



**MIAMI-DADE COUNTY
DEPARTMENT OF CULTURAL AFFAIRS**

**FY 2025-2026 CULTURAL DEVELOPMENT (CDG) GRANTS
PROGRAM GUIDELINES AND APPLICATION INSTRUCTIONS**

*****PLEASE READ ALL MATERIALS CAREFULLY*****

**THE DEPARTMENT OF CULTURAL AFFAIRS RESERVES THE RIGHT TO REVISE
INFORMATION PUBLISHED IN THESE GUIDELINES AND APPLICATION FORM.**

FOR QUESTIONS PLEASE CONTACT:

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- ◆ Para asistencia en español, llame a nuestra oficina, 305-375-4634.
- ◆ Pou plis enfòmasyon sil vou ple rele biwo nou nan numewo, 305-375-4634.

It is the policy of Miami-Dade County to comply with all the requirements of the Americans with Disabilities Act. To request materials in accessible format, sign language interpreters, CART, and/or any accommodation to participate in Miami-Dade County Department of Cultural Affairs sponsored programs or meetings, please contact Dana Pezoldt 305-375-4634/ culture@miamidade.gov, at least five days in advance to initiate your request. TTY users may also call 711 (Florida Relay Service).

PROGRAM OBJECTIVE

The Cultural Development Grant Program, provides general operating support grants and technical assistance to a selected group of Miami-Dade County's mid-sized, artistically accomplished and culturally diverse performing, visual, literary and presenting arts organizations that are defining the cultural and artistic voice of Miami. Qualifying organizations are committed year-round to the creation or presentation of art, within or across artistic fields and disciplines, which demonstrate the potential to achieve regional, national, or international visibility as evidenced by current programs and management structure and many times engage in strategic partnerships for greater artistic success.

ELIGIBILITY

To be eligible to apply to the Cultural Development Grant Program, an organization **must**:

- be legally incorporated in Florida as a **NOT-FOR-PROFIT corporation for at least three (3) years prior to the application deadline, with a designated tax-exempt status and in good standing**, under section 501(c)(3) of the United States Internal Revenue Code;
- have as its primary purpose and function, as defined by the Articles of Incorporation and By-laws of the organization, the creation, performance, exhibition, and/or presentation of the arts on a year-round basis;
- have a total average of the two prior fiscal year's organizational budgets of at least \$250,000 as demonstrated by the organization's Form 990's on file with the IRS, audited budget or compilation statements, including in-kind services support not to exceed 25% of total cash budget;
- have at a minimum consecutive three-year history of artistic programming or presenting;
- have at least one paid full-time administrator;
- have its primary office in Miami-Dade County;
- present at least three (3) distinct programs or services marketed and available to a broad audience;
- possess the potential to achieve regional, national, or international visibility as evidenced by current programs and management structure
- be vital to the cultural development of Miami-Dade County as evidenced by the size, scope and maturity of artistic product
- distinguish itself in past and present endeavors
- have reached a critical stage of development in programming or institutional development
- **not** be a religious organization whose proposed project, in whole or in part, is designed to promote religious or sectarian activities or to encourage the preference of a particular religion;
- **not** be a municipality or government entity;
- **not** be an educational institution whose proposed project is for degree seeking academic purpose or is primarily for the academic community's benefit.

A public or private institution of higher education may qualify if **all** the following criteria are met:

- its primary mission is to the creation, performance, exhibition and/or presentation of a year-round season of public performances **not** related to degree-granting programs;
- professional artists are the principal participants of the program;
- the program is overseen by a community-based board of directors or advisory board that meets regularly; and
- the public at-large is the primary target audience and direct beneficiaries of the program.

In addition to meeting each of the criteria above, colleges and universities **must** submit an annual operating budget bearing the certification and explicit written verification of the applicant's expenditures and revenues by the college or university's Sponsored Research and Finance Departments, to comply with the program's budgetary requirements for eligibility.

A CULTURAL DEVELOPMENT GRANT CARRIES NO COMMITMENT FOR CONTINUED, RENEWED OR FUTURE SUPPORT BEYOND THE PERIOD DURING WHICH THE GRANT IS AWARDED.

This program operates on an annual cycle, and applications are available and considered only once for each program funding year (October 1 - September 30). Successful applicants to the Cultural Development Grant Program may not receive funding in the same funding year from any other Department program, except for the International Cultural Exchange Grant Program, Capital Development Grant Program, Youth Arts Enrichment Grant Program, Summer Arts & Sciences Camps for Kids Grant Program and the Tourist Development Council Grant Program. Applications from non-arts or service organizations will not be accepted.

DEADLINES

For application and deadline schedule information, visit the Cultural Development Grant Program information page at <https://www.miamidadearts.org/cultural-development-grants-cdg-program>

Applicants are strongly encouraged to complete the application process at least 3 business days in advance of the application deadline to ensure successful submittal. At precisely 11:59 PM on the deadline date the online grant system will close access to the application. Organizations that fail to complete the submittal process by this deadline will be locked out of the system and deemed ineligible. Applications submitted by any other means are not acceptable. **Requests to apply to the program received at or after 5:00 PM on the program's final deadline will NOT be accepted.**

First-Time Applicants - Program Administrator Review:

First-time applicants must submit their grant application no later than the program's technical review deadline and will receive an automatic courtesy review by the Program Administrator. Feedback and suggestions for strengthening and/or correcting the application will be provided approximately 7 days prior to the corrected/final application deadline. Applicants are solely responsible for making all revisions to their applications, should they so choose. Department staff **will not** make corrections on behalf of applicants. Applicants are encouraged to complete their corrections at least 3 business days in advance of the corrected/final application deadline to ensure successful submittal. At precisely 11:59

PM on the corrections deadline date, the online grant system will close access to the application for corrections.

Returning Applicants - Program Administrator Courtesy Review (Optional):

Returning applicants have the option to submit a completed application, including **all** required support materials, **no later than 11:59 PM one full calendar week in advance of the grant program's published application deadline** for a thorough "Courtesy Review" by the Program Administrator. Staff will read and review narratives, uploads and other sections of the application and provide feedback, comments and/or questions related to the proposal. Applicants who submit in time for a courtesy review will have the opportunity to finalize their applications during the program's corrections period and are **solely responsible** for making all revisions to their applications by the program's corrections deadline date, should they so choose. Department staff **will not** make corrections on behalf of applicants. The Courtesy Review process is a service and in no way guarantees application's ranking or will be recommended for funding by the grants review panel.

Applications submitted in DRAFT form, have incomplete narrative or budget sections and/or are missing required support documents will NOT be eligible for a courtesy review.

Applicants who waive their option for a courtesy review and submit their applications by the grant program's published application deadline will receive a technical sufficiency review **only** (i.e., staff will check the forms to ensure the grant program's minimum eligibility criteria has been met and all required documents have been submitted; narratives, uploads and other sections of the application will be reviewed to confirm eligibility only). Comments, questions, and feedback will **NOT** be provided to the applicant during the program's corrections period. Applicants who waive their option for a courtesy review will have the opportunity to finalize their application during the program's corrections period and submit by the grant program's corrections deadline date. **Applicants whose submissions does not meet minimum technical qualifications will be notified and their application will NOT be eligible for further consideration.**

Corrections Deadline:

Application corrections requested by the program administrator will be issued approximately 7 days prior to the corrected/final application deadline. Organizations are encouraged to complete their corrections at least three (3) business days in advance of the corrected/final application deadline to ensure successful submittal. At precisely 11:59 PM on the corrections deadline date, the online grant system will automatically close the application system for corrections.

APPLICATION INSTRUCTIONS

The Cultural Development Grant Program is utilizing an online application process through the Department's website. Please visit www.miamidadearts.org and click on the GRANTS tab to access SurveyMonkey Apply, the Department's online grants program portal page.

Pre-Grant Submission Consultations:

A consultation with Department staff, either in person or by telephone AT LEAST ONE WEEK PRIOR TO THE APPLICATION DEADLINE is required. There are no exceptions to this requirement.

Please email adriana.perez@miamidade.gov to arrange a consultation with Adriana S. Pérez, Cultural Development Grant Program Administrator.

Application Process:

To apply, applicant organizations must complete all the tasks associated with the grant application via *SurveyMonkey Apply*. Make sure to allow sufficient time to complete each task to ensure compliance with the program's requirements.

Before you can access the grant application form, you must have a user account for basic log-in access and complete and submit a *Grant Eligibility and Request Form*. Once you have completed these steps, your *Grant Eligibility and Request Form* will be reviewed by the Program Administrator to determine whether your organization is eligible to apply for the requested grant. **This review may take up to 3 business days.** Only after the Program Administrator has confirmed your eligibility can you be provided access to the grant application form. It is critical to keep these steps and this timeline in mind when preparing to submit a grant online.

Requesting access to the grant application less than 7 business days prior to an upcoming deadline is neither an adequate timeframe for successful completion nor a reasonable expectation of staff.

TECHNICAL REQUIREMENTS

TO SATISFY THE PROGRAM'S TECHNICAL REQUIREMENTS, APPLICANTS:

- ✓ **MUST** ATTEND THE MANDATORY PRE-GRANT SUBMISSION CONSULTATION.
- ✓ **MUST** COMPLETE AND SUBMIT A GRANT ELIGIBILITY AND REQUEST FORM IN SURVEYMONKEY APPLY AND BE ASSIGNED PERMISSION BY THE PROGRAM'S GRANT ADMINISTRATOR, BEFORE BEGINNING WORK ON THE GRANT APPLICATION.
- ✓ **MUST** SUBMIT A COMPLETE AND SELF-SUFFICIENT APPLICATION AND UPLOAD ALL REQUIRED SUPPORT DOCUMENTS.
- ✓ **MUST** MAKE CERTAIN YOUR APPLICATION IS COMPLETED AND SUBMITTED NO LATER THAN 11:59 PM ON THE DEADLINE DATE USING THE ONLINE APPLICATION GRANT SYSTEM.
- ✓ **MUST** ANSWER ALL QUESTIONS COMPLETELY AND UPLOAD ALL REQUIRED SUPPORT DOCUMENTS AND ATTACHMENTS.
- ✓ **MUST** LIST AS THE ORGANIZATION CONTACT PERSON AN INDIVIDUAL WHO IS KNOWLEDGABLE ABOUT THE PROJECT, ORGANIZATION AND BUDGET AND WHO CAN BE REACHED DURING REGULAR BUSINESS HOURS (MON-FRI: 9:00 AM - 5:00 PM).

- ✓ **MUST** PRINT A COPY OF THE COMPLETED APPLICATION AND ANY SUPPORT MATERIALS FOR YOUR RECORDS.
- ✗ **CANNOT** SUBSTITUTE AN APPLICATION WITH A SELF-CREATED OR SCANNED FORM. FAXED, MAILED, E-MAILED OR HAND DELIVERED APPLICATIONS WILL NOT BE ACCEPTED.

FUNDING REQUEST CAPS

An organization may request **up to \$75,000** and may submit only one proposal per funding cycle.

MATCHING FUNDS

Applicants must meet the program's \$1 to \$1 cash match. The **Cultural Development Grants Program shall not be considered the sole source of funding**. Applicants should thoroughly explore other funding sources prior to seeking support from this program.

GRANT PAYMENTS

If awarded, funded projects will be paid to grantees after the Clerk of the Board certifies and confirms the Miami-Dade County Budget Ordinance, and grant award contracts are fully and duly executed.

Grant payments are anticipated to be released no sooner than December of the fiscal year for which the grant was awarded. Grant awards will not be released until all completed prior year final reports have been received and deemed complete. Final reports are due no later than 45 days after grant project completion. All funding allocations are subject to the availability of funds.

ALLOWABLE GRANT EXPENDITURES

- ✓ Administrative, artistic, technical, grants writing, development or consultant salary support
- ✓ Production costs related to proposed project
- ✓ Honoraria
- ✓ Equipment rental and expendable project related materials
- ✓ Marketing
- ✓ Publications, website development and training
- ✓ Space rental
- ✓ In-county travel and transportation costs directly related to the funded program(s), such as field trip busses, taxis or shuttle services
- ✓ Equipment rental or purchase and personnel necessary to provide program accessibility as mandated by the Americans with Disabilities Act and Section 504 of the Rehabilitation Act of 1973

GRANT USE RESTRICTIONS

- ✗ Compensation for forfeited revenues, such as grantee issued complimentary tickets, admissions or scholarships
- ✗ Remuneration of County employees for any services rendered as part of a project receiving a grant from the Department of Cultural Affairs
- ✗ "Bricks and mortar" or permanent equipment, unless the purchase price is less than the cost of rental (requires prior approval by Department of Cultural Affairs staff)

- × Debt reduction
- × Out of County travel or transportation
- × Personal vehicle travel expenses (such as mileage, gas, tolls)
- × Social/Fundraising events, beauty pageants or sporting events
- × Hospitality costs including decorations or affiliate personnel, except for artists
- × Cash prizes
- × Lobbying or propaganda materials
- × Charitable contributions or donations
- × Events which are restricted to private or exclusive participation (e.g., by invitation and/or purchase requirements that exceed the cost of a typical, standard ticket to an event/performance), including restricting access to programs or facilities based on race or ethnicity, color, creed, national origin, religion, age, gender, sexual orientation or physical ability
- × Indirect costs:
Fees for indirect costs may not be assessed against CDG funded programs because of having been awarded a CDG grant. Indirect costs assessed because of other, non-County grant support received by a CDG funded program may not be assigned to, charged against or debited from County grant funds

EVALUATION CRITERIA

It is the mandate and responsibility of the Cultural Development Grant Program Panel to evaluate all proposals based on the criteria below. Other considerations, such as if the proposed project, program, or event is better suited for funding through another Department of Cultural Affairs grant program, will enter the Panel's decision-making process.

1) **Artistic Merit (40 POINTS):**

- season description
- résumés of key artistic participants
- support material (media reviews, articles, catalogues, etc.)
- quality of optional work samples
- organization's mission
- history of organization and success in meeting objectives and goals
- reputation of organization and its programs and services

2) **Management and financial capability (30 POINTS):**

- brief resumes of key administrative staff
- financial stability of the organization
- capacity to attract financial support from other public and private sources as evidenced in matching requirements and in-kind services
- administration of previous Department of Cultural Affairs grants
- timely submission of interim or final reports for applicants who have received previous Department of Cultural Affairs funding
- organization's long-range planning and timelines
- effective evaluation method

3) Efforts leading to long-term cultural enrichment for Miami-Dade County (20 POINTS):

- nature and scope of the organization's programs
- ability to increase and enhance audience participation in the arts
- impact on and involvement of Miami-Dade County's multicultural community
- geographic location of program and project
- estimated number of people directly served
- plans to develop outreach programs designed to serve new audiences and/or special constituencies

4) Effective and illuminating education programs and public outreach initiatives to specialized populations (10 POINTS):

Examples of specialized populations:

- Children
- People of culturally diverse backgrounds
- Senior citizens
- People with disabilities
- Populations at risk
- Other underserved audiences

PANEL PRESENTATIONS

Applicants are **strongly encouraged** to attend the panel evaluation meeting as observers and will be notified by email of its scheduled time, date and location. Although formal presentations by applicants are not permitted during the panel meeting, applicants will be provided an opportunity to address direct questions posed by panelists, address outstanding issues raised by the panel and/or help clarify points during the panel discussion.

Applicants are not permitted to interact with panelists at any other time during the proceedings or during panel breaks. Presentations or involvement of any kind by an applicant, other than the above noted exception, may result in the disqualification of the application by the program panel and/or the withdrawal of the application by Department staff.

GRANT APPLICATION REVIEW AND AWARD PROCESS

SUBMISSION AND REVIEW

◆ Upon submission, Department staff will review applications for technical eligibility and provide comments/suggestions to aid the applicant in improving the content and quality of the application. An application checklist will be posted in *SurveyMonkey Apply* or sent via e-mail to applicants indicating the recommended corrections, correction procedures and deadline date to submit corrections and required materials for panel distribution. Panel meeting specifics such as date confirmation, time and location will be provided to applicants prior to the panel meeting. **Note: Department staff may not review final corrected applications prior to distribution to the grant evaluation panel.**

PANEL REVIEW

◆ The Cultural Development Grant Program Panel will review applications at the panel evaluation meeting. A list of panel members will be provided in advance of the application review process and will be available at the panel meeting.

- ◆ Grant recommendations are submitted to the Cultural Affairs Council for approval. The Council's decision is considered final and may not be appealed.

APPROVAL PROCESS

- ◆ Upon approval by the Cultural Affairs Council, recommendations are forwarded to the Board of County Commissioners and the Mayor for final approval.
- ◆ Upon approval by the Board of County Commissioners and Mayor, properly completed grant agreements are submitted to the Office of the County Attorney, the Office of the Director of Cultural Affairs and the Clerk of the Board for review and execution.

AWARD NOTIFICATION AND GRANT AGREEMENT

- ◆ **Applicants will be notified of award by e-mail following the Council's decision.** Grant recipients will receive a grant award package which will include grant agreements (contracts), other required documents and instructions for proper completion. These documents must be properly completed before the grant award recommendation can be processed.
- ◆ Funded applicants that fail to return a complete and correct grant agreement package within 60 days of the date on the award letter will have their grant recommendation rescinded by the Department of Cultural Affairs unless the Grant Program Administrator has approved an award agreement extension. If the grant agreement due date falls on a Saturday, Sunday or legal holiday, the grant agreements will be due the following business day.

GRANT PAYMENT

- ◆ Once reviewed and executed, grant agreements and a request for payment are sent to the Finance Department. The grant award check is prepared and mailed directly from the Finance Department to the grantee at the address on record in the Finance Department. It is imperative that grantees notify Cultural Affairs staff AND the Finance Department of any address changes during this process.
- ◆ Grantees may **not** request pickup of checks.
- ◆ Grantees may sign up for Automatic Deposit of County funds directly into the organization's bank account. This is the fastest way to receive County funds once the request for payment has been processed by Finance. The Automatic Deposit sign up form and instructions can be downloaded at <http://www.miamidade.gov/finance/direct-deposit.asp>. It is critically important to follow the instructions for Direct Deposit carefully, and to always keep your account information current with the County's Finance Department.
- ◆ Grant payments are anticipated to be released beginning in December of the fiscal year for which the grant was awarded. Grantees can review payment status via the Miami-Dade County Department of Finance Vendor Payment Inquiry website: https://www.miamidade.gov/global/service.page?Mduid_service=ser1471545573198718.

It is critically important to follow the instructions for Direct Deposit carefully, and to always keep your account information current with the County's Finance Department. Grant payments are anticipated to be released beginning in December of the fiscal year for which the grant was awarded.

NOTE: GRANT AWARDS WILL BE AVAILABLE FOR RELEASE DURING THE COUNTY'S FISCAL YEAR FOR WHICH THE GRANT WAS AWARDED, OCTOBER 1 – SEPTEMBER 30. DUE TO THE STRICT CONSTRAINTS ACCOMPANYING EACH STEP OF THIS REVIEW PROCESS, IT IS CRITICAL THAT THE APPLICANT ADHERE TO ALL DEADLINES. FAILURE TO COMPLY WITH DEADLINES AND/OR INCORRECT EXECUTION OF CONTRACTS OR OTHER PAPERWORK WILL RESULT IN A DELAY OF PAYMENT OR CANCELLATION OF FUNDING.

PUBLICITY AND CREDIT REQUIREMENTS

The Grantee must include the following credit line in all printed and electronic promotional and marketing materials related to this grant including websites, news and press releases, public service announcements, broadcast media, event programs, videos, and publications: **"With the support of the Miami-Dade County Department of Cultural Affairs and the Cultural Affairs Council, the Miami-Dade County Mayor and Board of County Commissioners."** For radio, television and/or online broadcast, we require the following voice-over language: **"This program is supported in part by the Miami-Dade County Department of Cultural Affairs."** For television and online broadcast, display of the County logo and the "www.miamidadearts.org" web address is required. The grantee must also use the County's logo in marketing and publicity materials, including but not limited to newsletters, press releases, brochures, fliers, websites, online content, or any other materials for dissemination to the media or public. The County logo is available at www.miamidadearts.org under Grantee Resources. Grantees are required to credit the County's support in any communications about the grant-funded project on social media platforms using @MiamiDadeArts and #MiamiDadeArts.

By accepting County funds, the grantee is required to recognize and acknowledge Miami-Dade County's grant support in a manner commensurate with all contributors and sponsors of its activities at comparable dollar levels.

In addition, grantees receiving funds through the YEP, SAS-C and AKI grant programs must include The Children's Trust logo and the following statement in all printed and electronic materials related to the grant project, including but not limited to newsletters, press releases, brochures, fliers, websites, online content, or any other materials for dissemination to the media or public:

"[Provider Program Name] is funded by The Children's Trust. The Children's Trust is a dedicated source of revenue established by voter referendum to improve the lives of children and families in Miami-Dade County by making strategic investments in their future." To download an electronic version of The Children's Trust logo, please go to: [The Children's Trust Media Kit & Logos](#).

Note: In cases where funding by The Children's Trust represents only a percentage of the grantee's overall funding, the above language can be altered to read "[Provider Program Name] is funded in part by The Children's Trust..."

COMPLIANCE REQUIREMENTS AND RELEASE OF FUNDS

A Final Report is required within forty-five (45) days of the project completion date. Information on completing the final report can be found on the Department of Cultural Affairs website at <http://www.miamidadearts.org/grant-reporting-documents>. All documents submitted to the Miami-Dade County Department of Cultural Affairs at any stage of the grant cycle process, including electronic submissions, are subject to the State of Florida Public Records Law, Chapter 119, Florida statutes. (Section 119.011(12), Fla. Stat.).

Funded activities must take place within the County's fiscal year for which they are approved (October 1 - September 30). All funding recommendations are contingent upon approval of the Department of Cultural Affairs' budget by the Miami-Dade County Mayor and Board of County Commissioners and are

subject to the availability of funds. **Grant awards will be available for release during the County's fiscal year in which the grant was awarded, October 1 - September 30. Grant awards will not be released until all final reports for previous years' funding from all Department programs are received.** Grant funds not encumbered (contracted for) by the end of the County's fiscal year in which they were awarded, or for which a project extension has not been approved, shall revert to the Department of Cultural Affairs on September 30 of the same fiscal year.

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

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

The Miami-Dade County Department of Cultural Affairs and the Cultural Affairs Council develop cultural excellence, diversity, access and participation throughout Miami-Dade County by strategically creating and promoting equitable opportunities for artists and cultural organizations, and our residents and visitors who are their audiences. Through staff, board and programmatic resources, the Department, the Council and the Trust promote, coordinate and support Miami-Dade County's more than 1,000 not-for-profit cultural organizations as well as thousands of resident artists through grants, technical assistance, public information and interactive community planning. The Department directs the Art in Public Places program and serves its board, the Art in Public Places Trust, commissioning, curating, maintaining and promoting the County's art collection. The Department also manages, programs and operates the Dennis C. Moss Cultural Arts Center, Joseph Caleb Auditorium, Marshall L. Davis Sr., African Heritage Cultural Arts Center, and Miami-Dade County Auditorium, all dedicated to presenting and supporting excellence in the arts for the entire community. The Department receives funding through the Miami-Dade County Mayor and Board of County Commissioners, The Children's Trust, the National Endowment for the Arts, the State of Florida through the Florida Department of State, Florida Division of Arts and Culture and the Florida Council on Arts and Culture, the John S. and James L. Knight Foundation, The Jorge M. Pérez Family Foundation at The Miami Foundation, and the Taft Foundation. Other support and services are provided by TicketWeb for the Culture Shock Miami program, the Greater Miami Convention and Visitors Bureau, the South Florida Cultural Consortium and the Tourist Development Council.