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Justification Review



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Two Department of State Divisions Would Benefit Through Coordination and Grants Streamlining

at a glance

The programs of the Divisions of Cultural Affairs and Historical Resources preserve and promote Florida cultural and historical resources. The programs are appropriately placed within the Department of State, but there would be benefits to merging the two divisions.

The department would improve cultural affairs and historical resources programs by streamlining the grants process and using a more coordinated approach when planning cultural and historical resources development. This would enhance responsiveness to local resource development needs and leverage support for economic development and tourism initiatives.

Additional efforts are also needed to ensure preservation and protection of state-owned historic properties.

Purpose

This report presents the results of our program evaluation and justification review of the cultural affairs and historical resources programs administered by the Department of State. State law directs OPPAGA to conduct justification reviews of each program operating under a performance-based program budget.¹

¹ Section 11.513, *F.S.*

This report assesses performance measures, evaluates performance, and identifies policy alternatives for improving services. Appendix A summarizes our conclusions regarding the nine areas the law requires be considered in a justification review.

Background

The Divisions of Cultural Affairs and Historical Resources represent two of seven divisions within the Department of State. These divisions are responsible for preserving and promoting the state's cultural and historical resources and making them accessible to the public. The cultural affairs program primarily supports the arts, but also supports cultural institutions such as science museums, zoos, historical societies and botanical gardens. The historical resources program supports initiatives that focus on Florida history including historical museums, historic preservation efforts, regulatory functions, and the protection of archaeological resources. The primary function of the divisions is to promote conservation and local resource development by providing grants and technical assistance.

Division of Cultural Affairs. The cultural affairs program promotes activities of cultural and artistic significance that improve the quality of life in Florida. Its primary activity is to manage the Department of State's 11 cultural grants

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programs, which award matching grants to communities across the state for the presentation of cultural activities and for the acquisition, construction, and renovation of cultural facilities (see Appendix B for a description of grant programs and Appendix C for a list of individual grants by county awarded in Fiscal Year 2002-03).²

The Division of Cultural Affairs also provides a range of programs and services that promote the arts. It oversees the Art in State Buildings Program, provides venues for Florida artists to exhibit their work, and publishes a resource tool for arts in education programs. Appendix D provides a description of these programs and services.

The division serves as Florida's designated state arts agency. Each state has such an agency to serve as the recipient of federal arts funds from the National Endowment for the Arts. For Fiscal Year 2002-03, the division's appropriation included \$683,071 in federal arts funds, which represented 2% of its total appropriation.

Advisory groups help the Division of Cultural Affairs carry out its responsibilities. The Florida Arts Council, a 15-member advisory board, plans for the creation of new programs and evaluates existing programs.³ Grant review panels, appointed by the Secretary of State and consisting of artists, professionals from the cultural fields, and community cultural leaders apply established criteria to evaluate requests for grant funds. The review panels make funding recommendations to the Florida Arts Council, which in turn advises the Secretary of State, who makes final decisions on the distribution of grant awards.⁴ Division grant

² Chapter 265, *F.S.*, specifies that the division can award up to 30% of grant funds on a non-matching basis. In addition, organizations that receive line item appropriations outside of the grant award process are not subject to match requirements. In 2001-02, the division's appropriation contained \$2,000,000 in line item appropriations for six organizations.

³ Seven members of the Florida Arts Council are appointed by the Governor, four by the President of the Senate, and four by the Speaker of the House.

⁴ For the cultural facilities program, arts council members serve as the grant review panel.

awards typically support a small portion of the operating budgets of funded organizations.⁵

The Division of Cultural Affairs has a single bureau that oversees grant programs. In addition, the Office of the Director administers specific initiatives such as developing art exhibition programs and coordinating the activities of the advisory Florida Arts Council.

Division of Historical Resources. The historical resources program is responsible for acquiring, preserving, and retaining sites, properties, records, and artifacts having historical and archaeological value to the state. The division also promotes and encourages knowledge and appreciation of Florida history. The division awards grants to preserve, rehabilitate, and protect historical and archaeological sites and to support exhibits and operations of historical museums (see Appendix E for a description of grant programs and Appendix F for a list of grants awarded in Fiscal Year 2002-03).

The Division of Historical Resources also operates historical museums and other programs of historical and archaeological significance. It provides services and information to state and local governments and consultants regarding the location and significance of historic structures. Appendix G describes the division's main services.

The National Historic Preservation Act of 1966 established a partnership between the federal government and the states to promote the preservation of America's historic resources. In return for federal funding and technical expertise, Florida takes responsibility for administering the State Historic Preservation Program managed by the State Historic Preservation Officer.⁶ For Fiscal Year 2002-03, the division's federal historic preservation grant is \$817,580, which represents 3% of the division's appropriation.

⁵ For example, state support covers around 3% of the annual cost of operating several of the state's major museums.

⁶ In Florida, the State Historic Preservation officer is designated by the Governor and also serves as the director of the Division of Historical Resources.

The Florida Historical Commission, an 11-member advisory board, evaluates and recommends applications for the division's special category grants, and its members serve as chairpersons for panels evaluating various types of museum and preservation grants.⁷ The Secretary grants final approval before funding recommendations are submitted to the Legislature.

Three bureaus administer the historical resources program, and the division also maintains three regional offices located in Tampa, St. Augustine, and Delray Beach to assist in the delivery of historic preservation services to the surrounding counties.

- The **Bureau of Historical Museums** collects, preserves, exhibits and interprets evidence of past and present cultures in the state, and promotes knowledge and appreciation of Florida's heritage. The bureau also awards grants for exhibits and the operation of historical museums.
- The **Bureau of Historic Preservation** conducts programs aimed at identifying, evaluating, preserving and interpreting the state's historic resources, awards historic preservation grants, and reviews applications for development to ensure compliance with state and federal historic preservation laws.⁸
- The **Bureau of Archaeological Research** surveys, evaluates, manages, conducts research and interprets state archaeological resources, and maintains a central inventory of historic properties for the state.

Funding

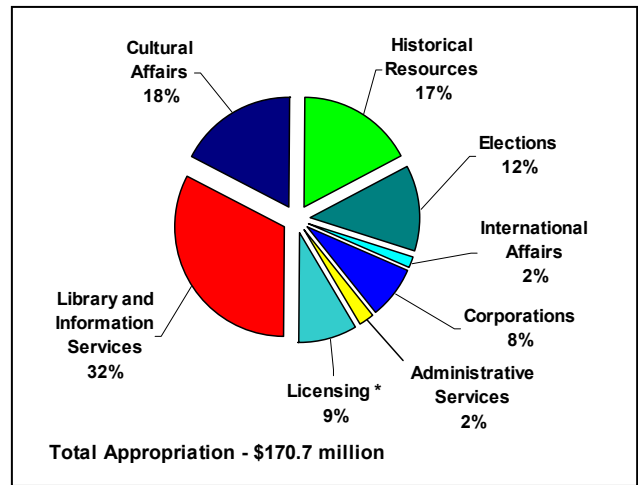
The Legislature appropriated \$59.8 million to the two divisions for Fiscal Year 2002-03. As shown in Exhibit 1, the two divisions combined represent 35% of the Department of State's total

⁷ Seven members are appointed by the Governor, two by the President of the Senate, and two by the Speaker of the House.

⁸ Section 106 of the National Historic Preservation Act requires considering whether proposed projects by federal agencies or projects receiving federal funds such as a transportation project adversely affect or alter historic properties or prehistoric sites.

appropriation for the fiscal year. These funds are derived from a combination of general revenue and trust funds that receive revenues from corporate filing fees, state land preservation management funds, and federal grants (see Exhibit 2).⁹ Most program resources are used for cultural and historical grants, and to provide historic preservation services. Approximately 5% of the available funds are used for the two division's administration including program planning and grants management.

Exhibit 1
The Divisions of Cultural Affairs and Historical Resources Represent More than a Third of the Department of State's Fiscal Year 2002-03 Appropriation of \$170.7 Million



*Effective January 2003, the Division of Licensing is transferred to the Department of Agriculture and Consumer Services.

Source: LAS/PBS system, Fiscal Year 2002-03 and Ch. 2002-394, *Laws of Florida*.

Division of Cultural Affairs. The Legislature appropriated the cultural affairs program \$30.5 million and 19 full-time equivalent positions (FTEs) for Fiscal Year 2002-03. Trust funds account for approximately two-thirds of the appropriation and are used mainly for grants for cultural programs. General revenue funds make up the remainder of the appropriation, and are primarily designated for grants to fund

⁹ Federal funds account for around 2% of the Division of Cultural Affairs' appropriation and less than 3% of the Division of Historical Resources' appropriation.

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the acquisition, construction, and renovation of cultural facilities.¹⁰

Division of Historical Resources. The Legislature appropriated the historical resources program \$29.3 million and 94 full-time equivalent positions (FTEs) for Fiscal Year 2002-03.¹¹ General revenue provides for 64% of these funds, with trust funds providing the rest. Most (63%) of the division’s appropriation is set aside for grants to historical museums, local governments, and other public or private organizations for operating assistance, and the archaeological survey, acquisition, and restoration of historic properties.

**Exhibit 2
Appropriations for the Divisions of Cultural Affairs and Historical Resources**

Fiscal Year 2002-03 Legislative Appropriation	Cultural Affairs	Historical Resources
Full-time equivalent positions	19	94
General Revenue	\$11,771,995	\$18,841,407
Trust Funds ¹	18,691,922	10,474,926
Total	\$30,463,917	\$29,316,333

¹ Federal grants of \$683,071 and \$817,580, respectively, are included in the Divisions of Cultural Affairs and Historical Resources’ Trust Funds.

Source: LAS/PBS system, Fiscal Year 2002-03 and Ch. 2002-394, *Laws of Florida*.

Program Need _____

The cultural affairs and historical resources programs provide benefits to the citizens of Florida. Although not essential state functions, these programs help to promote public access to Florida’s cultural and historical resources. The programs also contribute to economic development and provide services that strengthen cultural and historical organizations and ensure that development does not destroy non-renewable resources.

¹⁰ Administrative costs are covered by both general revenue and trust funds.

¹¹ The Division of Historical Resources provides many services in addition to grants administration, as described in Appendix G. This accounts for the large difference in the number of FTEs between the two divisions.

The primary purpose of the divisions is to help ensure public access to cultural and historical programs. This is accomplished by preserving the state’s cultural heritage, fostering the development of contemporary forms of cultural expression, and providing grant support to local organizations that agree to provide broad-based public access.

State-supported cultural and historical programs have positive effects on the quality of life. Programs targeting students and teachers strengthen the educational system, while the adaptive reuse of architectural treasures and the presence of cultural institutions contribute to the vitality of communities. Cultural programs are often credited with performing a civic function by cultivating understanding of the diverse heritages represented in our society.

In addition to these primary benefits of cultural and historical programs, a vibrant cultural sector contributes to economic development goals by spurring community redevelopment, influencing business relocation decisions and promoting tourism.¹² The direct economic impact of Florida’s support for the cultural industries includes jobs created and materials purchased by grant recipients; indirect economic impacts include spending by tourists who visit historic sites, museums, and cultural events.¹³

The divisions provide additional public benefits through their information and service functions. Successful competition for grants provides a stamp of approval, signifying a level of quality and accountability that strengthens the state’s cultural infrastructure by helping organizations leverage private support. In addition, the Division of Historical Resources provides technical assistance to the public for listing historic properties in the National Register and thereby making them eligible for federal and state financial incentives.¹⁴ The

¹² National Governor's Association (2001). *The Role of the Arts in Economic Development*. Washington, DC.

¹³ Both divisions periodically commission economic impact studies. *Economic Impacts of Historic Preservation in Florida* can be accessed at http://www.law.ufl.edu/cgr/pdf/historic_report.pdf.

¹⁴ Owners of properties listed on the National Register of Historic

division also maintains and disseminates information about the state's known archaeological and historical sites so they can be studied and protected from development.

Given these public benefits, we concluded that the functions of the Divisions of Cultural Affairs and Historical Resources should be continued. However, later in this report we make recommendations for increasing program effectiveness.

Program Placement ———

The Cultural Affairs and Historical Resources programs are logically placed under the Secretary of State, who is Florida's statutorily designated chief cultural officer. The placement is consistent with the Department of State's mission of increasing public access to a wide range of resources, such as the books and historical documents maintained by public libraries. We found no compelling benefit, such as cost savings or increased efficiencies, which could be achieved from moving these programs and thus concluded the activities should remain in the Department of State.

However, the 2000 Legislature implemented revisions to Florida's constitution that will affect management of the Department of State. Effective January 2003, the Secretary of State will no longer be an elected position, but will be appointed by the Governor. If the Legislature wishes to use this as an opportunity to reorganize the department, it may wish to consider the following options as alternative organizational placements for these programs.

- Move the divisions to the Department of Community Affairs, which has experience administering a variety of grants programs.
- Move the divisions under the Office of Tourism, Trade and Economic Development (OTTED) in the Governor's Office, which has oversight of other programs that have

an impact on the state's economic and tourism development.

- Move the divisions to an agency whose activities intersect with initiatives of the divisions, such as the Division of Parks and Recreation within the Department of Environmental Protection, or the Department of Education.

Although we concluded that the cultural affairs and historical resources divisions are appropriately placed within the Department of State, there are benefits to merging them into a single division. As discussed beginning on page 9 of this report, there are commonalities between the divisions and merger could facilitate the development of a unified vision for state support of cultural and historical initiatives.

Performance —————

The Divisions of Cultural Affairs and Historical Resources do not have performance measurement systems that adequately assess the impact of their programs. Performance data reported to the Legislature is not accurate, and modifications to performance measures would enhance planning and accountability. In addition, while program grant processes are well regarded, they could be improved.

Most current performance data is not reliable

The programs' performance measures, listed in Appendix H, include important factors such as attendance at supported cultural and historical events, citizen satisfaction with programs, and amount of local funds leveraged through the state programs. These are reasonable sets of performance measures that should provide useful information to the Legislature about the programs' activities. However, most of the performance data that the programs have reported to the Legislature is not reliable.

As reported by the department's inspector general in July and August 2002, the Fiscal Year 2000-01 performance information was not sufficiently reliable to be used to evaluate

Places are eligible for a federal income tax credit. Also, Florida allows counties and cities to grant ad valorem tax relief for owners of properties on the list, or those eligible for inclusion on the list.

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program performance.¹⁵ As noted in Appendix H, the divisions used inaccurate source information and faulty procedures for collecting and analyzing the data. As the divisions have not yet made the necessary corrections to ensure the accuracy of reported performance information, no valid data exists to assess performance trends.

As noted by the department inspector general's review of the programs' measures, the divisions need to devise more reliable data collection methods. In conjunction with this review, the divisions are revising some of their methods for analyzing data available at the state level. But it will be more difficult to ensure the reliability of data reported by grant recipients. The divisions should work with their grantees to develop reliable data collection methods, and institute procedures to verify the accuracy of reported data.¹⁶

Performance measures could be improved

Although the programs' performance data related to the level of grant activity is reliable, the information is not particularly meaningful.¹⁷ As shown in Appendix H, for Fiscal Year 2000-01, the Division of Cultural Affairs awarded 729 grants equaling \$32,710,276, while the Division of Historical Resources awarded 283 grants totaling \$21,646,224.¹⁸ However, total dollars awarded through grants is a function of the amount of legislative appropriations, while the number of grants awarded is a function of administrative policies regarding funding.¹⁹ Thus, neither of these

measures provides meaningful information about the two program's success in attaining their goals.

To provide more meaningful information about the impact of programs, we recommend that the divisions establish clearer linkages between programs, grant criteria, and performance measures. As explained in Appendix H, we also recommend that the divisions disaggregate their performance data to allow a determination of the types of programs the state supports and if those programs are accessible to individuals of all socio-economic strata.

Programs are highly regarded but could be improved

In the absence of adequate performance measures and data, we assessed the programs' performance by comparing Florida's cultural and historical grant programs to similar programs in other states, and by reviewing the preservation and archaeological research activities of the Division of Historical Resources.

Florida is a national leader in the amount of legislative financial support received for cultural and historical preservation activities. It is also highly regarded for its open government policies or "sunshine" laws, which result in grant review and deliberation processes that are open to the public.²⁰ Florida's well-developed structure for awarding cultural and historic preservation grant funds is also admired.²¹ For example, Florida's grants programs include a competitive process for awarding funds for capital projects; in contrast, some states only support capital projects through periodic legislative appropriations that are determined outside of a grant review process. Florida is also considered an innovator in developing financial support systems for cultural and historical

categories is more selective, with awards provided only to the projects that receive the most quality points in a peer review process.

²⁰ Article 1, Section 24 of the Florida Constitution provides for access to public records and meetings.

²¹ We identified and assessed programs in other states by reviewing agency publications, talking with personnel, and interviewing individuals with experience reviewing grants in Florida and in other states.

¹⁵ As required by s. 20.055, *F.S.*, the department inspector general analyzed the programs' legislative performance measures to determine the validity of each measure and accuracy of associated data.

¹⁶ Neither division has a system for conducting grant compliance reviews on a regular basis, or for otherwise ensuring that performance data reported by grant recipients is accurate.

¹⁷ We considered reported data that was materially similar to appropriation amounts for grant programs to be reliable estimates.

¹⁸ Grants awarded may differ from the actual annual distribution of funds, as some awards may be declined, and others may be disbursed over a period of several years.

¹⁹ The funding policy for awarding general program support and operating grants involves applying a formula that results in available funds being split among all eligible applicant organizations. The funding policy for most specific project grant

resource development; it earmarks a portion of corporate filing fees for trust funds that support cultural and historical activities.²²

In addition to examining grant processes, we reviewed the other functions and programs within the Division of Historical Resources.²³ The division has attained some noteworthy accomplishments in its delivery of programs and services to Florida's citizens.

- From 1997 to 2001 the Institute of Museum and Library Services recognized the Bureau of Historical Museums for its leadership and professional performance by awarding a total of approximately \$130,000 for general operating and conservation projects.²⁴
- From 1999 to 2002, the Bureau of Historic Preservation increased its services to federal and local governments and private enterprises by 30%. It currently reviews approximately 13,000 construction projects for compliance with historic preservation requirements of federal and state laws.
- In 1994, the Bureau of Archaeological Research, in cooperation with the Department of Environmental Protection, initiated a training program on archaeological resource management for park employees. The program has since been offered to more than 400 land managers from federal, state, and nonprofit land conservation organizations and law enforcement officers.²⁵
- The Bureau of Archaeological Research's conservation laboratory treats and preserves artifacts recovered by the bureau's underwater archaeologists, and provides

²² In addition to the use of general funds, funding mechanisms used by other states include lotteries, endowments and bond issues.

²³ We assessed the programs by reviewing agency documents, interviewing program staff, and by observing and participating in the processes and activities.

²⁴ The Institute of Museum and Library Services is an independent federal agency that fosters leadership, innovation, and learning opportunities for the entire community through grants to eligible museums.

²⁵ The training has been developed to aid land managers, law enforcement officers, and others in public agencies on appropriate management practices of archaeological resources.

conservation services to federal, state, and private entities.

- The bureau is also responsible for managing certain conservation and recreation lands acquired by the state. Archaeologists surveyed 611,499 acres of land, visited 299 managed areas, and recorded 1,707 historical sites since 1990. These surveys and evaluations help ensure that historic resources are taken into account in land planning and development.

Despite the strengths of the cultural and historical programs, Florida could adopt other practices to establish funding priorities and increase efficiencies. For example, some states engage in comprehensive needs assessment and planning processes. In contrast, decision making in Florida is more reactive, with budgets for grant programs often set in state law or based on demand rather than on an analysis of statewide needs.²⁶ In the next section of this report, we discuss options for improving the efficiency and effectiveness of the programs.

Other Findings

Our review identified three additional options for improving the state's cultural and historical programs. Specifically, the department should:

- streamline the grant-making process by increasing use of technology and reducing the number of panels that review grant applications;
- take a more proactive role in planning for the state's cultural and historical resources development; and
- improve oversight of the capital outlay needs of state-owned historic properties.

The department should streamline the grant-making process

To increase efficiencies, in recent years the Department of State has reduced paperwork by

²⁶ For example, programs that provide grants for major capital projects consider individual applications, but not within a context of statewide needs.

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making its grant application forms available on-line, and has reduced the number of grant applications by moving to multi-year funding for some programs. However, Florida has not adopted some of the additional practices other states use to streamline the grants processes such as using electronic grants systems, and reducing the number of panels that review grant applications.

Increased use of technology could improve the grants process. Electronic grant systems reduce the amount of time and the volume of paperwork devoted to the grants process. While such systems can take several years to design and implement and may require an initial investment, they can minimize the cost and increase the accuracy of data entry, file management, and performance reporting.

Like many states, Florida's cultural and historical programs provide grant applications which can be downloaded from a website and completed prior to mailing. However, we identified 14 states that use more sophisticated systems. For example, California is phasing in a system that links electronically submitted grant applications to the agency's database, and Texas uses a similar system designed to eliminate the use of paper that also links grant information to the state payment system.

Florida's Department of State has expressed interest in electronic grants systems. However, in lieu of contracting with one of the entities that develops and maintains these systems for other states, it plans to develop its own system.²⁷ After several years of discussion, little progress has been made.²⁸ Florida continues to use a paper system for managing the grants process, which requires staff review of most

grant documents and manual input of data. Given the potential cost savings and administrative efficiencies, the department should assess options and accelerate plans to use technology to improve the grants process.

The number of grant review panels could be reduced. The Divisions of Cultural Affairs and Historical Resources organize over 30 grant review panels each year. This requires identifying qualified individuals to serve on panels that review funding requests; distributing copies of grant applications to the panelists; and arranging travel and meeting space so that panel members can meet and make decisions regarding the use of state funds. A considerable amount of staff time is directed towards these panel-related activities.

In an effort to ensure that professional staff provides services to the field instead of engaging in purely administrative tasks, other states have adopted measures to reduce the number of panel meetings. For example, some states forego the peer panel review process for small grant requests, e.g., requests below an established threshold, such as \$5,000.²⁹ Other states have developed alternative review procedures for labor-intensive programs such as artist fellowship programs.³⁰ One strategy involves establishing a funding rotation for awarding fellowship awards in different arts disciplines. For example, fellowships for visual artists may be available in one year, while fellowships for literary artists may be available the next. Another strategy involves collaborating with other states to develop joint review processes. Thus, the cost and administrative requirements for convening grant review panels are shared among several states.³¹

²⁷ Several organizations provide electronic grant systems to state arts agencies, including Carnegie Mellon University and the Western State Arts Federation, a regional consortium of state arts agencies in the western United States. States may contract for development as well as maintenance of the systems.

²⁸ The Division of Historical Resources is currently working on an information system that will integrate grant information with the other historical resource information it maintains, such as the location of historically significant buildings. However, this project will not result in a comprehensive system that provides for electronic submission of grant applications and performance reports.

²⁹ Current Florida law does not allow for staff review of applications for grant funds.

³⁰ This single program accounted for one-third (9 of 27) of the total number of review panels organized by the Division of Cultural Affairs in 2002, although the program represents a small portion of agency grant activity, i.e., the 39 individual artist fellowship awards total \$195,000, less than 1% of the agency's appropriation.

³¹ Another commonly used approach for reducing the number of panel meetings is to decentralize grant decision making to the local level. This model is generally used for only a portion of a

The Divisions of Cultural Affairs and Historical Resources have not formally explored these alternative approaches to distributing state grant funds. The department should, as part of a comprehensive needs assessment and planning process, assess ways to streamline the grants process by reducing the number of panels that review funding requests.

The department should take a more proactive role in promoting and developing cultural and historical resources

Given the commonalities between the two programs and their mutual outcomes related to promoting cultural opportunities for citizens and stimulating tourism and economic development, the department should develop a single strategic plan that addresses both cultural and historical resources development. Current statutory and administrative structures impede coordination. Merging the Divisions of Cultural Affairs and Historical Resources would facilitate coordination, and result in a more strategic approach to planning and the use of state funds.

Florida needs a strategic vision for cultural and historical resource development. There are many commonalities between the goals and activities of cultural and historical programs. At the state level, the Divisions of Cultural Affairs and Historical Resources both provide grants to historical museums and to preserve and restore historically significant buildings. At the local level, constituents sometimes overlap with arts groups establishing offices and galleries in historically significant buildings, and local arts agencies providing grants to historic preservation groups such as Main Street Florida programs, which are overseen by the Division of Historical Resources. The synergy between the two areas is particularly apparent in relation to economic development. Cultural tourists attend cultural events and visit historic sites; and cultural and historical organizations

state's cultural appropriation, and involves relying on local partners, e.g., local arts agencies to make funding decisions. In Florida, a decentralized approach would shift administrative costs from the state to the local level, and would probably not result in cost savings.

contribute to the economic vitality of communities throughout the state.

Despite these kinds of connections, no single state-level entity is charged with aligning the variety of cultural and historical fields and promoting their common goals. As a result, Florida does not use a coordinated approach to using grants and technical assistance to help accomplish state-level goals. In fact, the two divisions sometimes provide grants to the same organizations.³²

Current statutory and administrative structures impede coordination. Given the benefits of a coordinated approach to the use of state funds and the importance of tourism and economic development to the state, Florida should have a unified strategy for its support of cultural and historical programs. In fact, the state's comprehensive plan articulates a single goal related to cultural and historical programs—"Florida shall increase access to its historical and cultural resources and programs and encourage the development of cultural programs of national excellence."³³ Yet the two divisions operate within statutory and administrative frameworks that encourage autonomy rather than coordination, and that limit their ability to respond to changing conditions and needs.

The Divisions of Cultural Affairs and Historical Resources are separate administrative divisions within the Department of State, each with its own authorizing statute, director, advisory body, programs, and grant making processes. They have a limited ability to respond to public needs in a coordinated fashion because their authorizing statutes are prescriptive; most grant programs are established by name in statute, as are allocation amounts for many of the programs.³⁴ For example, as illustrated in Appendices B and E, Florida law earmarks an annual appropriation of \$500,000 for science museum grants; \$2.7 million for arts grants; and \$1.5 million for grants for historical museums. State law also establishes specific programs to

³² These same organizations may also receive grants through the Department of State's International Program.

³³ Chapter 187, *F.S.*

³⁴ Chapters 265 and 267, *F.S.*

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fund the development of cultural facilities and historic sites, and to provide grant support for the most established cultural institutions.

The advantage of this approach is the assurance that state funding will target the specific types of activities the Legislature wishes to support. The disadvantage is that this kind of statutorily imposed programmatic and funding framework does not promote coordinated strategic planning to link the public need for services with Department of State program areas and appropriations. For example, state law specifies an annual allocation of \$400,000 for local arts agencies. This kind of restriction affects the department's ability to partner with the state's established network of cultural service organizations to implement goals that can be better accomplished at the local level, or to accomplish common goals related to cultural and historical programs.³⁵

Additional flexibility would promote a more strategic approach to the use of state funds. Flexibility would allow the department to direct its support towards initiatives most likely to contribute to the state's cultural development goals, or for initiatives that address priority state concerns.³⁶ For example, changing conditions could warrant targeting support for projects that strengthen the state's education or economic development sectors. Increased flexibility would also facilitate coordination between the Divisions of Cultural Affairs and Historical Resources.

Merging the divisions could facilitate coordination and the implementation of a strategic vision for resource development. Merging the Divisions of Cultural Affairs and Historical Resources would facilitate a coordinated strategy for promoting conservation and local resource development in

Florida. While expertise related to the discrete areas of the arts and the historical resources fields of preservation and archaeology should be maintained, merging the two divisions would encourage a unified vision for state support for cultural and historical initiatives.

There are a variety of ways that a single Division of Arts, Culture, and History could be structured. However the basic structure should include merging common areas, such as local resource development (including grants and technical assistance), into a single bureau. A second bureau could oversee direct services such as the operation of state-owned historical museums and the development of artist exhibition programs, while a third bureau could encompass discrete activities related to historic preservation and archaeological research.

While merging the Divisions of Cultural Affairs and Historical Resources may not result in direct cost savings, a merger would aid in developing a coordinated state cultural policy and would result in a streamlined process for local organizations to access state grants and technical assistance. In addition, a single merged division could increase its effectiveness by adopting the best practices currently used by each division and using a single system to manage and track grant activities.³⁷ Merger would also facilitate coordination with other units of state government, such as economic development and education agencies, which oversee programs with goals that complement the goals of cultural and historical programs.

There is no single model for state government support of cultural and historical programs, but there is an emergent trend of collaboration between agencies that support the arts, historic preservation, folk life, humanities, and other fields of culture.³⁸ Florida has been moving in a

³⁵ For example, technical assistance delivered at the local level could address the organizational and resource development needs of both cultural and historical nonprofit organizations.

³⁶ A 2002 peer review of the Division of Cultural Affairs, conducted by the National Endowment for the Arts (NEA), noted that Florida lacks the kind of comprehensive planning process that guides decision making and resource allocation in many states. The NEA has suggested that this may be due to the state's restrictive statutes for its arts agency.

³⁷ The Division of Cultural Affairs (DCA) has more experience with the grants process, while the Division of Historical Resources (DHR) demonstrates a better grasp of strategic planning. DCA lacks a strategic plan because the advisory Florida Arts Council did not approve the plan that was developed in 1998. However it recently (2002) announced the intent to embark on a visioning and planning process over the coming year.

³⁸ The National Conference of State Legislatures is currently (2002)

similar direction. For example, while the Division of Cultural Affairs was initially established as Florida's official arts agency, in recent years its mandate has expanded to include support for other cultural organizations such as science museums, zoos and botanical gardens. It also provides support to historical societies and the state's humanities council.³⁹ Merging the Divisions of Cultural Affairs and Historical Resources would build on this trend, and would encourage the development of a single strategic vision to maximize the benefits derived from the state's investment in its cultural heritage.

The Department of State should improve its oversight of state-owned historic properties

The Board of Trustees of the Internal Improvement Trust Fund of the State of Florida holds title to certain lands and property being utilized by the State of Florida for public purposes. The board is authorized to enter into leases for the use, benefit, and possession of public lands by state agencies, such as the Department of State, which may use them for the benefit of the citizens of Florida.⁴⁰

Thus, the Department of State acquired a number of historic properties through lease agreements with the board of trustees for the purpose of interpreting and protecting culturally and historically significant resources. In the role of steward, the department assumes the responsibility for ensuring that these properties are maintained, repaired, and restored.

Although the department asserts that it has passed maintenance responsibility to entities with which it has entered into management contracts for these properties, ultimately it is the

department's responsibility to ensure that these entities comply with contract standards of maintenance and preserve the properties.⁴¹ However, the Department of State does not collect or monitor information on the condition of the facilities or plan for their long-term maintenance needs. In several cases, local entities that manage the properties have not provided adequate maintenance, resulting in a growing backlog of capital needs and deteriorating conditions.

Developing a planning and budgeting process is essential. The department should collect information regarding the condition of properties under its authority and report the information to the Legislature for consideration during the budgeting process. A systematic planning and decision-making process is essential for maintaining facilities in optimum condition and promoting life cycle economies. The process for accomplishing this is provided through the Capital Facilities Planning and Budgeting Act.⁴² This planning and budgeting process requires integration of long-range facilities planning and the budgeting process by state agencies to maintain facilities under their ownership in a fiscally responsible manner.

To facilitate the planning and budgeting process, the Florida Department of Management Services (DMS) maintains the *State Facilities Inventory and Assessment Report*. DMS architects assess each building maintained by other state agencies every three years. The report, an integral part of the capital budgeting process, cites deficiencies and the cost of repairs, and prioritizes the renovation projects of state-owned facilities, including historic properties.⁴³ Further, legislative budget request instructions for state agencies refer to

developing a series of publications for dissemination to state policymakers, that describes coalition building and other strategies that contribute to the success of cultural policy initiatives.

³⁹ State humanities councils, which receive support from the National Endowment for the Humanities, support educational programs that focus, among other things, on our heritage including the historical aspects of literature and the fine arts.

⁴⁰ Section 253.03, *F.S.*, authorizes the Board of Trustees of the Internal Improvement Trust Fund to enter into leases with other state agencies.

⁴¹ According to the Division of State Lands, the administrative arm of the Board of Trustees of the Internal Improvement Trust Fund, the Department of State is ultimately responsible for the care and maintenance of the historical properties leased from the Board of Trustees, as the Division of Historical Resources in the Department of State is the primary leaseholder.

⁴² Section 216.015 to 216.016, *F.S.*

⁴³ The deficiency report does not include those properties that, according to the Department of State, are the responsibility of other entities. For example, the Pensacola Historic Village and Colonial St. Augustine sites are not included in the report.

Justification Review

this deficiency report when identifying capital renewal project needs.

Even though information is readily available through the deficiency report, the department does not monitor or develop strategies for meeting the long-term maintenance needs of the historic properties under its stewardship. Nor does the department include funding strategies or appropriation requests for its historic properties under management contracts in its legislative budget requests.

State-owned historic properties have maintenance and repair needs totaling over \$19 million. As shown in Appendix I, many of the state-owned properties under the department's stewardship have fared well under the management contracts it has established with the local entities. However, three of the properties have large capital outlay deficiencies. Specifically, the Department of Management Services has determined that the capital outlay needs of the Coconut Grove Playhouse are \$14.7 million, the capital outlay needs of the Historic Pensacola Village are estimated at \$3.5 million, and the Colonial St. Augustine properties have capital outlay needs of \$550,000. While such capital funding often can be deferred in the short run, in the long term the properties may deteriorate to the point that they will be unsafe or unsalvageable.

In a 1997 report, we recommended that the Legislature consider alternatives to state ownership of the Coconut Grove Playhouse.⁴⁴ That report provided criteria for deciding if state ownership of cultural properties is warranted, i.e., public access and statewide impact of programs. We determined that the Coconut Grove Playhouse did not meet these criteria. The Legislature could use these same criteria to consider whether the state should continue ownership or divest itself of the other historic properties to which it holds title.

If the Legislature decides it is to the benefit of the citizens of Florida to continue ownership of

⁴⁴ *Review of State-Owned Cultural Properties: Ringling Museum of Art and Coconut Grove Playhouse*, OPPAGA Report No. 96-71, March 1997.

these properties, the department should use the Department of Management Services' deficiency report to develop a long-term fixed capital outlay plan and budget that identifies and prioritizes maintenance needs for these facilities.⁴⁵ Using this plan, the department should include the funding strategies and necessary appropriations to maintain these properties in its budget request for legislative consideration.

Recommendations

To enhance accountability and planning, we recommend that the Divisions of Cultural Affairs and Historical Resources devise more reliable data collection methods and develop more meaningful information about the impact of programs. They should establish clearer linkages between program goals and performance measures, and implement changes to their internal and legislative measures such as recommended in Appendix H.

To streamline the grants-making process, we recommend the Department of State fully assess electronic grant system options and conduct a cost/benefit analysis of the use of this kind of technology. The department should also explore ways to reduce the number of panels that review applications for grant funds.

To ensure that Florida takes a proactive role in promoting and developing cultural and historical resources, we recommend that the Department of State

- develop a single strategic vision for cultural and historical resources development, which incorporates a coordinated approach to using grants and technical assistance to accomplish state-level goals;
- make recommendations to the Legislature for statutory changes that could increase the department's flexibility in establishing grant program areas and program budgets; and

⁴⁵ To ensure the usefulness of the document, the department needs to ensure that all of its properties are included in the inventory and deficiency report.

- merge the Divisions of Cultural Affairs and Historical Resources into a single administrative unit to facilitate coordination and implementation of a unified plan for cultural and historical resource development.

To ensure historically significant resources are not in jeopardy of being lost for future generations, the Legislature should consider whether the state should continue ownership or divest itself of certain historic properties.

If the Legislature decides to continue ownership of these properties, the Department of State should develop a long-term plan and budget that identifies and prioritizes maintenance needs for these facilities and present the funding strategies and appropriations necessary to meet these needs in its budget request for consideration by the Legislature.

Agency Response ———

The Secretary of State provided a written response to our preliminary and tentative findings and recommendations. (See Appendix J, page 46 for his response.)

OPPAGA provides objective, independent, professional analyses of state policies and services to assist the Florida Legislature in decision making, to ensure government accountability, and to recommend the best use of public resources. This project was conducted in accordance with applicable evaluation standards. Copies of this report in print or alternate accessible format may be obtained by telephone (850/488-0021 or 800/531-2477), by FAX (850/487-3804), in person, or by mail (OPPAGA Report Production, Claude Pepper Building, Room 312, 111 W. Madison St., Tallahassee, FL 32399-1475).

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Appendix A

Statutory Requirements for Program Evaluation and Justification Reviews

Section 11.513(3), *Florida Statutes*, directs OPPAGA program evaluation and justification reviews to address nine issue areas. Our conclusions on these issues as they relate to the cultural affairs and historical resources programs are summarized below.

Table A-1
Summary of the Program Evaluation and Justification Review
of the programs of the Divisions of Cultural Affairs and Historical Resources

Issue	OPPAGA Conclusions
The identifiable cost of the program	<p>The Legislature appropriated the Cultural Affairs program \$30.5 million and 19 full-time equivalent positions (FTEs) for Fiscal Year 2002-03. Appropriations for the Historical Resources program are \$29.3 million with 94 FTEs.</p> <p>In the Division of Cultural Affairs, trust funds account for approximately two-thirds of the appropriation and general revenue accounts for the rest. In the Division of Historical Resources, general revenue funds account for 64% of the appropriation, and the rest is derived from trust funds.</p> <p>A large portion of the programs' appropriations are used for matching grants for</p> <ul style="list-style-type: none"> ▪ presentation of cultural activities and for the acquisition, construction and restoration of cultural facilities, and ▪ historical activities including historical museums and the acquisition and restoration of historic properties.
The specific purpose of the program, as well as the specific public benefit derived therefrom	The cultural affairs and historical resources programs preserve the state's heritage, foster the development of contemporary forms of cultural expression, and promote public access to Florida's historic and cultural resources. The programs also contribute to the state's economic development, and provide grants and services that strengthen cultural and historic organizations.
Progress towards achieving the outputs and outcomes associated with the program	The division's current legislative performance measures do not provide reliable information on their activities, so we could not assess their progress towards achieving their legislatively established outputs and outcomes.
An explanation of circumstances contributing to the state agency's ability to achieve, not achieve, or exceed its projected outputs and outcomes, as defined in s. 216.011, <i>F.S.</i> , associated with the program	The divisions do not maintain reliable performance information, so we cannot comment on circumstances that contribute to their ability to achieve projected performance.
Alternative courses of action that would result in administering the program more efficiently or effectively	Placement of these programs within the Department of State is consistent with its mission and they should remain. However, there would be benefits to merging the two divisions into a single division.
The consequences of discontinuing the program	If the cultural affairs and historical resources programs were to be discontinued, the state would lack mechanisms to ensure public access to its cultural and historical resources, and to ensure that development does not destroy the state's non-renewable historic resources.

Issue	OPPAGA Conclusions
<p>Determination as to public policy, which may include recommendations as to whether it would be sound public policy to continue or discontinue funding the program, either in whole or in part, in the existing manner</p>	<p>The programs of the Divisions of Cultural Affairs and Historical Resources provide public benefits and should be continued. They preserve and promote Florida’s cultural and historical resources, and ensure broad-based public access to these resources.</p> <p>However, we suggest that the department</p> <ul style="list-style-type: none"> ▪ streamline the grants process; ▪ take a more proactive role in planning for the state’s cultural and historical resources development; and ▪ improve the preservation and protection of state-owned historic properties.
<p>Whether the information reported pursuant to s. 216. 031(5), <i>F.S.</i>, has relevance and utility for evaluation of the program</p>	<p>Current legislative measures are not sufficient to demonstrate the impact of the programs’ initiatives. Several current measures could be modified to provide a better assessment of whether the programs are meeting the intent of the Legislature. The divisions could also develop additional measures, using existing data, to analyze current funding practices and to use in planning.</p>
<p>Whether state agency management has established control systems sufficient to ensure that performance data are maintained and supported by state agency records and accurately presented in state agency performance reports</p>	<p>According to the Department of States’ Inspector General’s Report No.2002-003 dated June 28, 2002, and Report No. 2002-006 dated August 30, 2002, most of the performance measures for the programs do not contain accurate, complete, consistent, and supportable documentation for data reported to the Legislature.</p>

Appendix B

Grant Programs of the Division of Cultural Affairs

The primary function of the Division of Cultural Affairs is to manage the Department of State's 11 cultural grants programs, which award matching grants to communities across the state for the presentation of cultural activities and for the acquisition, construction, and renovation of cultural facilities. Statutes prescribe most of the grant programs of the division and specify appropriation amounts for many of them. The table below describes the various grant programs administered by the division, and Appendix C provides a list of grants awarded in Fiscal Year 2002-03.

Program Categories	Funding Source	Program Purpose	Fiscal Year 2002-03	
			Number of Grants	Program Allocations
Division of Cultural Affairs				
Cultural Support Program ¹				
▪ Statewide Arts Program	State Trust Funds of \$2,700,000, plus an additional federal grant	Provides general program support grants on a two-year cycle to "level 1" organizations, i.e., small organizations that sponsor or present arts activities. Grants for special projects are also available.	169	\$2,700,000 ² 200, 279
▪ Cultural Institutions Program ³	Trust Fund	Provides general program support grants on a four-year cycle to "level 3" organizations, i.e., the state's most established cultural institutions.	68	6,495,872
▪ Science Museums	Trust Fund	Provides grant support for museums that sponsor, produce and/or exhibit natural science and science technology programs.	17	500,000 ²
▪ Youth and Children's Museums	Trust Fund	Supports museums that orient their activities towards visitors under the age of 16.	9	250,000 ²
▪ Mid-level Cultural Grants	Trust Fund	A general support funding category comprised of mid-sized "level 2" cultural organizations conducting programs in any of the disciplines represented in the four above statutorily established programs.	59	2,000,000
Local Arts Agency (LAA) and State Service Organization (SSO) Program	Trust Fund	Provides general program support for county-designated and statewide umbrella organizations that promote arts and cultural development, e.g., provide services to cultural organizations and individual artists, and engage in community cultural planning.	36	400,000 ²
Cultural Facilities Program ³	85% General Revenue and 15% Trust Fund	Provides grants for the renovation, construction, or acquisition of cultural facilities.	36	13,397,836
Arts in Education Program	Trust Fund	Supports activities that promote the arts in pre-K through grade 12 education and life-long learning in the arts.	90	\$250,000 ² 250,000

Program Categories	Funding Source	Program Purpose	Fiscal Year 2002-03	
			Number of Grants	Program Allocations
Division of Cultural Affairs				
Challenge Grant Program ³	Trust Fund	Provides funding for innovative non-recurring cultural projects that demonstrate significant regional or statewide impact.	7	\$300,000
International Cultural Exchange Program	Trust Fund	Supports international cultural exchange projects such as exhibits, touring activities, and artist residencies. Projects may be developed in Florida for travel outside the United States, or may be developed in another country and be brought to Florida.	34	250,000
State Touring Program	Trust Fund	Subsidizes touring and presenting fees for cultural organizations and artists to provide cultural opportunities in low population counties.	105	200,000 ²
Cultural Endowment Program	General Revenue	Organizations raise \$360,000 and the state contributes \$240,000 towards the establishment of an endowment, which is used to support general operations.	0	---- ⁴
Individual Artist Fellowship Program	Uses funds designated for statewide arts grants, described above.	Recognizes professional artists residing in Florida with \$5,000 non-matching awards to improve their artistic skills and enhance their careers.	40	n/a
Underserved Arts Communities Assistance Program	Uses funds designated for statewide arts grants, described above, and part of the agency's federal grant.	Provides technical assistance and development grants to underserved arts organizations, i.e., culturally specific organizations, or organizations in counties with a population under 100,000.	22	n/a
Quarterly Assistance Program	Uses funds designated for statewide arts grants, described above.	Promotes professional development within five categories of grant support, including a category that targets first time applicants. Unlike other grants, which are offered on an annual basis, these grants are offered on a quarterly basis.	21 ⁵	n/a
Total Cultural Affairs Grants			713	\$27,193,987

¹ The cultural support program is not named in Florida law, but state law names four of the five listed component parts. The program provides grants to a variety of arts institutions including performing, visual and literary arts organizations, and other cultural institutions including historical museums, science museums, zoos, aquariums and botanical gardens.

² Florida law specifies this annual appropriation of trust funds for the grant program. Federal grants and additional appropriations sometimes supplement the amount specified in law.

³ These programs are established in Florida law, but their authorizing statutes do not contain an appropriation amount.

⁴ Although Florida statutes authorize this program, the Legislature did not fund the program for Fiscal Year 2002-03.

⁵ Number of grants reflects those awarded through September 2002, i.e., the first quarter of Fiscal Year 2002-03. The number will increase, as three more rounds of quarterly grants will be awarded before the end of the fiscal year.

Source: Department of State.

Appendix C

Division of Cultural Affairs Grant Awards

The table below lists the grants awarded by the Division of Cultural Affairs in Fiscal Year 2002-03. See Appendix B for a description of the division's grant programs. The division updates its website each year to provide a [current list of grant recipients](#).

Cultural Affairs Grant Awards			
County	Organization	Type of Grant	Amount
Alachua	Acrosstown Repertory Theatre Workshop	Arts in Education	\$7,814
Alachua	Acrosstown Repertory Theatre Workshop	Cultural Support Program	6,525
Alachua	Alachua County Youth Orchestra	Quarterly Assistance	1,500
Alachua	City of Gainesville / Department of Cultural Affairs	Local Arts Agency	27,219
Alachua	Dance Alive	Arts in Education	5,242
Alachua	Dance Alive	Arts in Education	8,218
Alachua	Dance Alive	Cultural Support Program	27,055
Alachua	Gainesville Association for the Creative Arts	Arts in Education	8,586
Alachua	Gainesville Association for the Creative Arts	Cultural Support Program	18,092
Alachua	Gainesville Little Theatre d/b/a Gainesville Community Playhouse	Cultural Support Program	7,944
Alachua	Hippodrome State Theatre	Arts in Education	5,784
Alachua	Hippodrome State Theatre	Arts in Education	8,463
Alachua	Hippodrome State Theatre	Arts in Education	10,654
Alachua	Hippodrome State Theatre	Challenge Grant	39,518
Alachua	Hippodrome State Theatre	Cultural Facilities ¹	68,705
Alachua	Hippodrome State Theatre	Cultural Support Program	132,632
Alachua	Hippodrome State Theatre	International Exchange	6,385
Alachua	Santa Fe Community College / Andrews Center	Cultural Support Program	2,035
Alachua	Santa Fe Community College / Department of Dance	Cultural Support Program	15,897
Alachua	Santa Fe Community College / Department of Dance	State Touring	167
Alachua	School Board of Alachua County	Arts in Education	7,476
Alachua	University of Florida / Department of Theatre and Dance	Cultural Support Program	3,529
Alachua	University of Florida / Florida Museum of Natural History	Cultural Support Program	176,160
Alachua	University of Florida / Samuel P. Ham Museum of Art	Cultural Support Program	117,114
Alachua	University of Florida / Shands Arts in Medicine	Cultural Support Program	15,024
Bay	Bay Arts Alliance	Local Arts Agency	18,146
Bay	Junior Museum of Bay County	Cultural Support Program	34,125
Bay	Panama City Downtown Improvement Board d/b/a Martin Theatre	Cultural Support Program	8,051
Bay	Visual Arts Center of Northwest Florida	Cultural Support Program	6,912
Bradford	Bradford County School Board / Southside Elementary School	State Touring	733
Brevard	Brevard Cultural Alliance	Arts in Education	5,008
Brevard	Brevard Cultural Alliance	Arts in Education	9,888
Brevard	Brevard Cultural Alliance	Local Arts Agency	18,146
Brevard	Brevard Museum	Cultural Support Program	6,033
Brevard	Brevard Museum of Art and Science	Cultural Support Program	18,322
Brevard	Brevard Regional Arts Groups d/b/a Henegar Center for the Arts	Cultural Support Program	16,138
Brevard	Brevard Regional Arts Groups d/b/a Henegar Center for the Arts	State Touring	600
Brevard	Brevard Symphony Orchestra	Arts in Education	\$7,512

Cultural Affairs Grant Awards			
County	Organization	Type of Grant	Amount
Brevard	Brevard Symphony Orchestra	Cultural Support Program	\$24,817
Brevard	Community College Astronaut Memorial	Cultural Support Program	11,945
Brevard	East Coast Zoological Society of Florida d/b/a Brevard Zoo	Cultural Facilities ¹	295,617
Brevard	East Coast Zoological Society of Florida d/b/a Brevard Zoo	Cultural Support Program	47,161
Brevard	Maxwell C. King Center for the Performing Arts	Cultural Support Program	117,133
Brevard	Surfside Players	Cultural Support Program	3,145
Brevard	Titusville Playhouse	Cultural Support Program	13,797
Broward	All Florida Youth Orchestra	Arts in Education	9,393
Broward	Ancestral Legacies	International Exchange	6,557
Broward	Broward County School Board	Arts in Education	5,873
Broward	Center for the Performing Arts	Cultural Support Program	134,428
Broward	County Board of Commissioners / Broward Cultural Affairs Division	Arts in Education	8,244
Broward	County Board of Commissioners / Broward Cultural Affairs Division	Local Arts Agency	27,219
Broward	Curtain Call Playhouse	Cultural Support Program	1,500
Broward	Fort Lauderdale International Film Festival	Cultural Support Program	43,860
Broward	Florida Philharmonic Orchestra	Arts in Education	8,029
Broward	Florida Philharmonic Orchestra	Cultural Support Program	72,991
Broward	Florida Theatre Conference	State Service	9,694
Broward	Florida's Singing Sons	Cultural Support Program	17,153
Broward	Fort Lauderdale Children's Theatre	Cultural Support Program	19,016
Broward	Gold Coast Jazz Society	Cultural Support Program	8,636
Broward	Gold Coast Opera	Cultural Support Program	12,007
Broward	Hollywood Art and Culture Center	Cultural Support Program	36,513
Broward	Hollywood Playhouse Incorporated	Cultural Support Program	16,900
Broward	Innermotion	Cultural Support Program	7,967
Broward	Museum of Art	Cultural Support Program	136,911
Broward	Museum of Discovery and Science	Cultural Facilities ¹	399,450
Broward	Museum of Discovery and Science	Cultural Support Program	80,084
Broward	Nebula Educational Arts and Cultural Outreach	Underserved (UACAP)	10,000
Broward	Nova Southeastern University	Cultural Facilities ¹	500,000
Broward	South Florida Friends of Jazz	Cultural Support Program	6,591
Broward	South Florida Museum of Natural History	Arts in Education	8,003
Broward	South Florida Museum of Natural History	Cultural Support Program	17,966
Broward	Story Theatre Productions	Cultural Support Program	19,675
Broward	Symphony of the Americas	Cultural Support Program	16,795
Broward	Symphony of the Americas	International Exchange	10,548
Broward	Young at Art Children's Museum	Arts in Education	11,425
Broward	Young at Art Children's Museum	Arts in Education	9,136
Broward	Young at Art Children's Museum	Cultural Support Program	64,926
Calhoun	Panhandle Pioneer Settlement	Cultural Support Program	4,220
Charlotte	Arts and Humanities Council of Charlotte County	Local Arts Agency	10,434
Charlotte	Cultural Center of Charlotte County	Cultural Facilities ¹	500,000
Citrus	Citrus County Art League / The Art Center Theatre	Cultural Facilities ¹	35,031
Citrus	Citrus County Art League / The Art Center Theatre	Underserved (UACAP)	7,500
Clay	Orange Park Chorale	Quarterly Assistance	1,500
Collier	Collier County School Board / Lely Elementary School	State Touring	550
Collier	Collier County School Board / Pelican Marsh Elementary	State Touring	650
Collier	Collier County School Board / Sea Gate Elementary School	State Touring	650
Collier	Conservancy of Southwest Florida d/b/a The Naples Nature Center	Cultural Support Program	\$18,086

Appendix C

Cultural Affairs Grant Awards			
County	Organization	Type of Grant	Amount
Collier	Naples Art Association / The von Liebig Art Center	Cultural Support Program	\$18,157
Collier	Philharmonic Center for the Arts	Cultural Support Program	127,688
Collier	United Arts Council of Collier County	Arts in Education	1,000
Collier	United Arts Council of Collier County	Arts in Education	9,332
Collier	United Arts Council of Collier County	Local Arts Agency	12,938
Columbia	Columbia County School Board / Columbia City Elementary	State Touring	733
Columbia	Columbia County School Board / Five Points Elementary School	State Touring	734
Columbia	Columbia County School Board / Summers Elementary School	State Touring	733
Columbia	Lake City Community College	State Touring	2,533
Columbia	Lake City Community College	State Touring	759
De Soto	School District of DeSoto County	State Touring	2,332
De Soto	School District of DeSoto County	State Touring	1,666
De Soto	School District of DeSoto County / Memorial Elementary School	State Touring	955
De Soto	School District of DeSoto County / Nocatee Elementary	State Touring	955
De Soto	School District of DeSoto County / Nocatee Elementary	State Touring	833
De Soto	School District of DeSoto County / Nocatee Elementary	State Touring	8,000
De Soto	School District of DeSoto County / West Elementary School	State Touring	955
Dixie	Dixie County School Board / Old Town Elementary School	State Touring	733
Duval	Cummer Museum of Art	Cultural Support Program	163,860
Duval	Douglas Anderson School of Arts	State Touring	400
Duval	Beaches Fine Arts Series	Cultural Support Program	5,399
Duval	Community College - Artist Series	Cultural Support Program	119,178
Duval	Cultural Council of Greater Jacksonville	Arts in Education	6,283
Duval	Cultural Council of Greater Jacksonville	Local Arts Agency	27,219
Duval	Florida Theatre Performing Arts Center	Cultural Support Program	30,719
Duval	Jacksonville Children's Chorus	Cultural Support Program	2,570
Duval	Jacksonville Museum of Modern Art	Cultural Support Program	12,511
Duval	Jacksonville Public Libraries Foundation	Cultural Support Program	6,444
Duval	Jacksonville Stage Company	Cultural Support Program	3,913
Duval	Jacksonville Symphony Association, Inc.	Cultural Support Program	109,280
Duval	Museum of Science and History of Jacksonville	Cultural Support Program	40,413
Duval	Riverside Fine Arts Association	Cultural Support Program	4,457
Duval	St. Johns River City Band	Cultural Support Program	18,971
Duval	Theatre Jacksonville	Cultural Support Program	27,587
Duval	Theatreworks	Cultural Support Program	31,540
Escambia	African American Heritage Society	Cultural Support Program	4,095
Escambia	Artel/Artel Gallery	Cultural Support Program	1,500
Escambia	Arts Council of Northwest Florida	International Exchange	8,048
Escambia	Arts Council of Northwest Florida	Local Arts Agency	18,146
Escambia	Arts Council of Northwest Florida	Underserved (UACAP)	7,500
Escambia	Arts Council of Northwest Florida	Arts in Education	10,076
Escambia	Choral Society of Pensacola	Cultural Support Program	3,433
Escambia	City of Pensacola	Cultural Facilities ¹	500,000
Escambia	First City Arts Alliance d/b/a Belmont Art Center	Underserved (UACAP)	10,000
Escambia	Greater Pensacola Symphony Orchestra	Cultural Support Program	32,592
Escambia	Jazz Society of Pensacola	Cultural Support Program	3,031
Escambia	Kaleidoscope and Ballet Pensacola	Cultural Support Program	7,324
Escambia	Pensacola Children's Chorus	Cultural Support Program	21,739
Escambia	Pensacola Little Theatre	Cultural Support Program	\$19,675

Cultural Affairs Grant Awards			
County	Organization	Type of Grant	Amount
Escambia	Pensacola Museum of Art	Cultural Support Program	\$13,020
Escambia	Pensacola Opera	Cultural Support Program	17,316
Escambia	West Florida Historic Preservation	Cultural Support Program	16,028
Flagler	African American Cultural Society	Underserved (UACAP)	10,000
Flagler	Flagler Auditorium Governing Board	State Touring	14,667
Flagler	Flagler Auditorium Governing Board	Cultural Support Program	18,528
Flagler	Flagler Auditorium Governing Board	State Touring	2,867
Flagler	Flagler Auditorium Governing Board	State Touring	2,333
Flagler	Flagler County Council for the Arts	Underserved (UACAP)	5,000
Flagler	Flagler County School District	State Touring	4,667
Flagler	Flagler County School District	State Touring	3,333
Gadsden	Gadsden Arts	State Touring	967
Gadsden	Gadsden County School Board	State Touring	2,400
Gadsden	Quincy Music Theatre	Underserved (UACAP)	7,500
Gadsden	Quincy Music Theatre	Cultural Support Program	2,473
Gilchrist	Gilchrist County School Board / Bell Elementary	State Touring	733
Gulf	Gulf County School Board / Port St. Joe Elementary	State Touring	833
Gulf	Gulf County School Board / Port St. Joe Elementary	State Touring	567
Gulf	Gulf County School Board / Port St. Joe Middle School	State Touring	1,333
Gulf	Gulf County School Board / Port St. Joe Middle School	State Touring	833
Hardee	Hardee County School Board / Administrative Offices	State Touring	1,833
Hardee	Hardee County School Board / Bowling Green Elementary	State Touring	1,100
Hardee	Hardee County School Board / Wauchula Elementary	State Touring	833
Hardee	Hardee County School Board / Wauchula Elementary	State Touring	833
Hardee	Hardee County School Board / Zolfo Springs Elementary School	State Touring	1,100
Hendry	Hendry County School Board / LaBelle Middle School	State Touring	5,000
Hernando	Florida Association for Theater Education	State Service	4,680
Hernando	Hernando County Fine Arts Council	Cultural Facilities ¹	107,500
Hernando	Hernando Education and Arts Partnership	State Service	2,604
Hernando	Hernando Education and Arts Partnership	Underserved (UACAP)	7,500
Highlands	Florida Heartland Heritage Foundation	Cultural Facilities ¹	92,860
Highlands	Heartland Cultural Alliance	Local Arts Agency	2,268
Highlands	Highlands Little Theatre	Cultural Facilities ¹	156,347
Highlands	School Board of Highlands County	State Touring	4,000
Highlands	School Board of Highlands County / Cracker Trail Elementary	State Touring	1,667
Highlands	School Board of Highlands County / Cracker Trail Elementary	State Touring	800
Highlands	School Board of Highlands County / Woodlawn Elementary School	State Touring	567
Highlands	Sebring Main Street d/b/a Children's Museum of the Highlands	Cultural Support Program	21,621
Highlands	South Florida Community College	State Touring	13,333
Highlands	South Florida Community College / Fine and Applied Arts Department	Cultural Support Program	2,445
Hillsborough	Arts Council of Hillsborough County	Arts in Education	6,363
Hillsborough	Arts Council of Hillsborough County	Local Arts Agency	27,219
Hillsborough	Bits'N Pieces Puppet Theatre	Cultural Support Program	14,479
Hillsborough	Bits'N Pieces Puppet Theatre	International Exchange	13,014
Hillsborough	Bonk Festival	Cultural Support Program	1,911
Hillsborough	City of Tampa / The Florida Aquarium	Cultural Facilities ¹	500,000
Hillsborough	Florida Aquarium	Cultural Support Program	65,807
Hillsborough	Florida Humanities Council	Legislative Line Item	430,000
Hillsborough	Florida Orchestra	Cultural Support Program	\$115,649

Appendix C

Cultural Affairs Grant Awards			
County	Organization	Type of Grant	Amount
Hillsborough	Gulf Coast Youth Choirs	Cultural Support Program	\$4,160
Hillsborough	Hillsborough Community College / Ybor City Campus	Cultural Support Program	8,310
Hillsborough	Lowry Park Zoological Society of Tampa	Cultural Support Program	149,439
Hillsborough	Museum of Science and Industry Foundation	Cultural Support Program	169,974
Hillsborough	Plant City Children's Theatre Guild	Underserved (UACAP)	7,500
Hillsborough	Stage Works	Arts in Education	1,288
Hillsborough	Stage Works	Arts in Education	3,848
Hillsborough	Stage Works	Cultural Support Program	10,666
Hillsborough	Tampa Bay Performing Arts Center	Challenge Grant	34,353
Hillsborough	Tampa Bay Performing Arts Center	Cultural Support Program	163,371
Hillsborough	Tampa Educational Cable Consortium d/b/a The Education Channel	Cultural Support Program	6,509
Hillsborough	Tampa Metropolitan Area YMCA / Writer's Voice	Cultural Support Program	3,080
Hillsborough	Tampa Museum of Art	Cultural Support Program	93,866
Hillsborough	Tampa Museum of Art	International Exchange	6,317
Hillsborough	Tampa Theatre	Cultural Support Program	32,268
Hillsborough	University of South Florida / Contemporary Art Museum	Cultural Support Program	17,713
Hillsborough	University of South Florida / Department of Dance	International Exchange	1,637
Holmes	Holmes County School Board / Bonifay Elementary	State Touring	833
Indian River	Atlantic Classical Orchestra	Cultural Support Program	9,537
Indian River	Center for the Arts	Cultural Support Program	79,672
Indian River	Cultural Council of Indian River County	Local Arts Agency	12,903
Indian River	Florida Art Museum Directors Association	State Service	9,927
Indian River	Laura Riding Jackson Home Preservation Foundation	Arts in Education	8,231
Indian River	Laura Riding Jackson Home Preservation Foundation	International Exchange	5,009
Indian River	Laura Riding Jackson Home Preservation Foundation	Cultural Support Program	1,500
Indian River	Riverside Theatre	Cultural Support Program	110,942
Indian River	Vero Beach Choral Society, Incorporated	Cultural Support Program	2,848
Jackson	Chipola Junior College	State Touring	1,000
Jefferson	Jefferson County Public Library	State Touring	1,700
Jefferson	Monticello Opera House	State Touring	2,967
Jefferson	Monticello Opera House	State Touring	1,600
Jefferson	Monticello Opera House	State Touring	1,300
Lafayette	Lafayette County School Board / Lafayette Elementary School	State Touring	833
Lafayette	Lafayette County School Board / Lafayette Elementary School	State Touring	533
Lake	Arts Association of Lake and Sumter Counties	Underserved (UACAP)	10,000
Lake	IceHouse Players d/b/a Mount Dora Theater Company	Cultural Support Program	8,557
Lake	Lake County Cultural Affairs Council	Local Arts Agency	4,536
Lake	Lake-Sumter Community College Foundation	State Touring	3,750
Lake	Morrison United Methodist Church Concert Series	State Touring	333
Lee	Abuse Counseling and Treatment	Arts in Education	3,806
Lee	Bailey-Matthews Shell Museum	Cultural Support Program	34,189
Lee	Children's Science Center	Cultural Support Program	24,882
Lee	Florida Gulf Coast University / Small Business Development Center	State Touring	1,500
Lee	Florida Repertory Company	Cultural Support Program	37,722
Lee	Lee County Alliance of the Arts	Local Arts Agency	18,146
Lee	Music on Pine Island	State Touring	400
Lee	Sanibel-Captiva Conservation Foundation	Cultural Support Program	35,215
Lee	Southwest Florida Symphony Orchestra and Chorus Association	Arts in Education	6,826
Lee	Southwest Florida Symphony Orchestra and Chorus Association	Cultural Support Program	\$32,676

Cultural Affairs Grant Awards			
County	Organization	Type of Grant	Amount
Leon	621 Gallery	Cultural Support Program	\$8,571
Leon	African Caribbean Dance Theatre	Cultural Support Program	11,808
Leon	African Caribbean Dance Theatre	Underserved (UACAP)	5,000
Leon	Anhinga Press	Arts in Education	8,353
Leon	Anhinga Press	Cultural Support Program	5,943
Leon	Big Bend Community Orchestra Association	Cultural Support Program	4,274
Leon	Caribbean Carnival International	Cultural Support Program	6,041
Leon	Caribbean Carnival International	International Exchange	1,446
Leon	Riley Center / African American History and Culture	Underserved (UACAP)	5,000
Leon	Fiction Collective Two	Cultural Support Program	9,398
Leon	Florida A&M University / Center for Caribbean Culture	Cultural Support Program	14,235
Leon	Florida A & M University / Department of Health, Phys. Ed. and Rec.	Cultural Support Program	10,633
Leon	Florida Association of Museums Foundation	State Service	10,229
Leon	Florida Music Educators Association	State Service	16,615
Leon	Florida State University / Arts Administration Program	Underserved (UACAP)	7,500
Leon	Florida State University / Department of Art Education	Arts in Education	8,875
Leon	Florida State University / Institute for Science and Public Affairs	Quarterly Assistance	5,000
Leon	Florida State University / Museum of Fine Arts	Cultural Support Program	20,453
Leon	Florida State University / WFSU-FM	Cultural Support Program	2,303
Leon	Florida State University d/b/a Ringing Museum of Art	Cultural Support Program	94,792
Leon	Friends of Maclay Gardens	State Touring	5,833
Leon	Goodwood Museum and Gardens	Quarterly Assistance	5,000
Leon	LeMoyné Art Foundation	Cultural Support Program	26,655
Leon	Mary Brogan Museum of Art and Science	Arts in Education	9,439
Leon	Mary Brogan Museum of Art and Science	Cultural Support Program	42,080
Leon	Tallahassee Ballet	Cultural Support Program	9,671
Leon	Tallahassee Little Theatre	Cultural Support Program	12,224
Leon	Tallahassee Little Theatre	State Touring	2,000
Leon	Tallahassee Museum of History and Natural Science	Cultural Support Program	68,403
Leon	Tallahassee Symphony Orchestra	Arts in Education	3,816
Leon	Tallahassee Symphony Orchestra	Cultural Support Program	16,543
Leon	Tallahassee-Leon County Cultural Resources Commission	Local Arts Agency	18,146
Leon	Theatre a la Carte	Cultural Support Program	1,500
Leon	Very Special Arts of Florida	Arts in Education	8,023
Leon	Very Special Arts of Florida	Arts in Education	10,068
Leon	Very Special Arts of Florida	Challenge Grant	43,642
Leon	Very Special Arts of Florida	State Service	16,960
Leon	Young Actors Theatre of Tallahassee	Cultural Support Program	24,539
Levy	Levy County School Board	Arts in Education	8,263
Levy	Levy County School Board	State Touring	733
Levy	Levy County School Board / Joyce Bullock Elementary School	State Touring	500
Levy	Levy County School Board / Williston Elementary	State Touring	500
Levy	Levy County School Board / Williston Middle School	State Touring	733
Manatee	Art League of Manatee County	Cultural Support Program	7,585
Manatee	Gulf Coast Sanctuary/Sarasota Bradenton Children's Zoo	Cultural Support Program	21,133
Manatee	Manatee County Cultural Alliance	Local Arts Agency	5,444
Manatee	Manatee Players	Cultural Support Program	12,159
Madison	North Florida Community College	State Touring	3,000
Manatee	Sarasota Pops Orchestra	Cultural Support Program	\$4,361

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Cultural Affairs Grant Awards			
County	Organization	Type of Grant	Amount
Martin	Martin County Council for the Arts	Local Arts Agency	\$18,146
Martin	Martin County Council for the Arts	Arts in Education	4,468
Martin	St. Lucre Chorale	Cultural Support Program,	1,500
Martin	St. Lucre Chorale	International Exchange	4,164
Miami-Dade	Actor's Playhouse Productions	Cultural Support Program	35,917
Miami-Dade	Archdiocese of Miami (Roman Catholic) / St. Francis Xavier Church	Cultural Support Program	1,500
Miami-Dade	Artemis Performance Network	Cultural Support Program	7,365
Miami-Dade	Arts and Business Council of Miami	Cultural Support Program	6,756
Miami-Dade	Arts at St. Johns	Cultural Support Program	5,825
Miami-Dade	ArtSouth, A Not-For-Profit Corporation	Underserved (UACAP)	10,000
Miami-Dade	ArtSpring	Arts in Education	10,144
Miami-Dade	Bakehouse Art Complex	Cultural Support Program	2,899
Miami-Dade	Ballet Etudes of South Florida	Cultural Support Program	6,546
Miami-Dade	Bascomb Memorial Broadcasting Found. - Public Radio	Cultural Support Program	9,838
Miami-Dade	Bass Museum of Art	Cultural Support Program	114,082
Miami-Dade	Black Door Dance Ensemble	Cultural Support Program	2,593
Miami-Dade	Center for Emerging Art	Arts in Education	3,970
Miami-Dade	Center for Emerging Art	International Exchange	3,666
Miami-Dade	City of Miami / Friends of Gusman Center	Cultural Support Program	10,109
Miami-Dade	City of Miami Beach / Sister Cities International Coordinating Council	International Exchange	6,442
Miami-Dade	City of Miami Beach Miami / Beach Cultural Arts Council	Cultural Facilities ¹	460,000
Miami-Dade	City of Miami Beach Miami / Beach Redevelopment Agency	Cultural Facilities ¹	500,000
Miami-Dade	City Theatre	Cultural Support Program	21,235
Miami-Dade	Civic Chorale of Greater Miami	Cultural Support Program	1,500
Miami-Dade	Coconut Grove Playhouse	Cultural Facilities ¹	500,000
Miami-Dade	Coconut Grove Playhouse	Legislative Line item	500,000
Miami-Dade	Community Concert Association	Arts in Education	3,980
Miami-Dade	Concert Association of Florida	Cultural Support Program	70,045
Miami-Dade	Co. Department of Parks and Recreation / Div. of Arts and Culture	Cultural Facilities ¹	500,000
Miami-Dade	Co. Department of Parks and Recreation / Div. of Arts and Culture	Cultural Support Program	38,706
Miami-Dade	DanceArts Foundation	Cultural Support Program	7,465
Miami-Dade	Deco Echo Artists' Delegation d/b/a Center for Folk and Community Art	Arts in Education	7,819
Miami-Dade	Ensemble Company	Cultural Support Program	4,895
Miami-Dade	Fairchild Tropical Garden	Cultural Support Program	106,313
Miami-Dade	Fantasy Theatre Factory	Arts in Education	6,023
Miami-Dade	Fantasy Theatre Factory	Cultural Support Program	21,464
Miami-Dade	Festival de Cine Hispano, Inc. a/k/a Hispanic Film Festival, Inc.	International Exchange	5,195
Miami-Dade	Florida Dance Association	State Service	15,503
Miami-Dade	Florida Grand Opera	Arts in Education	6,834
Miami-Dade	Florida Grand Opera	Cultural Support Program	131,320
Miami-Dade	Florida International University / Latin American and Caribbean Center	Cultural Support Program	9,693
Miami-Dade	Florida International University / Miami Film Festival	Cultural Support Program	26,650
Miami-Dade	Florida International University / The Art Museum	International Exchange	3,959
Miami-Dade	Florida International University / The Art Museum	Cultural Support Program	14,996
Miami-Dade	Florida International University / The Art Museum	Arts in Education	7,399
Miami-Dade	Florida International University / The Wolfsonian	Arts in Education	11,364
Miami-Dade	Florida International University / The Wolfsonian	Cultural Support Program	49,724
Miami-Dade	Florida International University / The Wolfsonian	International Exchange	11,918
Miami-Dade	Florida Memorial College	Cultural Facilities ¹	\$500,000

Cultural Affairs Grant Awards			
County	Organization	Type of Grant	Amount
Miami-Dade	Friends of Chamber Music of Miami	Cultural Support Program	\$4,003
Miami-Dade	GableStage	Cultural Support Program	4,379
Miami-Dade	Gold Coast Theatre Company	Cultural Support Program	6,689
Miami-Dade	Harambee	International Exchange	1,979
Miami-Dade	Hispanic Theater Guild Corporation d/b/a Teatro 8	Cultural Support Program	2,920
Miami-Dade	Hispanic-American Lyric Theatre	Cultural Support Program	6,366
Miami-Dade	Hispanic-American Lyric Theatre	Cultural Support Program	3,944
Miami-Dade	Historical Association of Southern Florida	Cultural Support Program	83,844
Miami-Dade	Holocaust Documentation and Education Center	Cultural Support Program	6,028
Miami-Dade	Homestead Main Street	Cultural Support Program	10,383
Miami-Dade	Ife-Ife	Cultural Support Program	9,098
Miami-Dade	Infinito Arts and Cultural Foundation	International Exchange	3,316
Miami-Dade	Jamaica Awareness	Cultural Support Program	13,699
Miami-Dade	Karen Peterson and Dancers	Cultural Support Program	1,617
Miami-Dade	Maximum Dance Company	Cultural Support Program	30,561
Miami-Dade	Maximum Dance Company	International Exchange	11,725
Miami-Dade	Miami Art Museum of Dade County Association	Cultural Support Program	121,762
Miami-Dade	Miami Bach Society	Cultural Support Program	9,487
Miami-Dade	Miami Beach Garden Conservancy	Cultural Support Program	4,181
Miami-Dade	Miami Book Fair International	Cultural Support Program	30,392
Miami-Dade	Miami Children's Museum	Cultural Facilities ¹	500,000
Miami-Dade	Miami Children's Museum	Cultural Support Program	30,488
Miami-Dade	Miami Choral Society d/b/a Miami Children's Chorus	Cultural Support Program	10,250
Miami-Dade	Miami City Ballet	Cultural Support Program	140,508
Miami-Dade	Miami Design Preservation League	Cultural Support Program	17,002
Miami-Dade	Miami Hispanic Ballet Corporation	Cultural Support Program	1,927
Miami-Dade	Miami Hispanic Ballet Corporation	Cultural Support Program	10,693
Miami-Dade	Miami Light Project	Arts in Education	4,826
Miami-Dade	Miami Light Project	Cultural Support Program	31,602
Miami-Dade	Miami Light Project	International Exchange	7,446
Miami-Dade	Miami Light Project	State Touring	5,000
Miami-Dade	Miami Momentum Dance Company	Arts in Education	6,225
Miami-Dade	Miami Momentum Dance Company	Cultural Support Program	14,133
Miami-Dade	Miami Momentum Dance Company	International Exchange	7,285
Miami-Dade	Miami Music and Education Foundation / Music Fest Miami	Quarterly Assistance	2,500
Miami-Dade	Miami Music and Education Foundation / Music Fest Miami	International Exchange	2,624
Miami-Dade	Miami Steel and Percussion Orchestra	Cultural Support Program	3,092
Miami-Dade	Miami Symphony Orchestra	Arts in Education	7,914
Miami-Dade	Miami Symphony Orchestra	Cultural Support Program	9,201
Miami-Dade	Miami-Dade Community College / Cultural Affairs Department CCCI	Cultural Support Program	13,774
Miami-Dade	Miami-Dade Community College / Cultural Affairs Department CCCI	International Exchange	9,430
Miami-Dade	Miami-Dade County Department of Cultural Affairs	Local Arts Agency	27,219
Miami-Dade	Miami-Dade County Department of Cultural Affairs	Cultural Facilities ¹	500,000
Miami-Dade	Moving Image Archive	International Exchange	10,928
Miami-Dade	Moving Image Archive	Cultural Support Program	13,694
Miami-Dade	Museum of Contemporary Art	Arts in Education	10,958
Miami-Dade	Museum of Contemporary Art	Cultural Support Program	23,167
Miami-Dade	Museum of Science	Cultural Support Program	166,385
Miami-Dade	National Foundation for Advancement in the Arts	Cultural Support Program	\$11,816

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Cultural Affairs Grant Awards			
County	Organization	Type of Grant	Amount
Miami-Dade	New Theatre	Cultural Support Program	\$9,406
Miami-Dade	New World Symphony	Cultural Support Program	201,105
Miami-Dade	New World Symphony	International Exchange	16,655
Miami-Dade	Pro-Arte Gratei d/b/a Sociedad Pro Arte Gratei, Inc.	Cultural Support Program	5,244
Miami-Dade	Rhythm Foundation	Cultural Support Program	11,890
Miami-Dade	Rhythm Foundation	International Exchange	7,757
Miami-Dade	Sosyete Koukouy, Miyami	Cultural Support Program	2,445
Miami-Dade	South Florida Art Center d/b/a Art Center/South Florida	Arts in Education	8,003
Miami-Dade	South Florida Art Center d/b/a Art Center/South Florida	Cultural Support Program	74,862
Miami-Dade	South Florida Composers Alliance	Cultural Support Program	7,364
Miami-Dade	South Florida Cultural Consortium	State Service	19,932
Miami-Dade	Teatro Avante	Cultural Support Program	4,147
Miami-Dade	Teatro Avante	International Exchange	11,320
Miami-Dade	Tigertail Productions	Cultural Support Program	11,017
Miami-Dade	Tigertail Productions	International Exchange	13,014
Miami-Dade	University of Miami / Lowe Art Museum	Cultural Support Program	120,219
Miami-Dade	University of Miami / School of Music	Cultural Support Program	10,464
Miami-Dade	University of Miami / School of Music	Cultural Support Program	7,557
Miami-Dade	Young Patronesses of the Opera	Cultural Support Program	4,588
Miami-Dade	Zoological Society of Florida	Cultural Support Program	51,237
Monroe	Art Behind Bars	Arts in Education	8,480
Monroe	Friends of the Key Largo Library	State Touring	250
Monroe	Key West Players d/b/a Waterfront Playhouse	Cultural Support Program	5,895
Monroe	Key West Symphony Orchestra	Cultural Support Program	22,605
Monroe	Marathon Community Theatre	Cultural Support Program	3,690
Monroe	Marathon Community Theatre	Underserved (UACAP)	5,000
Monroe	Mel Fisher Maritime Heritage Society	Cultural Support Program	57,685
Monroe	Monroe County Council of the Arts	Local Arts Agency	18,146
Monroe	Monroe County Council of the Arts	Arts in Education	4,720
Monroe	Monroe County Council of the Arts	Arts in Education	7,639
Monroe	Red Barn Actors' Studio	Cultural Support Program	26,573
Monroe	Tennessee Williams Fine Arts Center Founders' Society	Cultural Support Program	19,550
Nassau	Amelia Arts Academy	Arts in Education	3,000
Nassau	Amelia Arts Academy	State Touring	2,333
Nassau	Amelia Arts Academy	State Touring	5,000
Nassau	Amelia Arts Academy	State Touring	2,000
Nassau	Amelia Arts Academy	Cultural Support Program	4,842
Nassau	Nassau County School Board / Callahan Elementary School	State Touring	733
Okaloosa	Carver-Hill Memorial and Historical Society	Underserved (UACAP)	10,000
Okaloosa	Emerald Coast Science Center (f/k/a Focus Center)	Cultural Support Program	12,502
Okaloosa	Fort Walton Beach Main Street	Cultural Support Program	3,375
Okaloosa	Mattie Kelly Arts Foundation	State Touring	600
Okaloosa	Mattie Kelly Arts Foundation	State Touring	1,000
Okaloosa	Mattie Kelly Arts Foundation	Underserved (UACAP)	7,500
Okaloosa	Northwest Florida Ballet	Cultural Support Program	23,354
Okeechobee	Okeechobee County School Board	State Touring	1,867
Okeechobee	Okeechobee County School Board	State Touring	3,100
Okeechobee	Okeechobee County School Board	State Touring	4,333
Okeechobee	Okeechobee County School Board / Seminole Elementary	State Touring	\$1,600

Cultural Affairs Grant Awards			
County	Organization	Type of Grant	Amount
Orange	ACE/Florida Alliance for Arts Education	Challenge Grant	\$46,007
Orange	Association to Preserve the Eatonville Community	Cultural Support Program	46,816
Orange	Bach Festival Society of Winter Park	Arts in Education	7,923
Orange	Bach Festival Society of Winter Park	Cultural Support Program	32,565
Orange	Central Florida Lyric Opera	Cultural Support Program	4,424
Orange	Central Florida Theatre Alliance	State Service	9,511
Orange	City of Orlando / Harry P. Leu Gardens	Cultural Support Program	47,161
Orange	Civic Theatre of Central Florida	Arts in Education	8,353
Orange	Civic Theatre of Central Florida	Cultural Facilities ¹	500,000
Orange	Community Communications	Cultural Support Program	25,708
Orange	Crealde Arts	Cultural Support Program	20,531
Orange	Enzian Theater	Cultural Support Program	56,700
Orange	Festival of Orchestras	Cultural Support Program	19,983
Orange	Florida Children's Repertory Theatre	Cultural Support Program	1,500
Orange	Florida Symphony Youth Orchestra	Cultural Support Program	25,103
Orange	Holocaust Memorial Resource and Education Center of Central Florida	Cultural Support Program	6,872
Orange	Jewish Community Center of Greater Orlando	Cultural Support Program	17,007
Orange	Mad Cow Theatre	Cultural Support Program	6,995
Orange	Maitland Art Association	Cultural Support Program	13,266
Orange	Orange County Historical Society	Cultural Support Program	40,275
Orange	Orlando Ballet	Arts in Education	9,439
Orange	Orlando Ballet	Cultural Support Program	81,368
Orange	Orlando Gay Chorus	Cultural Support Program	2,795
Orange	Orlando Museum of Art	Cultural Support Program	163,860
Orange	Orlando Opera Company	Arts in Education	9,655
Orange	Orlando Opera Company	Challenge Grant	41,733
Orange	Orlando Opera Company	Cultural Support Program	52,064
Orange	Orlando Philharmonic Orchestra	Cultural Support Program	25,673
Orange	Orlando Science Center	Cultural Support Program	134,063
Orange	Orlando-UCF Shakespeare Festival	Cultural Support Program	71,638
Orange	Rollins College / Cornell Fine Arts Museum	Cultural Support Program	32,591
Orange	United Arts of Central Florida	Local Arts Agency	27,219
Orange	University of Central Florida / Department of English	Cultural Support Program	2,499
Orange	University Of Central Florida / Theatre UCF	Cultural Support Program	5,851
Osceola	Celebration High School	Cultural Facilities ¹	500,000
Osceola	Osceola Center for the Arts	Local Arts Agency	18,146
Palm Beach	Adolph and Rose Levi's Jewish Community Center	State Touring	431
Palm Beach	Aequalis Inc. d/b/a CORE Ensemble	Cultural Support Program	11,377
Palm Beach	Armory Art Center	Arts in Education	10,274
Palm Beach	Armory Art Center	Cultural Support Program	45,674
Palm Beach	Ballet Florida	Arts in Education	5,792
Palm Beach	Ballet Florida	Cultural Support Program	112,220
Palm Beach	Boca Ballet Theatre Company	Cultural Support Program	19,425
Palm Beach	Boca Raton Museum of Art	Cultural Support Program	102,660
Palm Beach	Caldwell Theatre Company	Cultural Support Program	106,787
Palm Beach	Center for Creative Education	Arts in Education	10,405
Palm Beach	Centre for the Arts at Mizner Park	Cultural Facilities ¹	500,000
Palm Beach	Children's Coalition	Cultural Support Program	2,954
Palm Beach	Children's Museum	Cultural Support Program	\$21,623

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Cultural Affairs Grant Awards			
County	Organization	Type of Grant	Amount
Palm Beach	Dreher Park	Cultural Support Program	\$56,383
Palm Beach	Farmworker Coordinating Council of Palm Beach County	International Exchange	2,912
Palm Beach	Florida Association of Local Arts Agencies	State Service	6,447
Palm Beach	Florida Atlantic University / University Galleries	Cultural Support Program	13,278
Palm Beach	Florida Cultural Education Alliance Inc. d/b/a Florida Cultural Alliance	State Service	10,578
Palm Beach	Florida Professional Theatres Association	State Service	10,159
Palm Beach	Florida Stage	Cultural Support Program	147,772
Palm Beach	Jewish Arts Foundation	Cultural Support Program	11,471
Palm Beach	Klein Dance	Cultural Support Program	10,165
Palm Beach	Lake Worth Playhouse	Cultural Support Program	10,015
Palm Beach	Lighthouse Center for the Arts	State Touring	1,300
Palm Beach	Morikami / Morikami Museum and Japanese Gardens	Cultural Support Program	58,101
Palm Beach	Norton Gallery and School of Art	Cultural Support Program	200,562
Palm Beach	Norton Gallery and School of Art	Arts in Education	9,749
Palm Beach	Old School Square	Cultural Support Program	108,320
Palm Beach	Palm Beach Community College / Dolly Hand Cultural Arts Center	Cultural Support Program	18,926
Palm Beach	Palm Beach County Cultural Council	Local Arts Agency	27,219
Palm Beach	Palm Beach Opera	Cultural Support Program	114,145
Palm Beach	Pleasant City Family Reunion Committee	State Touring	125
Palm Beach	South Florida Science Museum	Cultural Support Program	22,493
Palm Beach	SunFest of Palm Beach County	Cultural Support Program	28,401
Pasco	Pasco Fine Arts Council	Arts in Education	5,043
Pinellas	American Stage Company	Arts in Education	3,183
Pinellas	American Stage Company	Cultural Support Program	37,750
Pinellas	Arts Center Association	Cultural Support Program	46,855
Pinellas	City of Largo / Largo Cultural Center	Cultural Support Program	9,379
Pinellas	City of St. Petersburg / St. Petersburg Museum of History	Cultural Facilities ¹	250,000
Pinellas	City of Tarpon Springs / Department of Cultural Services	Cultural Support Program	28,470
Pinellas	City of Tarpon Springs / Department of Cultural Services	State Touring	3,333
Pinellas	City of Tarpon Springs / Department of Cultural Services	State Touring	1,300
Pinellas	City of Tarpon Springs / Department of Cultural Services	State Touring	1,000
Pinellas	City of Tarpon Springs / Department of Cultural Services	State Touring	550
Pinellas	City of Tarpon Springs / Department of Cultural Services	State Touring	550
Pinellas	City of Tarpon Springs / Department of Cultural Services	State Touring	2,721
Pinellas	Creative Clay	Arts in Education	3,599
Pinellas	Creative Clay	Arts in Education	3,223
Pinellas	Creative Clay	Arts in Education	1,595
Pinellas	Creative Clay	International Exchange	3,565
Pinellas	Dundu Dole	Underserved (UACAP)	10,000
Pinellas	Dunedin Fine Art Center	Cultural Support Program	31,950
Pinellas	First Night St. Petersburg	Cultural Support Program	5,735
Pinellas	Florida Craftsmen	Cultural Facilities ¹	367,240
Pinellas	Florida Craftsmen	Cultural Support Program	39,856
Pinellas	Florida Holocaust Museum	Cultural Support Program	26,921
Pinellas	Florida International Museum	Cultural Facilities ¹	500,000
Pinellas	Great Explorations / The Hands On Museum	Cultural Support Program	12,522
Pinellas	Great Explorations / The Hands On Museum	Cultural Facilities ¹	250,000
Pinellas	Gulf Beach Art Center	Cultural Facilities ¹	143,000
Pinellas	Gulf Coast Museum of Art	Cultural Support Program	\$26,719

Cultural Affairs Grant Awards			
County	Organization	Type of Grant	Amount
Pinellas	Mahaffey Theater Foundation at the Bayfront Center	Arts in Education	\$6,669
Pinellas	Mahaffey Theater Foundation at the Bayfront Center	Cultural Support Program	46,835
Pinellas	Museum of Fine Arts of St. Petersburg, Florida	Cultural Support Program	80,147
Pinellas	PACT / Ruth Eckerd Hall	Arts in Education	10,176
Pinellas	PACT / Ruth Eckerd Hall	Cultural Support Program	156,637
Pinellas	PACT / Ruth Eckerd Hall	Challenge Grant	57,713
Pinellas	PACT / Ruth Eckerd Hall	International Exchange	11,521
Pinellas	Palladium Theater	Cultural Support Program	22,424
Pinellas	Pinellas County African American Museum	Cultural Support Program	9,185
Pinellas	Pinellas County Arts Council	Arts in Education	5,456
Pinellas	Pinellas County Arts Council	Arts in Education	8,460
Pinellas	Pinellas County Arts Council	Local Arts Agency	27,219
Pinellas	Pinellas Youth Symphony	Cultural Support Program	10,049
Pinellas	Salvador Dali Museum	Cultural Support Program	105,842
Pinellas	Science Center of Pinellas County	Cultural Support Program	24,248
Pinellas	Sunshine District Association of Chapters of SPEBSQSA	Arts in Education	9,429
Pinellas	Sunshine District Association of Chapters of SPEBSQSA	State Service	7,216
Pinellas	Tampa Bay Arts	Cultural Support Program	5,846
Pinellas	Tampa Bay Show Chorus	Cultural Support Program	10,430
Polk	Bok Tower Gardens Foundation, Inc	Cultural Support Program	103,870
Polk	Explorations V Children's Museum	Cultural Support Program	36,180
Polk	Florida Dance Theatre	Arts in Education	5,398
Polk	Florida Dance Theatre	Cultural Support Program	2,003
Polk	Imperial Symphony Orchestra	Cultural Support Program	12,395
Polk	Lake Wales Arts Council	Cultural Support Program	11,805
Polk	Lakeland Community Theatre / Pied Piper Players	Cultural Support Program	8,415
Polk	Polk Museum of Art	Cultural Support Program	57,664
Polk	Polk Theatre	State Touring	550
Polk	Symphony Guild of Winter Haven	State Touring	6,667
Polk '	Theatre Winter Haven	Cultural Support Program	16,839
Putnam	Arts Council of Greater Palatka	Arts in Education	5,605
Putnam	Arts Council of Greater Palatka	Local Arts Agency	7,712
Putnam	Arts Council of Greater Palatka	State Touring	2,533
Putnam	Arts Council of Greater Palatka	State Touring	4,000
Putnam	Arts Council of Greater Palatka	State Touring	2,533
Santa Rosa	Gulf Coast Chorale	Cultural Support Program	2,144
Santa Rosa	Gulf Coast Chorale	Underserved (UACAP)	10,000
Santa Rosa	Santa Rosa Historical Society / Imogene Little Theatre	Cultural Support Program	1,500
Sarasota	Art Center of Sarasota	Cultural Support Program	8,213
Sarasota	Asolo Theatre	Cultural Support Program	72,344
Sarasota	Circus Sarasota	Cultural Support Program	20,901
Sarasota	City of Sarasota / Van Wezel Performing Arts Hall	Cultural Support Program	141,490
Sarasota	Florida Studio Theatre	Challenge Grant	37,034
Sarasota	Florida Studio Theatre	Cultural Facilities ¹	227,266
Sarasota	Florida Studio Theatre	Cultural Support Program	93,411
Sarasota	Florida West Coast Symphony	Cultural Support Program	144,706
Sarasota	Gloria Musicae	Cultural Support Program	2,672
Sarasota	Gulf Coast Heritage Association / Historic Spanish Point	Cultural Support Program	19,954
Sarasota	Gulf Coast Wonder and Imagination Zone d/b/a G.Wiz	Cultural Support Program	\$55,152

Appendix C

Cultural Affairs Grant Awards			
County	Organization	Type of Grant	Amount
Sarasota	Jazz Club of Sarasota	Cultural Support Program	\$20,717
Sarasota	Key Chorale	Cultural Support Program	3,819
Sarasota	Marie Selby Botanical Gardens	Cultural Support Program	87,440
Sarasota	Mote Marine Laboratory	Cultural Facilities ¹	500,000
Sarasota	Mote Marine Laboratory	Cultural Support Program	117,500
Sarasota	Players	Cultural Support Program	21,391
Sarasota	Players	International Exchange	11,932
Sarasota	Ringling School of Art and Design / Selby Gallery	Cultural Support Program	9,158
Sarasota	Sarasota Ballet of Florida	Cultural Support Program	78,938
Sarasota	Sarasota County Arts Council	Arts in Education	4,143
Sarasota	Sarasota County Arts Council	Arts in Education	7,417
Sarasota	Sarasota County Arts Council	Cultural Facilities ¹	49,666
Sarasota	Sarasota County Arts Council	Local Arts Agency	27,219
Sarasota	Sarasota Film Festival	Cultural Support Program	13,649
Sarasota	Sarasota Film Society	Cultural Support Program	41,628
Sarasota	Sarasota Opera Association	Cultural Support Program	140,774
Sarasota	Venice Little Theatre	Cultural Support Program	44,355
Seminole	Central Florida Zoological Society	Cultural Support Program	49,875
Seminole	Asian Cultural Organization of Central Florida	Cultural Support Program	10,138
Seminole	Asian Cultural Organization of Central Florida	Cultural Support Program	1,894
Seminole	Asian Cultural Organization of Central Florida	Arts in Education	3,376
Seminole	Florida Young Artists Orchestra	Cultural Support Program	5,303
Seminole	Orlando Theatre Project	Cultural Support Program	8,975
St. Johns	City of St. Augustine	Quarterly Assistance	5,000
St. Johns	Cultural Center at Ponte Vedra Beach	Cultural Facilities ¹	328,084
St. Johns	Limelight Theatre	Cultural Support Program	5,641
St. Johns	Limelight Theatre	Underserved (UACAP)	5,000
St. Johns	St. Johns County Board of County Commissioners	Cultural Facilities ¹	467,070
St. Lucie	St. Lucie County Cultural Affairs Council	Local Arts Agency	1,493
St. Lucie	St. Lucie Preservation Association	Cultural Facilities ¹	500,000
St. Lucie	Treasure Coast Opera Society Inc.	Cultural Support Program	6,015
Sumter	Sumter County School Board / Bushnell Elementary School	State Touring	833
Sumter	Sumter County School Board / Bushnell Elementary School	State Touring	567
Sumter	Sumter County School Board / Bushnell Elementary School	State Touring	1,100
Sumter	Young Performing Artists Corporation	State Touring	2,333
Suwannee	Advent Christian Village	International Exchange	4,242
Suwannee	Advent Christian Village	State Touring	4,333
Suwannee	Advent Christian Village	State Touring	2,133
Suwannee	Advent Christian Village	State Touring	5,000
Suwannee	Advent Christian Village	State Touring	1,133
Suwannee	Advent Christian Village	State Touring	1,667
Suwannee	Suwannee County School Board / Branford Elementary School	State Touring	733
Volusia	Atlantic Center for the Arts	Cultural Facilities ¹	500,000
Volusia	Atlantic Center for the Arts	Cultural Support Program	55,490
Volusia	Atlantic Center for the Arts	International Exchange	14,182
Volusia	Bethune-Cookman College	Cultural Facilities ¹	500,000
Volusia	Central Florida Cultural Endeavors d/b/a Florida International Festival	Cultural Support Program	31,761
Volusia	City of Daytona Beach	Cultural Facilities ¹	200,000
Volusia	Cultural Council of Volusia County	Local Arts Agency	\$11,341

Cultural Affairs Grant Awards			
County	Organization	Type of Grant	Amount
Volusia	Daytona Beach Symphony Society	Cultural Support Program	\$30,491
Volusia	Debary Art League	Arts in Education	2,045
Volusia	DeLand Museum of Art	Arts in Education	11,189
Volusia	DeLand Museum of Art	Cultural Support Program	8,654
Volusia	DeLand Museum of Art	International Exchange	3,862
Volusia	Friends of the Bandshell	Cultural Support Program	7,983
Volusia	Museum of Arts and Sciences	Cultural Facilities ¹	500,000
Volusia	Museum of Arts and Sciences	Cultural Support Program	205,557
Volusia	Community College- Southeast Museum of Photography	Cultural Support Program	17,934
Volusia	Pioneer Settlement for the Creative Arts	Cultural Support Program	11,187
Volusia	Seaside Music Theater	Cultural Support Program	36,246
Volusia	Stetson University / Department of Geography-Geology	Cultural Support Program	10,819
Volusia	Theater Center	Cultural Support Program	8,888
Wakulla	Gulf Specimen Marine Laboratories	Cultural Support Program	21,812
Walton	Cultural Arts Association	Underserved (UACAP)	5,000
Walton	Florida Chautauqua	State Touring	4,333
Walton	Florida Chautauqua	Cultural Support Program	4,013
Walton	Florida Chautauqua	State Touring	4,000
Walton	Grit and Grace	Underserved (UACAP)	7,500
Washington	Panhandle Area Educational Consortium	State Touring	833
Washington	Panhandle Area Educational Consortium	State Touring	733
Washington	Washington County School Board	State Touring	2,000
Washington	Washington County School Board / Vernon Middle School	State Touring	1,333
Washington	Washington County School Board / Vernon Middle School	State Touring	\$1,667

¹ Denotes grants awarded for major capital projects such as the acquisition, construction and renovation of cultural facilities. Unlike other programs that are supported by trust funds, these projects are primarily supported by general revenue funds.

Source: Department of State.

Appendix D

Division of Cultural Affairs Programs and Services

In addition to managing the Department of State’s cultural grants programs, the Division of Cultural Affairs provides a range of programs and services that promote the arts. The table below provides a description of the programs and services provided by the division.

Program	Description of Programs and Services
Division of Cultural Affairs	
Information Services	<p>The Informational Memo newsletter provides information about current federal and state initiatives, as well as postings of job openings and available resources such as grant and exhibition opportunities.</p> <p>Annual guides provide program and application information about grants programs for organizations and individual artists.</p> <p>Grant writing workshops held in locations across the state provide assistance in applying for grants.</p> <p>The biennial Florida Artist Residency Directory provides information about visual and performing artists available for residencies, and is a resource tool for educators, schools, arts organizations and other potential sponsors of arts in education programs.</p> <p>An e-mail network notifies the Florida arts community about topics of immediate interest.</p>
Exhibition Programs	<p>The Capitol Complex Program provides a venue for Florida artists and arts organizations to exhibit their work at one of four Capitol sites.</p> <p>The Arts Learning Gallery is an arts education initiative that exhibits works from young artists, college and university students, elder artists, artists with disabilities and art educators.</p>
Recognition and Awards Programs	<p>The Florida Artists Hall of Fame recognizes persons who have made a significant contribution to the arts in Florida as a performer, practicing artist, or benefactor. Thirty-two (32) individuals have been honored since the Legislature established the program in 1986.</p> <p>The Florida Arts Recognition Awards recognize individuals and organizations that have demonstrated a significant contribution to the arts. Recipients since the program was established in 1973 have included individual patrons, educators, and elected officials, as well as arts groups, corporations, and public agencies. The division also solicits nominations for Florida’s poet laureate.</p> <p>Individual artist fellowships support the artistic and career advancement of individuals with exceptional talent (in Fiscal Year 2001-2002, 39 individuals received \$5,000 awards).</p>
Partnership Programs	<p>The Art in State Buildings Program places works of art in newly constructed state buildings. The state agencies and universities that receive appropriations for original construction set aside up to .50% of total costs, and contract directly with selected artists for the purchase or commission of the works of art. The Division of Cultural Affairs oversees the process of selecting the artworks. Since the program was established in 1979, 1,201 artworks have been acquired, or approved for acquisition, for a total of \$8,166,837.</p> <p>The Florida Arts License Plate Program offers a specialty tag, with fees used to support cultural programs in the county in which the tag was purchased. Tags are sold by the Department of Motor Vehicles, and the Division of Cultural Affairs approves county plans for the distribution of funds.</p> <p>Florida’s tourism agency, VISIT Florida, collaborated with the Department of State’s Divisions of Cultural Affairs and Historical Resources to develop the “Culturally Florida” marketing campaign, which highlights the states arts, cultural and historical resources. The quarterly Florida History and the Arts magazine, a collaborative publication of the Division of Cultural Affairs and the Department of State’s Division of Historical Resources, provides information about the states arts and historical resources.</p> <p>The state-owned Coconut Grove Playhouse and the Florida Humanities Council receive annual appropriations through the Division of Cultural Affairs’ budget.</p> <p>The division provides a support network to Florida’s state service organizations for the arts, including coordination of meetings; serving as ex-officio members of the organizations; and designation of division staff members as liaisons with the organizations.</p>
Grant Programs	<p>The grant programs provide support for Florida’s cultural organizations and artists. Grants are awarded for organizations that produce or present the arts disciplines of dance, folk arts, interdisciplinary, literature, media arts, multidisciplinary, music, sponsor/presenter, community theatre, professional theatre, and visual arts, e.g., art museums and galleries; non-arts museums and cultural organizations, such as zoos, science museums, historical societies, and botanical gardens; and organizations that engage in local cultural development and arts education initiatives.</p>

Source: Department of State.

Appendix E

Grant Programs of the Division of Historical Resources

The Division of Historical Resources awards grants to preserve, rehabilitate, and protect historical and archaeological sites and support exhibits and operations of historical museums. Statutes prescribe the grant programs of the division and specify appropriation amounts for some of them. The table below describes the various grant programs administered by the division, and Appendix F provides a list of grant recipients.

Program Categories	Funding Source	Program Purpose	Fiscal Year 2002-03	
			Number of Grants	Program Allocations
Division of Historical Resources				
Historic Preservation and Historical Museums (Special Category Grants)	State General Revenue Fund	Assist large restoration projects, major archaeological excavations, and major museum exhibit projects.	59	\$14,000,000
Historic Preservation Small Matching Grants	Federal Historic Preservation Funds	Provide for identification, excavation, protection, and rehabilitation of historic and archaeological sites.	21	298,338
Historic Preservation Small Matching Grants	State Operating Trust Fund	Fund excavation, protection, and rehabilitation of historic and archaeological properties.	78	2,000,000 ¹
Historical Museums Small Matching Grants	State Operating Trust Fund	Fund development of educational exhibits relating to the history of Florida and to assist history museums with basic operational costs.	67	1,500,000 ¹ 250,000
Total Historical Resources Grants			225	\$18,048,338

¹ Florida law specifies this annual appropriation of trust funds for the grant program. Federal grants and additional appropriations sometimes supplement the amount specified in law.

Source: Department of State.

Appendix F

Division of Historical Resources

Grant Awards

The table below lists historic preservation and museum grants awarded by the Division of Historical Resources in Fiscal Year 2002-03. See Appendix E for a description of the division's grant programs.

Historic Preservation and Museum Grant Awards			
County	Organization	Type of Grant	Amount
Alachua	Alachua County Board of County Commissioners	Preservation - Survey and Planning	\$12,500
Alachua	Alachua County Historic Trust/Matheson Museum	Museum - General Operating Support	5,773
Alachua	Micanopy Historical Society	Museum - Public Educational Exhibit	2,220
Baker	Baker County Board of County Commissioners	Preservation - Acquisition & Development	25,000
Bay	Camp Helen State Park/Division of Recreation and Parks	Preservation - Survey and Planning	20,000
Bay	Junior Museum of Bay County	Museum - General Operating Support	4,647
Brevard	Historical Society of Central Florida	Museum - General Operating Support	40,202
Brevard	Preservation and Education Trust	Preservation - Acquisition & Development ¹	354,045
Brevard	U.S. Space Walk of Fame Foundation	Preservation - Community Education	25,000
Broward	Bonnet House	Museum - General Operating Support	40,882
Broward	City of Fort Lauderdale	Preservation - Historic Marker Project	750
Broward	City of Hollywood	Preservation - Certified Local Government	7,000
Broward	Davie School Foundation	Museum - General Operating Support	4,657
Broward	Deerfield Beach Historical Society	Museum - General Operating Support	4,152
Broward	Fort Lauderdale Historical Society	Museum - General Operating Support	33,563
Broward	GILDA'S CLUB South Florida	Preservation - Acquisition & Development ¹	355,170
Broward	Sample-McDougald House Preservation Society	Preservation - Acquisition & Development ¹	178,840
Broward	Stranahan House	Museum - General Operating Support	31,093
Calhoun	Panhandle Pioneer Settlement	Museum - General Operating Support	1,393
Charlotte	Charlotte County Board of County Commissioners	Preservation - Acquisition & Development	50,000
Charlotte	City of Punta Gorda Community Development Department	Preservation - Survey and Planning	15,000
Clay	Clay County Board of County Commissioners	Preservation - Acquisition & Development ¹	350,000
Clay	Clay County Board of County Commissioners	Preservation - Acquisition & Development	35,100
Clay	Clay County Historical Commission	Preservation - Historic Marker Project	720
Collier	Collier County Government	Preservation - Acquisition & Development ¹	92,028
Collier	Friends of Rookery Bay	Preservation - Survey and Planning	20,000
Collier	Ted Smallwood's Store	Museum - General Operating Support	8,379
Dade	Gold Coast Historic Railway Foundation	Preservation - Acquisition & Development ¹	218,100
Dade	Miami-Dade County Park and Recreation Department	Preservation - Certified Local Government	8,000
Dade	South Florida Pioneer Museum	Preservation - Acquisition & Development ¹	350,000
DeSoto	City of Arcadia	Preservation - Acquisition & Development ¹	250,000
Dixie	Dixie County Historical Society	Preservation - Acquisition & Development	11,000
Duval	Beaches Area Historical Society	Preservation - Survey and Planning	25,000
Duval	Church of the Immaculate Conception	Preservation - Acquisition & Development ¹	\$300,000

Historic Preservation and Museum Grant Awards			
County	Organization	Type of Grant	Amount
Duval	Jacksonville Beach Elementary Preservation Fund	Preservation - Acquisition & Development ¹	\$230,000
Duval	Jacksonville Beach Elementary Preservation Fund	Preservation - Acquisition & Development	41,000
Duval	Museum of Science and History of Jacksonville	Museum - General Operating Support	44,049
Duval	Museum of Science and History of Jacksonville	Museum - Public Educational Exhibit	25,000
Duval	Maritime Museum Society	Museum - General Operating Support	8,872
Duval	Saint Philips Episcopal Church	Preservation - Community Education	8,000
Duval	The Bolles School	Preservation - Acquisition & Development ¹	350,000
Escambia	Escambia County Community Redevelopment Agency	Preservation - Survey and Planning	15,000
Escambia	Pensacola Historical Society	Museum - General Operating Support	12,264
Escambia	Pensacola Historical Society	Museum - Public Educational Exhibit	4,530
Escambia	Pensacola Little Theatre	Preservation - Acquisition & Development	50,000
Escambia	West Florida Historic Preservation	Preservation - Acquisition & Development	40,000
Escambia	West Florida Historic Preservation	Museum - Public Educational Exhibit	20,000
Flagler	University of Florida, Department of Anthropology	Preservation - Survey and Planning	17,367
Franklin	City of Apalachicola	Preservation - Acquisition & Development	350,000
Franklin	Florida State University Program in Underwater Archaeology	Preservation - Survey and Planning	27,974
Gadsden	City of Quincy Redevelopment Agency and City of Quincy Police Department	Preservation - Acquisition & Development	10,000
Glades	Southwest Florida Regional Planning Council	Preservation - Community Education	19,000
Gulf	Gulf County Board of County Commissioners	Preservation - Acquisition & Development	35,000
Hamilton	Florida Folklore Society	Preservation - Non-matching	17,600
Hamilton	Jasper First United Methodist Church	Preservation - Acquisition & Development	13,000
Hamilton	Main Street Hamilton County	Preservation - Acquisition & Development ¹	249,450
Hendry	Hendry County Board of County Commissioners	Preservation - Acquisition & Development ¹	199,000
Highlands	South Florida Community College Foundation	Preservation - Acquisition & Development ¹	250,000
Hillsborough	City of Tampa Historic Preservation Commission	Preservation - Certified Local Government	22,000
Hillsborough	Community Boxing Club	Preservation - Acquisition & Development	25,000
Hillsborough	L'Unione Italiana	Preservation - Acquisition & Development	35,000
Hillsborough	Seminole Heights United Methodist Church	Preservation - Acquisition & Development ¹	237,130
Hillsborough	Tampa Bay History Center	Museum - General Operating Support	35,987
Hillsborough	Tampa-Hillsborough County Public Library System	Preservation - Acquisition & Development	40,000
Hillsborough	The Henry B. Plant Museum	Preservation - Acquisition & Development	200,000
Hillsborough	The Tampa Firefighters Museum	Preservation - Acquisition & Development ¹	35,000
Hillsborough	University of Tampa, Henry B. Plant Museum	Museum - General Operating Support	39,531
Indian River	City of Sebastian	Preservation - Acquisition & Development ¹	250,000
Jackson	City of Marianna	Preservation - Acquisition & Development	44,500
Jefferson	Jefferson County School Board	Preservation - Acquisition & Development ¹	331,000
Jefferson	Monticello Opera House	Preservation - Acquisition & Development ¹	50,000
Lake	Eustis Historical Museum and Preservation Society	Museum - General Operating Support	1,670
Lake	First United Methodist Church of Umatilla	Preservation - Acquisition & Development ¹	52,700
Lee	City of Fort Myers	Preservation - Acquisition & Development ¹	325,171
Lee	City of Fort Myers	Museum - General Operating Support	37,567
Lee	Florida Museum of Natural History	Preservation - Acquisition & Development ¹	300,000
Lee	Lee County Board of County Commissioners	Preservation - Acquisition & Development	12,500
Leon	City of Tallahassee	Preservation - Acquisition & Development ¹	350,000
Leon	City of Tallahassee	Preservation - Certified Local Government	10,000
Leon	Florida Department of Environmental Protection, Office of Greenways and	Museum - Public Educational Exhibit	35,000
Leon	Frenchtown Community Development Corp.	Preservation - Acquisition & Development	27,000
Leon	Goodwood Museum and Gardens	Museum - General Operating Support	\$36,929

Appendix F

Historic Preservation and Museum Grant Awards			
County	Organization	Type of Grant	Amount
Leon	John G. Riley Center/ Museum of African American History and Culture	Preservation - Community Education	\$12,000
Leon	John G. Riley Center/Museum for African American History and Culture	Museum - General Operating Support	11,978
Leon	Tallahassee Museum of History and Natural Science	Museum - General Operating Support	44,049
Levy	City of Cedar Key	Preservation - Acquisition & Development ¹	194,500
Madison	The Shirley Barksdale Foundation	Preservation - Acquisition & Development	26,490
Manatee	Myakka City Historical Society	Preservation - Acquisition & Development ¹	297,818
Manatee	Reflections of Manatee	Preservation - Acquisition & Development ¹	70,696
Marion	Citra First United Methodist Church	Preservation - Acquisition & Development	21,740
Marion	Marion County School Board	Preservation - Acquisition & Development ¹	143,454
Marion	Siloam Baptist Church	Preservation - Acquisition & Development	40,000
Martin	Martin County Board of County Commissioners	Preservation - Acquisition & Development ¹	315,000
Miami-Dade	City of Coral Gables	Preservation - Acquisition & Development	40,000
Miami-Dade	City of Miami Retired Police Officer Community Benevolent Association	Preservation - Community Education	12,350
Miami-Dade	Gold Coast Railroad Museum	Preservation - Acquisition & Development	40,000
Miami-Dade	Historical Association of Southern Florida	Museum - General Operating Support	41,225
Miami-Dade	Historical Association of Southern Florida	Museum - Public Educational Exhibit	35,000
Miami-Dade	Jewish Museum of Florida	Museum - General Operating Support	35,063
Miami-Dade	Louis Wolfson II Media History Center	Preservation - Community Education	19,000
Miami-Dade	Miami Design Preservation League	Preservation - Community Education	7,641
Miami-Dade	Ransom Everglades School	Preservation - Acquisition & Development	50,000
Miami-Dade	Village of Pinecrest	Preservation - Acquisition & Development	40,000
Miami-Dade	Virginia Key Beach Park Trust	Preservation - Survey and Planning	7,500
Monroe	Florida Keys Land Trust	Museum - General Operating Support	27,314
Monroe	Instituto Patriotico Docente San Carlos	Museum - General Operating Support	11,878
Monroe	Key West Art and Historical Society	Museum - General Operating Support	41,469
Monroe	Mel Fisher Maritime Heritage Society	Preservation - Acquisition & Development ¹	325,000
Monroe	Mel Fisher Maritime Heritage Society	Museum - General Operating Support	41,918
Monroe	Mel Fisher Maritime Heritage Society	Museum - Public Educational Exhibit	35,000
Monroe	Monroe County	Preservation - Survey and Planning	13,125
Nassau	Amelia Island Museum of History	Museum - General Operating Support	24,422
Nassau	City of Fernandina Beach	Preservation - Acquisition & Development ¹	350,000
Okaloosa	City of Crestview	Preservation - Survey and Planning	20,750
Okaloosa	Heritage Museum Association	Museum - General Operating Support	6,441
Okaloosa	North Okaloosa Historical Association	Museum - General Operating Support	1,755
Okaloosa	University of West Florida Archaeology Institute	Preservation - Survey and Planning	15,268
Okeechobee	Okeechobee County	Preservation - Acquisition & Development	30,000
Orange	Albin Polasek Foundation	Preservation - Acquisition & Development ¹	243,000
Orange	Association to Preserve the Eatonville Community	Preservation - Major Museum Exhibit ¹	270,550
Orange	City of Winter Park	Preservation - Acquisition & Development ¹	251,200
Orange	City of Winter Park	Preservation - Survey and Planning	6,000
Orange	Junior League of Greater Orlando	Preservation - Acquisition & Development	17,246
Orange	Maitland Historical Society	Museum - General Operating Support	21,792
Orange	The Town of Eatonville	Preservation - Certified Local Government	8,770
Orange	University of Central Florida	Preservation - Community Education	17,264
Orange	Wekiva Wilderness Trust	Preservation - Community Education	14,419
Orange	Winter Park Historical Association	Museum - General Operating Support	4,563
Osceola	City of Kissimmee	Preservation - Community Education	10,000
Osceola	Greater Osceola County-St. Cloud Chamber of Commerce	Museum - General Operating Support	\$684

Historic Preservation and Museum Grant Awards			
County	Organization	Type of Grant	Amount
Palm Beach	Ann Norton Sculpture Garden	Preservation - Acquisition & Development	\$5,903
Palm Beach	City of Boca Raton	Preservation - Survey and Planning	23,000
Palm Beach	City of Delray Beach	Preservation - Certified Local Government	6,000
Palm Beach	City of Lake Worth	Preservation - Acquisition & Development	46,000
Palm Beach	Florida Historical Center and Museum	Museum - General Operating Support	33,196
Palm Beach	Glades Community Development Corporation	Preservation - Acquisition & Development	35,500
Palm Beach	Palm Beach County	Preservation - Acquisition & Development	30,000
Palm Beach	Palm Beach County Planning Department	Preservation - Survey and Planning	25,000
Palm Beach	South Florida Fair and Palm Beach County Expositions	Preservation - Acquisition & Development	19,050
Palm Beach	South Florida Fair and Palm Beach County Expositions	Museum - General Operating Support	10,416
Pasco	City of New Port Richey	Preservation - Acquisition & Development	41,150
Pasco	GFWC Dade City Woman's Club	Preservation - Acquisition & Development ¹	90,000
Pasco	Order of Saint Benedict of Florida	Preservation - Acquisition & Development ¹	92,028
Pasco	Pasco County Board of County Commissioners	Preservation - Survey and Planning	16,500
Pasco	Pioneer Florida Museum Association	Preservation - Acquisition & Development ¹	305,300
Pasco	Pioneer Florida Museum Association	Museum - General Operating Support	10,175
Pinellas	22nd Street Redevelopment Corporation	Preservation - Main Street	10,000
Pinellas	City of Clearwater and the Clearwater Main Street Joint Venture	Preservation - Survey and Planning	10,000
Pinellas	City of Indian Rocks Beach	Preservation - Acquisition & Development	45,000
Pinellas	City of St. Petersburg	Preservation - Acquisition & Development ¹	200,000
Pinellas	City of Tarpon Springs	Preservation - Acquisition & Development ¹	321,000
Pinellas	Dunedin Historical Society	Museum - General Operating Support	11,511
Pinellas	Florida Holocaust Museum	Museum - General Operating Support	40,882
Pinellas	Grand Central District Association	Preservation - Main Street	10,000
Pinellas	Pinellas County Park Department	Preservation - Community Education	13,500
Pinellas	Safe Harbor Museum of Regional History	Museum - General Operating Support	7,557
Pinellas	St. Petersburg Historical Society	Museum - General Operating Support	26,299
Polk	All Saints' Episcopal Church	Preservation - Acquisition & Development	34,916
Polk	Christ Episcopal Church	Preservation - Acquisition & Development ¹	50,000
Polk	City of Frostproof	Preservation - Acquisition & Development ¹	318,488
Polk	City of Lake Wales	Preservation - Acquisition & Development ¹	250,000
Polk	Polk Theatre	Preservation - Acquisition & Development ¹	300,000
Polk	The Bok Tower Gardens Foundation	Preservation - Acquisition & Development ¹	300,000
Putnam	City of Palatka	Preservation - Acquisition & Development	23,000
Putnam	City of Palatka	Preservation - Acquisition & Development ¹	85,000
Sarasota	City of Sarasota	Preservation - Acquisition & Development ¹	350,000
Sarasota	City of Sarasota	Preservation - Certified Local Government	21,800
Sarasota	Florida Studio Theatre	Preservation - Acquisition & Development	40,000
Sarasota	Gulf Coast Heritage Association	Preservation - Community Education	20,000
Sarasota	Gulf Coast Heritage Association	Museum - General Operating Support	37,889
Sarasota	Gulf Coast Heritage Association	Museum - Public Educational Exhibit	4,000
Sarasota	Marie Selby Botanical Gardens	Preservation - Acquisition & Development ¹	215,500
Sarasota	Sarasota County Arts Council	Preservation - Acquisition & Development ¹	123,944
Seminole	Central Florida Society for Historic Preservation	Preservation - Acquisition & Development	9,250
Seminole	GoldenRule Housing and Community Development, Corp.	Preservation - Acquisition & Development	42,250
St. Johns	Ancient City Baptist Church	Preservation - Acquisition & Development ¹	193,000
St. Johns	City of St. Augustine	Preservation - Major Museum Exhibit ¹	150,000
St. Johns	City of St. Augustine	Museum - General Operating Support	\$35,677

Appendix F

Historic Preservation and Museum Grant Awards			
County	Organization	Type of Grant	Amount
St. Johns	City of St. Augustine - Department of Heritage Tourism	Preservation - Community Education	\$10,000
St. Johns	Flagler College	Preservation - Acquisition & Development ¹	231,545
St. Johns	Florida Society of the National Society of the Colonial Dames of America	Preservation - Major Museum Exhibit ¹	247,852
St. Johns	National Society of the Colonial Dames in America in the State of Florida	Museum - General Operating Support	7,341
St. Johns	Sisters of St. Joseph	Museum - Public Educational Exhibit	35,000
St. Johns	St. Augustine Historical Society	Preservation - Acquisition & Development ¹	177,000
St. Johns	St. Augustine Historical Society	Preservation - Community Education	3,400
St. Johns	St. Augustine Historical Society	Museum - General Operating Support	38,213
St. Johns	St. Augustine Lighthouse and Museum	Preservation - Acquisition & Development	18,500
St. Johns	St. Augustine Lighthouse and Museum	Museum - General Operating Support	41,918
St. Johns	St. Johns County Cultural Council	Preservation - Acquisition & Development	40,000
St. Johns	The Lighthouse Archaeological Maritime Program	Preservation - Survey and Planning	22,250
St. Lucie	City of Fort Pierce	Preservation - Certified Local Government	15,000
St. Lucie	City of Fort Pierce	Preservation - Survey and Planning	12,500
St. Lucie	St. Lucie County Board of County Commissioners	Museum - Public Educational Exhibit	35,000
St. Lucie	UDI Seal Museum Association	Museum - Public Educational Exhibit	27,000
Statewide	1000 Friends of Florida	Preservation - Non-matching	30,000
Statewide	Boca Raton Historical Society	Preservation - Community Education	40,000
Statewide	Florida Anthropological Society	Preservation - Community Education	10,000
Statewide	Florida Division of Forestry	Preservation - Community Education	25,000
Statewide	National Main Street Center of the National Trust for Historic Preservation	Preservation - Main Street	110,000
Suwannee	Suwannee County Museum Association	Museum - General Operating Support	478
Suwannee	Suwannee County Board of County Commissioners	Preservation - Acquisition & Development ¹	356,579
Suwannee	Suwannee County School Board	Preservation - Acquisition & Development	40,000
Taylor	Taylor County Board of County Commissioners	Preservation - Acquisition & Development	10,000
Volusia	City of Daytona Beach	Preservation - Acquisition & Development ¹	300,000
Volusia	City of Oak Hill Historical Preservation Board	Preservation - Community Education	10,000
Volusia	Coastal Educational Broadcasters	Preservation - Community Education	20,000
Volusia	Daytona Beach Downtown Development Authority	Museum - Public Educational Exhibit	35,000
Volusia	First Church of Christ, Scientist, Daytona Beach	Preservation - Acquisition & Development	12,160
Volusia	Halifax Historical Society	Museum - General Operating Support	4,951
Volusia	Museum of Arts and Sciences	Museum - General Operating Support	40,541
Volusia	Olds Hall Good Samaritan Center	Preservation - Acquisition & Development ¹	70,000
Volusia	Ormond Beach Historical Trust	Museum - General Operating Support	4,927
Volusia	Pioneer Settlement for the Creative Arts	Preservation - Acquisition & Development ¹	91,412
Volusia	Ponce De Leon Inlet Lighthouse Preservation Association	Museum - General Operating Support	32,687
Volusia	Ponce De Leon Inlet Lighthouse Preservation Association	Museum - Public Educational Exhibit	35,000
Volusia	Southeast Volusia Historical Society	Museum - General Operating Support	768
Volusia	Stetson University	Preservation - Acquisition & Development ¹	197,500
Volusia	Stetson University	Preservation - Acquisition & Development	32,785
Volusia	The Children's Advocacy Center	Preservation - Acquisition & Development	14,350
Volusia	The City of Daytona Beach	Preservation - Acquisition & Development	25,000
Volusia	West Volusia Historical Society	Museum - General Operating Support	5,661
Washington	Washington County Board of County Commissioners	Preservation - Acquisition & Development	\$350,000

¹ Denotes grants awarded for major projects such as the archaeological survey, acquisition and restoration of historic properties. Unlike other programs that are supported by trust funds, these projects are awarded general revenue funds.

Source: Department of State.

Appendix G

Division of Historical Resources Programs and Services

In addition to managing the Department of State's historical grants programs, the Division of Historical Resources provides a range of programs and services. It operates historical museums and other programs of historical and archaeological significance, and provides services and information to state and local governments and consultants regarding the location and significance of historic structures. The table below provides a full description of the programs and services provided by the division.

Program	Description of Programs and Services
Division of Historical Resources	
Historical Museums	<p>Collects, preserves, exhibits and interprets evidence of past and present cultures in the state, and promotes knowledge and appreciation of Florida's heritage.</p> <p>Historic Sites and Education plans, schedules, and provides interpretive tours and programs for the public at museum sites that include the Museum of Florida History, the Old Capitol, the Knott House and Mission San Luis; and conducts a summer discovery camp for youth interested in history and archaeology.</p> <p>Collection and Research serves as the repository for the state's historical artifacts; maintains permanent collections of over 45,000 items documenting the daily lives of Florida's varied population; conducts research for museum programs and exhibits; provides historical information, technical assistance, and loans to other museums for exhibits.</p> <p>Public Relations and Statewide Services provides outreach information and educational programs to citizens and schools; administers the Florida Heritage Education Program, the Florida History Fair; and the Traveling Exhibit (Trex) program; also, manages the Historical Museums Grants-in-Aid Program.</p> <p>Design and Fabrication designs, fabricates, and maintains temporary, permanent and traveling exhibits at sites administered by the bureau; also designs and produces publications on museum programs and historical topics.</p>
Historic Preservation	<p>Conducts programs aimed at identifying, evaluating, preserving and interpreting the state's historic resources.</p> <p>Architectural Preservation Services provides technical assistance to the public on historic rehabilitation projects, and architectural support for all bureau programs; reviews applications for federal tax credits for eligible historic properties and ad valorem tax relief projects; and administers the Florida Main Street Program.¹</p> <p>Compliance Review reviews annually over 13,000 development projects of all types and provides technical assistance on preservation laws to ensure compliance with state and federal laws mandating consideration of a project's impact on historic and archaeological properties; assists in the preparation of historic preservation elements for state land management plans; reviews the historic preservation aspect of local government comprehensive plans; and administers the Florida Certified Local Government Program.²</p> <p>Grants and Education manages the nation's largest historic preservation grant program for the rehabilitation and restoration of historic buildings, the survey and evaluation of historic resources, and for preservation education programs (\$20.6 million in FY 2001-02); publishes magazines pertaining to Florida history and preservation news; prepares special publications on the state's historic resources and heritage; and administers the State Historical Markers Program.³</p> <p>Survey and Registration prepares and processes nominations of eligible historic resources to the <i>National Register of Historic Places</i>; provides technical assistance to the public on national registration procedures; prepares the statewide comprehensive historic preservation plan; and manages the Florida Folklife program.⁴</p>

Appendix G

Program	Description of Programs and Services
Archaeological Research	<p>Identifies, preserves, and interprets the tangible remains of Florida’s earlier cultures.</p> <p>Archaeological Research conducts archaeological survey and research at archaeological sites through Florida; salvages endangered sites; administers permits for excavations and surveys on state lands; trains land managers and law enforcement personnel of other agencies in treatment and protection of archaeological properties; produces publications on Florida archaeology and history; and designates state archaeological landmarks.</p> <p>Underwater Archaeology conducts underwater archaeological survey and excavations of historic shipwrecks and pre-Columbian underwater sites; monitors the salvage of shipwreck sites on state-owned submerged lands by private treasure salvors under contract to the state; and develops and manages a system of State Underwater Archaeological Preserves.</p> <p>CARL Survey and Management conducts archaeological and historical surveys of lands purchased and proposed for purchase by Conservation and Recreation Lands (CARL), Preservation 2000, and Florida Forever land acquisition programs.</p> <p>Florida Master Site File (MSF) maintains a central inventory of site and survey records of all known historical structures and archaeological sites in Florida as mandated by state and federal laws; and responds to approximately 6,000 inquiries to the MSF annually.⁵</p> <p>Research and Conservation administers and protects archaeological specimens collected on public or private lands by the division or any public or private agency or individual, and conducts laboratory conservation research and analysis of archaeological and historical objects.</p> <p>Mission San Luis conducts research, manages, and maintains the San Luis Archaeological and Historical Site in Tallahassee.</p>

¹ The Main Street Program within the Historic Preservation Office provides assistance to communities to improve the appearance and economic stability of historic downtown business districts.

² Local governments that enact historic preservation ordinances are eligible to apply for special matching grants from the Bureau of Historic Preservation to assist their preservation programs.

³ The Florida Historical Markers Program recognizes significant historic resources, persons and events by placing markers or plaques at sites of historical and visual interest to visitors.

⁴ The Florida Folklife Program provides technical assistance in documenting and promoting the traditional culture of Florida.

⁵ According to s. 267.135, *F.S.*, archaeological sites in Florida are exempt from public disclosure or the Sunshine Law due to the sensitive contents of these sites and to prevent looting.

Source: Department of State.

Appendix H

Division of Cultural Affairs and Historical Resources Performance Measures

As discussed below, the divisions' performance measures could be improved to enhance planning and accountability. Also, as illustrated in Table H-1, the divisions' current legislative performance measures do not provide reliable information on their activities.

Improved measurement systems would enhance planning and accountability

If reported accurately, most of the current legislative performance measures could assist in evaluating specific activities performed by the Divisions of Cultural Affairs and Historical Resources. However, many of these measures would better serve as internal indicators for use by management. Further, several new measures would better allow the Legislature to assess the impact of program initiatives.

We recommend that the changes below be made to the programs' internal measurement systems.

- To allow a determination of the types of programs the state supports, the division should disaggregate its performance information. The Division of Cultural Affairs currently has access to or could readily obtain from grant recipients information about the diversity of funded activities and the accessibility of these programs. This information would enable the division to determine whether programs reflect the cultural diversity of the state or whether the divisions support a sufficient number of free admission programs to ensure that low-income taxpayers have access to state-supported programs.
- To ensure linkages between programs, grant criteria and performance measures, the divisions should track the amount of resources targeting different goals and establish associated performance measures. For example, Division of Cultural Affairs' funding addresses at least three different goals, with general program support grants providing sustained support for the core missions of the state's cultural organizations, specific project grants fostering the development of innovative programs, and capital outlay grants encouraging the development of cultural facilities throughout the state. Separate measures should be developed to assess progress towards achieving each of these goals.¹
- To assist the divisions in planning, measures should be developed that report the number and profile of organizations that receive repeated annual grants for general program support, and the organizations that receive grants from both the cultural affairs and historical resources divisions.²

¹ For example, if the purpose of providing general program support grants is to contribute to the sustainability of the states cultural organizations, then a measure related to sustainability could be adopted.

² While the number varies from year to year, our analysis of grants data shows that in the last three years, 48% of the major historical museums that receive general operating support received recurring annual grants from the Department of State.

- To demonstrate adequate oversight of state assets, the divisions should also track the number/percentage of state-owned historic and cultural properties with long-range maintenance plans.

We also recommend that the Legislature consider the changes below to the programs' legislative performance measures.

- Currently, the Division of Historical Resources does not have an education measure, and the Division of Cultural Affairs simply reports the number of children attending school-based cultural events. This measure does not provide information about the scope of activity or of the impact of education initiatives. It would be more meaningful to report information about the percentage of Florida schools (or school-systems) served by department-supported arts education programs or percentage of Florida schools (or school-systems) using Florida Heritage Education Program materials.
- The current measure of geographic distribution of grant funds captures the home county of the grant applicant but does not reflect outreach to other counties. Thus, the current measure underestimates the geographic distribution of services and does not provide data needed to assess the equity of fund distribution. A measure that captures information about where the programming is actually occurring would provide the Legislature with better information about the graphic impact of state supported programs.

**Table H-1
Legislative Performance Measures Do Not Provide Reliable Information**

Performance Measures	Reported Performance Fiscal Year 2000-01	Inspector General Findings ¹
Division of Cultural Affairs		
<i>Outcomes</i>		
Attendance at Supported Cultural Events	22,300,000	The division cannot document the reported amounts.
Number of Individuals Served by Professional Associations	3,900,000	The division cannot document the reported amounts.
Total Local Financial Support Leveraged by State Funding	\$386,000,000	The reported amount incorporates two different methods for measuring the amount of matching funds for grants.
Number of Children Attending School-based, Organized Cultural Events	4,200,000	Reported information includes programs not named in the description of the measures provided to the Legislature.
<i>Outputs</i>		
Number of Grants Awarded (Capital)	49	No comment
Number of Grants Awarded (Program)	680	The division uses inconsistent methods for reporting the number of grants. Prior years included the number of grants that were subsequently declined. For Fiscal Year 2000-01, declined grants are not included in the total.
Dollars Awarded through Grants (Capital)	\$18,264,404	No comment
Dollars Awarded through Grants (Program)	\$14,445,872	Amounts were not included if the division used any federal funds for the award.
Percentage of Counties Funded by the Program	91%	The calculation for this measure was incorrect; 86.6% of counties were funded. The division reports only one county funded per grant regardless of how many counties are served by the grant.
Large Counties (N=34; Population over 75, 000)	94.10%	The calculation for this measure was incorrect; 97.1% of counties were funded.

Performance Measures	Reported Performance Fiscal Year 2000-01	Inspector General Findings ¹
Small Counties (N=33; Population under 75,000)	75.80%	No comment
Number of State-Supported Performance and Exhibits	25,000	The division reported estimates rather than actual amounts reported in grant reports.
Division of Historical Resources		
<i>Outcomes</i>		
Number of copies or viewings of publications, including Internet website hits	4,226,199	The division did not include all data for this measure as described in the Validity and Reliability Statement.
Number of historic and archaeological objects maintained for public use	161,550	The Validity and Reliability Statement changed between FY 1999-00, and 2000-01. Therefore the reported performance cannot be compared. Also, not all objects were included.
Total number of historic and archaeological sites recorded in the master site file	128,841	No comment
Total number of properties protected and preserved	8,216	Measures are defined differently in two source documents; need to clarify.
Total local funds leveraged by historical resources program	\$129,195,904	The division overstated the amount, and reported estimates instead of actual amounts.
Percentage of Museum of Florida History visitors rating the experience good or excellent	87%	Faulty procedure for survey.
Percentage of customers satisfied with the quality/timeliness of technical assistance provided	96%	Performance is same as standard because division did not develop and implement procedure to calculate results.
<i>Outputs</i>		
Number of grants awarded	283	No comment
Dollars awarded through grants	\$21,646,224	No comment
Number of museum exhibits	73	The division did not retain records from FY 1999-00 to document measure as reported.
Number of publications and multimedia products available for the general public	355	The division did not retain records to document and identify the number of products made available; number not accurate.
Number of preservation services applications reviewed	11,306	Source of data is not clarified. The division did not include all data for this measure as described in the Validity and Reliability Statement.
Number of attendees at produced and sponsored events	3,724,646	Reported number is overstated; source data not clearly identified.
Number of visitors to state historic museums	179,411	Method to count visitors is not reliable, because electronic counters are not accurate.

¹ State law requires agency inspectors general to conduct an analysis of each legislative performance measure to determine the validity of the measure and reliability of the associated data. The department's inspector general reviewed the divisions' performance measures and reported that the information reported for Fiscal Year 2000-01 was not sufficiently reliable to be used to evaluate its performance.

Source: Department of State.

Appendix I

Historic Properties Under the Stewardship of the Department of State

The table below shows that many of the historic properties in the Department of State's care are in need of repairs and a reasonable long-term schedule for deferred maintenance. The estimated current cost of repairs is \$19.2 million.

Property ¹	County	Management	Maintenance and Repair Needs
Knott House ²	Leon	The department's Bureau of Historical Museums manages this house museum. The main funding source is an endowment and agency budget.	\$11,737
Brokaw-McDougall House ²	Leon	Managed by the City of Tallahassee, Parks and Recreation through a management contract. City allocates operating funds.	67,740
Grove House	Leon	The department's Bureau of Historic Preservation manages the house. It is maintained by CARL program funds. ³	81,686
San Luis Site	Leon	The department's Bureau of Archaeological Research maintains and develops the site using agency and CARL program funds.	279,792
Velda Mound	Leon	The department's Bureau of Archaeological Research manages this archaeological site as a passive recreation park.	none
San Damian de Escambe	Leon	The department's Bureau of Archaeological Research manages this undeveloped archaeological site.	none
The Old Capitol ⁴	Leon	Managed and maintained by the Department of Management Services. The department's Bureau of Historical Museums maintains exhibits.	n/a
Union Bank Building ⁴	Leon	Managed and maintained by the Department of Management Services. The department's Bureau of Historical Museums oversees exhibits.	n/a
Coconut Grove Playhouse	Dade	The department leases this historic theatre facility to the not-for-profit Coconut Grove Playhouse, a theater organization in Miami. Florida statutes establish a \$500,000 annual appropriation for the playhouse, but do not specify if the funds should be used for operations or for maintenance of the facility.	14,657,721
Ybor City Centro Espanol	Hillsborough	City of Tampa and Ybor Partners have a management contract with the department's Bureau of Historic Preservation.	none
Colonial St. Augustine ²	St. Johns	The department contracts with the City of St. Augustine to manage the properties, museums, and programs associated with Colonial St. Augustine. Annual revenues (approximately \$1.3 million) generated by the facilities are used to operate the program but are not sufficient to cover long-term maintenance. The city has not received any state funds for the purpose of maintenance, except for occasional matching grants.	550,000
Old Key West Armory ²	Monroe	Managed on the behalf of the department by the Historic Florida Keys Foundation, Inc., through a management agreement.	22,800
Old Key West City Hall ²	Monroe	Managed on the behalf of the department by the Historic Florida Keys Foundation, Inc., through a management agreement.	34,277
Oldest House ²	Monroe	Managed on the behalf of the department by the Old Island Restoration Foundation, Inc., through a management agreement.	none
Little White House	Monroe	Historic Tours of America manages the property under an agreement with the Department of State.	none

Property ¹	County	Management	Maintenance and Repair Needs
Mount Royal Indian Mound	Putnam	The department's Bureau of Archaeological Research manages this archaeological site as a passive recreation park.	none
Historic Pensacola Village ²	Escambia	The department contracted with the University of West Florida to manage the Historic Pensacola Village properties. The university in turn has an agreement with West Florida Historic Preservation, Inc., to operate the program. ⁵ The university receives a recurring appropriation of about \$640,000 from the state for operations. The recurring appropriation and revenues generated by the properties are used to cover salaries and operating expenses but are not sufficient to cover long-term maintenance.	3,523,741
Total			\$19,229,494

¹ Some properties encompass multiple structures.

² Historic properties previously managed by the Historic Preservation Boards.

³ The Conservation and Recreation Lands program (CARL) is for acquiring and maintaining land for public use.

⁴ The Bureau of Historical Museums conducts museum operations in the buildings.

⁵ West Florida Historic Preservation, Inc., is a direct-support organization incorporated under the provision of Ch. 617, authorized by s. 267.1732, *F.S.*, to assist the university in historic preservation efforts.

Source: Department of State and Department of Management Services.



FLORIDA DEPARTMENT OF STATE

Jim Smith
Secretary of State

December 16, 2002

John W. Turcotte
Director
Office of Program Policy Analysis and
Government Accountability
111 West Madison Street
Room 312, Claude Pepper Building
Tallahassee, FL 32399-1475

Dear Mr. Turcotte:

Thank you for the opportunity to respond to the recommendations posed in the November 2002 *Justification Report* of the Department of State. This review was conducted regarding programs of the Divisions of Cultural Affairs and Historical Resources.

Within the report, there were recommendations made "to enhance accountability and planning." My responses to these recommendations follow:

- *To enhance accountability and planning, we recommend that the Divisions of Cultural Affairs and Historical Resources devise more reliable data collection methods and develop more meaningful information about the impact of programs. They should establish clearer linkages between program goals and performance measures, and implement changes to their internal and legislative measures.*

The Department concurs that additional measures should be adopted to more fully document the accessibility and outreach of these significant cultural and historical programs. The divisions will address new measures both internally and through a public visioning process recommended in the report.

One counter-recommendation and request that should be made is for the Legislature to consider amending the reporting cycle for performance measures involving cultural and historical grant programs. Due to the nature of multi-phase projects (such as capital projects in both divisions), as well as projects that occur late in the fiscal year, the divisions cannot always provide the most reliable, actual figures within the timeframe required through the legislative budget process. This is because the projects have not been completed (since they are multi year) and, therefore, actual data could not be reported within the legislative budget timeframe. It is important to note, however, that this data is received at the end of each project and could be subsequently provided, but outside the current reporting cycle.

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The Department concurs with the recommendation that performance data should more fully provide indications "of the types of programs the state supports and if those programs are accessible to individuals of all socio-economic status." Again, the divisions will address these measures both internally and through a public visioning process.

- *To streamline the grant making process, we recommend the Department of State fully assess electronic grant system options and conduct a cost/benefit analysis of the use of this kind of technology.*

The Department concurs with this recommendation. Both divisions would benefit from a consolidation of grant data, as well as providing increased electronic access to benefit the public and state officials. Examples and options that have been considered for electronic grant systems include: e-filing by the public of applications, e-filing of reports by grant recipients, e-access by grant recipients to cash disbursement status reports, improved monitoring of grant activity by state staff, improved access to grant data by the public and state officials, consolidation of grant data to comply with single state audit requirements, as well as other enhanced features. The divisions will jointly pursue implementation of this recommendation.

- *The department should also explore ways to reduce the number of panels that review applications for grant funds.*

The Department concurs with this recommendation. The individual artist fellowship program (as specifically identified in the report) accounts for 9 of 27 panels in the Division of Cultural Affairs. By alternating application cycles for Visual/Media artists with Performing/Literary artists, the number of panel meetings would be reduced. Additionally, we will explore combining the review of organizational applications with individual artist applications by the same panel during the "off year" of a biennial application cycle when only specific project grants are reviewed. This has the potential of saving additional costs in panel travel and administrative requirements. As an additional benefit, to further enhance services for individual artists, a portion of the budget set aside for fellowships could be earmarked for professional development activities that would benefit a larger number of artists.

- *To ensure that Florida takes a proactive role in promoting and developing cultural and historical resources, we recommend the Department of State:*
 - *develop a single strategic vision for cultural and historical resources development, which incorporates a coordinated approach to using grants and technical assistance to accomplish state-level goals;*

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Both divisions in the Department of State conduct strategic planning activities, however, a unified plan has not been established to date. This is a meritorious recommendation and could be achieved through joint meetings of the Florida Historical Commission and the Florida Arts Council. Additionally, meetings of both constituency groups could be held. Further action on this recommendation should be deferred until the incoming administration of the Department of State has had an opportunity to participate in the discussion following January 7, 2003.

- *make recommendations to the Legislature for statutory changes that could increase the department's flexibility in establishing grant program areas and program budgets;*

Again, this is a meritorious recommendation and a specific response should be deferred until after January 7, 2003 to allow the incoming administration an opportunity to participate in the planning of statutory amendments.

- *merge the Divisions of Cultural Affairs and Historical Resources into a single administrative unit to facilitate the coordination and implementation of a unified plan for cultural and historical resource development.*

A response to this recommendation should be deferred until after January 7, 2003 as implementation would require Legislative action through the amendment of Chapter 20.10, FS, and other statutory cites.

- *To ensure historically significant resources are not in jeopardy of being lost for future generations, the Legislature should consider whether the state should continue ownership or divest itself of certain historic properties. If the Legislature decides to continue ownership of these properties, the Department of State should develop a long-term plan and budget that identifies and prioritizes maintenance needs for these facilities and present the funding strategies and appropriations necessary to meet these needs in its budget request for consideration by the Legislature.*

The Department of State has been proactive in addressing this recommendation by establishing a long-range plan, an application process, and an annual budget request of \$2.5 million. This plan is referenced in the *FY 2003-2004 through FY 2007-2008 Capital Improvements Program Plan* for the Division of Historical Resources. Additionally, the Florida Historical Commission has recommended a specific priority list that has been submitted by the Department to the 2003 Legislature for consideration of funding state-controlled historic property construction projects. We agree that these properties are historically significant resources and should be maintained for future generations.

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If you have any questions, please let me know. Please be assured that I will pass along your report and my corresponding response to the incoming administration of the Department of State for their further review and comment.

Thank you, again, for allowing me the opportunity to address the recommendations cited in the *Justification Report*. My compliments to your staff for their thorough research.

Sincerely,

/s/
Secretary of State

JS/jlp

cc: Dave Mann, Assistant Secretary of State
Ken Detzner, Chief of Staff
Rivers Buford III, Legislative Affairs Director
Kirby Mole, Office of the Inspector General
Jan Matthews, Director, Division of Historical Resources
JuDee Pettijohn, Director, Division of Cultural Affairs