as additional subcontractors, and presents over 2,000 artists on its stages. We are in downtown Miami within a county of 2.7 million that typically attracts over 20 million visitors each year, many drawn by our diverse arts and cultural offerings. Arsht Center spending and audience spending combined impacts over 1,600 local jobs and generates over \$52.5 million in local and state revenue each year.

Since opening in 2006, the Center has driven more than \$1 billion in new public and private investments in downtown Miami. As the catalyst for our neighborhood's 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.

In the 2023-24 season, the Arsht Center will:

- Showcase best-in-class and emerging artists from Miami and beyond
- Cultivate new audiences with programming that responds to our diverse community's market demands and interests
- Serve as an engine for the technical theater workforce and an apprenticeship model for peer institutions statewide
- Provide support for local arts organizations and artists through our Arts Partners program, which offers subsidized rental rates and marketing assistance
- Support local artists by giving them a platform through various performance series
- Serve as a town square for Miami, fostering greater understanding of our diverse cultures through shared experiences

EDUCATION AND OUTREACH ACTIVITIES:

We will serve more than 80,000 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 3-part program benefitting all 5th, 7th and 9th graders in M-DCPS. "Busy Bees" (5th grade) and "Kitty Hawk" (7th grade) 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. "I am Me", for 9th graders, focuses on mental health and is a touring production that goes to each public high school in Miami-Dade County. "Busy Bees" will premier in 2022-23 and will replace "Rock Odyssey", which has served 5th graders for the past decade and will now be exclusively accessible virtually.

JAZZ ROOTS SOUND CHECK: A behind-the-scenes experience with professional jazz artists for up to 1,000 Miami-Dade County public high school students

ACCESSING THE ARTS: In-school residencies at 24 classrooms, where teaching artists engage over 200 children of all abilities 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

THE HERITAGE PROJECT: A series that shines a spotlight on the Black experience through the lens of the arts

TECHNICAL THEATER APPRENTICESHIP: a three year program whose participants graduate job-ready for union jobs with starting salaries of \$55,000-\$65,000.

15. Marketing and Promotion

15.1. How are your marketing and promoting your organizations offerings? *

- Billboards
- Brochures
- Collaborations
- Direct Mail
- Email Marketing
- Magazine
- Newsletter
- Newspaper
- Pay Per Click (PPC) Advertising
- Podcast
- Radio
- Organic Social Media
- Paid Social Media
- Television

15.2. What steps are you taking in order to build your audience and expand your reach? (3500 characters)

How are you marketing and promoting your organizations offerings?

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 analyzed ticket buyer information before and after each show to gauge audience trends. Major strategies to promote shows and build audiences include:

- Online promotion through mobile-friendly website plus member benefits that include presales. Arshtcenter.org receives more than 2 million visits per year. A new mobile-responsive website launched in early May 2022.
- Traditional print advertising in English and Spanish media outlets, including the Miami Herald, Miami New Times, Lifestyle Magazine and El Nuevo Herald. We also advertise on their websites, for over 18.8 million reached.
- Regular radio spots on WLRN (South Florida's NPR news source) and other radio groups including iHeart, Audacy, Univision and Spanish Broadcasting System.
- Outdoor ads on over 30 kiosks outside the Center, plus 3 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 community partners and the general public. The Center's Sweet \$15 program has offered over 5,000 \$15 tickets to select performances in the 21-22 season.**
- **"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 email, direct mail and its own dedicated site (arshtmembersonline.org). In a typical year, membership exceeds 2,000 Culturists.**
- **E-blasts to target subscribers and ticket buyers with ticket offers; our email list has over 450,000 active current contacts.**
- **Digital advertising and select 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 30,000 South Florida homes.**
- **Social media plans are created for most shows and events, for a combined reach of over 3.5 million across Facebook, Instagram, and Twitter. In FY21, on Facebook content alone, the Center received 313,235 engagements, 4,146 comments and 8,163 shares; conversions resulted in \$800,000 in sales. In FY22 so far, the Center has surpassed \$266,000 in conversions.**
- **Through social media, we shared the story of the Arsht Center's commitment beyond the stage to arts education (AileyCamp Miami, Kitty Hawk), diversity and inclusion (i.e., theater apprentice program), local artists (Heart of Art commissioning program) and more. These 67 social media stories generated 459,700 impressions over the course of one year.**
- **Press coverage in print, TV, online and radio on the local, national and international level. In the 2020-21 season, the Arsht Center had over 6,804 press hits and 527 million impressions combined between online, print and TV.**
- **Dynamic pricing to improve ticket revenue.**
- **Partnerships with Greater Miami Convention and Visitors Bureau, Miami Downtown Development Authority, Biscayne Neighborhood Association, The Beacon Council and other local organizations to promote shows. We also have partnerships with the Consuls General of Spain, Israel and other countries that provide promotion support for artists from their countries.**
- **Reduced-price tickets for college students. The Center's UTIX program, which offers \$20 tickets to select performances serves over 5,169 registered college students.**

F. Impact - Diversity, Equity and Inclusion Page 6 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. In addition to your facility, what specific step are you taking to make your programming accessible to persons of all abilities and welcoming to all members of your community? (3500 characters)

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 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 of its spaces and events are accessible, above and beyond ADA requirements. We provide free audio description, assistive listening devices, open captioning, and American Sign Language interpreters during performances. Free, pre-show Touch Tours for audience members with vision impairment allow them to feel costumes, props, and sets, enhancing their experience. Through our website or by phone, people can purchase wheelchair-accessible seating and view a seat-map for optimal location.

The Center summarizes accessibility accommodations at its website (<https://www.arshtcenter.org/about-us/accessibility/>) and a dedicated email (accessibility@arshtcenter.org) funnels queries regarding access directly to Arsht Center house managers.

Our website was reviewed by Accessible 360 to make sure we comply with all regulations and are using the most up-to-date accessibility tools. The Arsht Center's Director of Guest Services became a Certified ADA Coordinator in 2020 and is an active member of the Florida ADA Coordinator Network.

As part of the Florida Access Coalition for the Arts, the Center convenes regularly with the Kravis Center, the Broward Center for the Performing Arts, and the Miami Theater Center with the purpose of sharing information and resources to enhance guests' experiences.

Virtual programming expanded access to the Arsht Center's programming beyond its facility. Homebound seniors and people of all ages with limited mobility can enjoy arts of every discipline through online offerings preserved on our website and YouTube page, including Arsht@Home, Heart of Art, The Heritage Project and more. For children and adults with developmental and cognitive disabilities, the Center commissioned arts education videos by its VSA-trained Accessing the Arts teaching artists, creating an online library of videos on artmaking during lockdown but valuable beyond the pandemic.

In addition to our efforts to be fully ADA compliant and welcoming, the Center also offers free and low cost ticket opportunities so that residents of all economic levels can experience what the Arsht Center has to offer. Family Fest and Free Gospel Sundays offer thousands of free tickets each season. The Arsht Center also partners with local schools and non-profit organizations to provide complimentary tickets to underserved populations. Free programming

is provided for all 5th, 7th, and 9th graders in Miami-Dade County Public Schools, and Arsht on the Road provides free performances in different communities throughout Miami-Dade. We also offer Live on the Plaza, outdoor performances by local artists at affordable rates that may be more attractive to those residents looking for a more unconventional concert experience.

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?

Jeffrey Gardner

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? 5/1/2022

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

- Yes
- No

5.1. If yes include here. (500 characters)

"Diversity is our strength. We are dedicated to creating and nurturing an inclusive workplace where everyone is welcome. At the Arsht Center, each person's uniqueness is our business advantage."

To ensure the Center lives up to this vision and more, an Inclusion, Diversity, Equity and Access (IDEA) plan was implemented, led by a committee of rotating staff members representing different ages, genders, races, abilities, and departments with support from leadership.

6. Accessibility includes other factors besides physical. What efforts has your organization made to provide programming for all? (2000 characters)

To better serve all audiences, the Arsht Center has created new programming that reflects all of Miami's communities, online and in person, and examines regular programming to ensure that diversity is manifested in the artists on its stages, genres presented, and distribution platforms. A silver lining of the COVID-19 pandemic is that it forced the Arsht Center to adopt more creative approaches to how to present works; through expanded free and accessible online programming, the Center has been able to transcend geographic and economic barriers that may prevent members of the community from attending the Center in person under normal circumstances. The Center also promotes inclusion through bilingual and non-verbal programming, offers free tours in English and Spanish, and free audio description, open captioning, ASL interpreters, and "touch tours" of popular shows.

In tandem with free arts education programs, free series and events like Free Gospel Sundays, Family Fest, Heritage Fest, and CommuniTEA Dance expand access to the arts. The Arsht Center also works with the public school system through Learning Through the Arts, our flagship program that serves every 5th, 7th, and 9th grader in Miami-Dade County Public Schools, and also provides complimentary tickets to local schools and non-profits. Arsht on the Road serves our residents at different community venues throughout the county, and Live on the Plaza offers affordable concerts outside on the Arsht Center's Thomson Plaza for the Arts, which appeals to residents who may be intimidated by the more formal concert hall experience.

The Arsht Center also commissions new works, such as "I am Me" for 9th graders and "Birds of Paradise" by Pioneer Winter, that are created by local artists covering prescient issues in our community and amplifying local artistic voices.

7. Describe the Diversity of your staff, volunteers, and board members. (1000 characters)

The Arsht Center strives to reflect the diversity of Miami-Dade County in its staff, volunteers and board members.

In terms of staff, senior leadership is 55% female and 45% male; across all employees, gender is 54% male and 46% female. Staff composition is 34% White non-Hispanic, 40% Hispanic, 22% Black and 1% Asian. Three percent identify as two or more races. To further support diversity, the Arsht Center is seeking to expand the performing arts' pipeline of diverse candidates through our paid internships and apprentices, opening up career opportunities to those who can not afford to take unpaid positions to build skills.

With an active volunteer corps of over 300 people of all ages and backgrounds, Arsht Center guests are greeted by volunteer greeters and ushers who look like them and speak various languages.

In terms of gender, board members are 53% male, 47% female; 42% are White non-Hispanic, 29% Black, 26% Hispanic, and 3% are more than one race. Careful consideration is made in selecting board members to reflect Miami's diverse communities.

G. Track Record Page 7 of 12

1. Organization History (2000 characters)

Briefly describe your organization's history including founding dates and significant changes in management, location, mission, etc. Also, include major accomplishments and program growth, adaptation to external factors and significant relationships and partnerships.

In 1991, cultural arts, government, and business leaders in Miami-Dade County conceptualized a world-class performing arts center in downtown Miami. Renamed Adrienne Arsht Center Trust, Inc., Performing Arts Center Trust, Inc. was established that year as a 501c3. In 2001, ground for the new center was broken after the Miami-Dade Board of County Commissioners unanimously approved construction. In July 2006, the Trust registered to do business as Carnival Center for the Performing Arts after the Carnival Corporation presented the Center with a naming gift.

The Center, designed by the late world-renowned architect Cesar Pelli of Pelli Clarke Pelli Architects, includes the 2,400-seat Sanford and Dolores Ziff Ballet Opera House, the 2,200-seat John S. and James L. Knight Concert Hall, the 200-seat Carnival Studio Theater, the Peacock Education Center, the restored Carnival Art Deco Tower, and the Thomson Plaza for the Arts that unites the Center's buildings across Biscayne Boulevard.

Adrienne Arsht Center Trust, Inc., a non-profit corporation currently governed by a volunteer board, manages and operates the Center, and is charged with raising funds from the public and private sector. The Center is the foundation on which its three resident companies (Florida Grand Opera, Miami City Ballet and New World Symphony) build their programs and extend their reach.

The Center celebrated its grand opening in October 2006, featuring more than 300 performances of the finest in both developing and established cultural arts programming in its first season. The 2008-09 season brought new changes as national business leader and philanthropist Adrienne Arsht donated \$30 million and, in recognition of the gift, the former Carnival Center for the Performing Arts was renamed the Adrienne Arsht Center for the Performing Arts of Miami-Dade County. That same year, the South Florida Business Journal selected the Arsht Center as the Nonprofit Business of the Year.

2. Fiscal Condition and Sustainability (2000 characters)

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 Center ended 2020-21 with a surplus due to two singular, one-time elements: a \$10,000,000 Shuttered Venue Operators Grant (SVOG) federal award and forgiveness of the \$2.2 million PPP (Paycheck Protection Program) loan. The financial strategy for the SVOG award was to use the funds to recover from the extraordinary 2020-21 expenditures and losses, and creating reserves to off-set losses in 2021-22 and beyond, as ticket sales and attendance are still soft following COVID-19.

Surplus funds will also be utilized to help fund the development of our new 5th grade Learning Through the Arts production, and will also be used to ensure major facility system upgrades for equipment that has reached its designated useful life and needs to be replaced or repaired in order to maintain a high-quality campus.

The Center has sustained a balanced budget or surplus for 13 consecutive years and routinely takes the following steps to achieve financial sustainability:

- 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: a \$27 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

Combined with private support and reserve funds, 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 supports free and educational programming. 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. The Center is well positioned to carry out all the proposed programming in our proposal for 2023-24.

3. Program Evaluation (2000 characters)

How will you determine if your Goals and Measurable Objectives are achieved? Who will conduct the evaluation, and who will the evaluation target? What methods will be used to collect participant feedback? (Surveys, evaluation forms, interviews, etc.) When will you collect the information, and how will it be used to inform future programming?

The Arsht Center evaluates programs throughout the season to elevate future offerings and learn from mistakes. Tools for evaluation include audience surveys, social media feedback and cross-departmental post-mortem sessions that help us allocate resources and brainstorm ways to bring new shows with creative merit and strong revenue potential. All of the following are taken into consideration: artistic excellence, ticket revenue, attendance, press coverage, reviews and opportunities for education and engagement.

Some metrics 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
- Artist feedback

Once a show is booked, our Marketing Department creates an advertising plan to meet revenue goals. After a show ends, a post-show report 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 (Miami-Dade County Public Schools, 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. Teacher and student surveys are collected after our Learning Through the Arts productions and workshops, and AileyCamp Miami evaluates students improvements in their arts skills and their peer relationships with the YouthArts Participants Skills Assessment. The department also incorporates teachers and students into focus groups to plan for new arts education and community engagement programming.

3.1. Describe the expected outcomes of the project. How will you determine the success of the project? (2000 characters)

Demonstrated success for the Arsht Center's 2023-24 season will include:

1. Positive growth in attendance by both existing and new patrons
2. Increased engagement with our social media sites
3. An increase in new artists and new works presented at the Center
4. New community partnerships that help to expand our reach and impact
5. Positive results from our education surveys and assessments indicating program participation satisfaction
6. Positive feedback from program attendees on artistic quality and content
7. Increase in endowment and major gifts support

Our education programming is continually evaluated and assessed in regards to our outcomes. Our nationally renowned AileyCamp Miami continues to demonstrate success through improvement in both arts skills and peer relationships, as well as excellent attendance among participants. In a typical summer, over 90% of our campers increase their dance skills and personal communication skills. In addition, nearly half of our campers maintain perfect attendance over the six weeks, demonstrating significant engagement with the program each year. In addition to AileyCamp Miami, we also measure satisfaction with programming through surveys. Surveys are distributed via online or print-outs to teachers that participate in our Learning Through the Arts program as well as Accessing the Arts. Past surveys indicate immense satisfaction with programming from participating classroom teachers and interest in further programming. Students who participate in our Learning Through the Arts workshops also indicate immense satisfaction with participation and a desire for further learning.

The Arsht Center also strives for success through community involvement through the use of focus groups. Before we launched our ninth grade Learning Through the Arts production, focus groups were held with students and teachers, and the Arsht Center's President and CEO held focus groups and listening sessions across our county when setting up the goals for our current strategic plan.

4. Completed Fiscal Year End Date (m/d/yyyy) * 9/30/2021

5. Operating Budget Summary

Expenses	Previous Fiscal Year	Current Fiscal Year	Next Fiscal Year
1. Personnel: Administrative	\$3,185,274	\$3,400,000	\$3,500,000
2. Personnel: Programmatic			
3. Personnel: Technical/Production	\$429,454	\$8,432,500	\$8,500,000
4. Outside Fees and Services: Programmatic	\$5,617,817		
5. Outside Fees and Services: Other	\$396,212	\$10,118,814	\$10,500,000
6. Space Rental, Rent or Mortgage			
7. Travel			
8. Marketing	\$580,148	\$2,337,407	\$2,054,400
9. Remaining Operating Expenses	\$10,196,194	\$12,022,959	\$13,135,000
A. Total Cash Expenses	\$20,405,099	\$36,311,680	\$37,689,400
B. In-kind Contributions	\$339,519	\$175,000	\$200,000
C. Total Operating Expenses	\$20,744,618	\$36,486,680	\$37,889,400
Income	Previous Fiscal Year	Current Fiscal Year	Next Fiscal Year
10. Revenue: Admissions	\$1,804,387	\$10,749,932	\$11,000,000
11. Revenue: Contracted Services	\$197,832	\$2,174,256	\$2,000,000
12. Revenue: Other	\$3,834,490	\$4,190,000	\$5,360,000
13. Private Support: Corporate		\$750,000	\$1,200,000

14. Private Support: Foundation	\$2,332,628	\$3,000,000	\$3,250,000
15. Private Support: Other	\$155,000		
16. Government Support: Federal	\$10,020,000	\$20,000	\$20,000
17. Government Support: State/Regional	\$112,340	\$100,937	\$100,000
18. Government Support: Local/County	\$15,083,600	\$15,326,555	\$14,759,400
19. Applicant Cash			
D. Total Cash Income	\$33,540,277	\$36,311,680	\$37,689,400
B. In-kind Contributions	\$339,519	\$175,000	\$200,000
E. Total Operating Income	\$33,879,796	\$36,486,680	\$37,889,400

6. Additional Operating Budget Information (1000 characters)

Use this space to provide the panel with additional detail or information about the operating budget. Please explain any deficits, excess revenue, or major changes to any line items or budget totals. If not applicable, then write "not applicable."

During FY21, the Arsht Center aggressively pursued all COVID-19 relief funding opportunities, and was successful with both the Shuttered Venue Operators Grant (SVOG) federal award and the PPP (Paycheck Protection Program), which offset our admissions losses, and enabled us to build reserves to offset continued COVID-19 losses while maintaining our facilities and further developing our education programs. While we do see audiences returning to the Center, attendance is still soft, and the reserves have allowed us to stabilize during this time of reconnecting and reengaging with the community.

7. Paid Staff

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

8. Hours *

- Organization is open full-time
- Organization is open part-time

9. Does your organization have a strategic or long range plan?

- Yes
- No

10. Rural Economic Development Initiative (REDI) and Underserved Waiver

- Yes
- No

H. Budget Page 8 of 12

1. 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 dos.myflorida.com/cultural/grants/grant-programs.

The expense section contains three columns:

- a. Grant funds (these are the funds you are requesting from the state)
- b. Cash Match (these are earned or contributed funds supplied by your organization)
- c. In-kind (the value of donated goods and services)
- d. Save each individual line within the budget.
- e. To update budget totals, save each page.

Do not include any non-allowable expenses in the proposal budget. (See: non-allowable expenses).

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

For Specific Cultural Projects the Proposal Budget expenses must equal the Proposal Budget income.

1.1. Personnel: Administrative *

#	Description	Grant Funds	Cash Match	In-Kind Match	Total
1	Administrative Staff	\$0	\$3,500,000	\$0	\$3,500,000
Totals:		\$0	\$3,500,000	\$0	\$3,500,000

1.2. Personnel: Programmatic *

1.3. Personnel: Technical/Production *

#	Description	Grant Funds	Cash Match	In-Kind Match	Total
1	Technical/Production Staff	\$0	\$8,500,000	\$0	\$8,500,000
Totals:		\$0	\$8,500,000	\$0	\$8,500,000

1.4. Outside Fees and Services: Programmatic *

#	Description	Grant Funds	Cash Match	In-Kind Match	Total
1	Outside Programmatic and Artistic Staff	\$150,000	\$10,385,000	\$0	\$10,535,000
Totals:		\$150,000	\$10,385,000	\$0	\$10,535,000

1.5. Outside Fees and Services: Other *

#	Description	Grant Funds	Cash Match	In-Kind Match	Total
1	Professional Services & Security	\$0	\$2,900,000	\$0	\$2,900,000
Totals:		\$0	\$2,900,000	\$0	\$2,900,000

1.6. Space Rental (match only) *

1.7. Travel (match only) *

1.8. Marketing *

#	Description	Grant Funds	Cash Match	In-Kind Match	Total
1	Marketing, PR, Advertising	\$0	\$2,054,400	\$0	\$2,054,400
Totals:		\$0	\$2,054,400	\$0	\$2,054,400

1.9. Remaining Proposal Expenses *

#	Description	Grant Funds	Cash Match	In-Kind Match	Total
1	Equipment Rental	\$0	\$220,000	\$200,000	\$420,000
2	Utilities	\$0	\$1,800,000	\$0	\$1,800,000
3	Fundraising/Development	\$0	\$1,900,000	\$0	\$1,900,000
4	Supplies/Materials	\$0	\$345,000	\$0	\$345,000
5	Maintenance & Repairs	\$0	\$1,600,000	\$0	\$1,600,000
Totals:		\$0	\$10,240,000	\$200,000	\$10,440,000

#	Description	Grant Funds	Cash Match	In-Kind Match	Total
6	Education Programs	\$0	\$2,500,000	\$0	\$2,500,000
7	MDC Loan Repayment	\$0	\$1,250,000	\$0	\$1,250,000
8	Insurance	\$0	\$625,000	\$0	\$625,000
Totals:		\$0	\$10,240,000	\$200,000	\$10,440,000

1.10. Amount of Grant Funding Requested:

\$150,000

1.11. Cash Match:

\$37,579,400

1.12. In-Kind Match:

\$200,000

1.13. Match Amount:

\$37,779,400

1.14. Total Project Cost:

\$37,929,400

2. Proposal Budget Income:

Detail the expected source of the cash match (middle column) your organization will be using in order to match the state funds (first column) outlined in the expense section. Use the budget categories listed below. Do not include your grant request (first column) or in-kind (third column). Include only income that specifically relates to the proposal. The Proposal Budget income must equal to the Proposal Budget cash match in the expenses.

2.1. Revenue: Admissions *

#	Description	Cash Match	Total
1	Admissions	\$11,000,000	\$11,000,000
Totals:		\$0	\$11,000,000

2.2. Revenue: Contracted Services *

#	Description	Cash Match	Total	
1	Contracted Services	\$2,000,000	\$2,000,000	
Totals:		\$0	\$2,000,000	\$2,000,000

2.3. Revenue: Other *

#	Description	Cash Match	Total	
1	Rental Income	\$4,500,000	\$4,500,000	
2	Merchandise	\$200,000	\$200,000	
3	Investment Income	\$610,000	\$610,000	
Totals:		\$0	\$5,310,000	\$5,310,000

2.4. Private Support: Corporate *

#	Description	Cash Match	Total	
1	Corporate Support	\$1,200,000	\$1,200,000	
Totals:		\$0	\$1,200,000	\$1,200,000

2.5. Private Support: Foundation *

#	Description	Cash Match	Total	
1	Foundation Support	\$3,250,000	\$3,250,000	
Totals:		\$0	\$3,250,000	\$3,250,000

2.6. Private Support: Other *

2.7. Government Support: Federal *

#	Description	Cash Match	Total	
1	National Endowment for the Arts	\$20,000	\$20,000	
Totals:		\$0	\$20,000	\$20,000

2.8. Government Support: Regional *

#	Description	Cash Match	Total
1	Volunteer Florida	\$20,000	\$20,000
Totals:		\$0	\$20,000

2.9. Government Support: Local/County *

#	Description	Cash Match	Total
1	Miami-Dade County Cultural Affairs	\$629,400	\$629,400
2	Miami-Dade County	\$7,650,000	\$7,650,000
3	CRA/CTD Funds	\$6,500,000	\$6,500,000
Totals:		\$0	\$14,779,400

2.10. Applicant Cash *

2.11. Total Project Income:

\$37,929,400

2.12. Proposal Budget at a Glance

Line	Item	Expenses	Income	%
A.	Request Amount	\$150,000	\$150,000	0%
B.	Cash Match	\$37,579,400	\$37,579,400	99%
	Total Cash	\$37,729,400	\$37,729,400	99%
C.	In-Kind	\$200,000	\$200,000	1%
	Total Proposal Budget	\$37,929,400	\$37,929,400	100%

3. Additional Proposal Budget Information (optional) (1000 characters)

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, Siudy Flamenco and Nu Deco Ensemble.

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 DAC credit statement and/or logo.
- **File:** The file selected from your computer. For uploaded materials only. The following sizes and formats are allowed.

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

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

1. Required Attachment List

Please upload your required attachments in the spaces provided.

1.1. Substitute W-9 Form

File Name	File Size	Uploaded On	View (opens in new window)
Substitute Form W-9 6.1.21.pdf	33 [KB]	5/4/2022 1:49:18 PM	View file

1.2. Federal 990 Form (most recently completed)

File Name	File Size	Uploaded On	View (opens in new window)
FY20 FORM 990 FINAL.pdf	991 [KB]	5/4/2022 1:49:18 PM	View file

2. Support materials (required)*

File	Title	Description	Size	Type	View (opens in new window)
Business&StrategicPlans.pdf	Strategic Plan (2020-25) and Current Business Plan (2021-22)		24053 [KB]		View file
AAC Annual Report 2022.pdf	Annual Report to Community 2020-21		3905 [KB]		View file
Arsht-Magazine-Spring- 2022.pdf	Arsht 2022 Spring Magazine		9106 [KB]		View file
AACT List as of April 2022.pdf	Arsht Center Trust Board of Directors		43 [KB]		View file
21-22 Season Brochure.pdf	2021-22 Season Brochure		14170 [KB]		View file
Support Letters.pdf	Support Letters	Support letters from local partners including county government, schools superintendent and arts partners	689 [KB]		View file
Press Articles.pdf	Press Articles	Articles spanning recent Arsht Center accomplishments	4302 [KB]		View file
Video Links.pdf	Video Links	Links to videos that help tell the Arsht Center's story of the past year, including samples of programming.	150 [KB]		View file

2.1.

J. Notification of International Travel Page 10 of 12

Notification of International Travel

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 Division of Arts and Culture.

K. Florida Single Audit Act Page 11 of 12

Florida Single Audit Act

In accordance with Section 215.97(2)(a) and 215.97(8)(a), Florida Statutes, and the policies and procedures established by the Division of Arts and Culture, the grantee is required to certify annually if your organization with FEIN (insert FEIN here) expended \$750,000 or more from all combined state sources and all combined federal sources during your organization's fiscal year. If your organization has exceeded the threshold of \$750,000, your organization will be required to comply with the Florida Single Audit Act. You will be required to complete a separate certification form in dosgrants.com following the close of your fiscal year.

1. Florida Single Audit Act

I hereby acknowledge that I have read and understand the above statement and will comply with Section 215.197, Florida Statutes, Florida Single Audit Act and the policies and procedures established by the Division of Arts and Culture.

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-1.036, Florida Administrative Code.

2. Review and Submit

I hereby certify that I am authorized to submit this application on behalf of Adrienne Arsht 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.

2.1. Signature (Enter first and last name)

Beth Markowitz

