



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

**FY 2018-2019 COMMUNITY GRANTS PROGRAM  
GRANTS PROGRAM GUIDELINES**

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

**THE DEPARTMENT OF CULTURAL AFFAIRS RESERVES THE RIGHT TO REVISE INFORMATION PUBLISHED IN THESE GRANTS PROGRAM GUIDELINES AND GRANT APPLICATION INSTRUCTIONS.**

REQUIREMENTS FOR FIRST-TIME APPLICANTS:

1. ATTEND A PRE-GRANT COMMUNITY GRANTS SPECIFIC WORKSHOP
2. SCHEDULE AN IN-PERSON CONSULTATION WITH PROGRAM ADMINISTRATOR

REQUIREMENTS FOR RETURNING APPLICANTS:

1. SEND A CONSULTATION E-MAIL TO PROGRAM ADMINISTRATOR OR SCHEDULE A CONSULTATION CALL

FOR QUESTIONS AND ASSISTANCE REGARDING THE COMMUNITY GRANTS PROGRAM, PLEASE CONTACT:

Community Grants Program Administrators

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- ♦ Para asistencia en español, llame a nuestra oficina, 305-375-4634.
- ♦ Pou plis enformasyon sil you ple rele biwo nou nan numewo, 305-375-4634.

It is the policy of Miami-Dade County to comply with all of the requirements of the Americans with Disabilities Act. To request materials in accessible format, sign language interpreters, and/or any accommodation to participate in any County-sponsored program or meeting, please contact Francine Andersen at 305-375-4634 or by email at [culture@miamidade.gov](mailto:culture@miamidade.gov) five days in advance to initiate your request. TTY users may also call 711 (Florida Relay Service.)

## PROGRAM OBJECTIVE

Funded by Miami-Dade County, the Community Grants (CG) Program is responsive on a quarterly basis to not-for-profit organizations developing **small and large-scale community-based cultural (dance, theater, music, visual arts) programs, as well as projects and events, such as fairs, parades, neighborhood festivals and publications that have a strong artistic component.** The CG panel will consider projects **only** if they have a strong community involvement and/or outreach component. The CG Program is particularly sensitive to the needs of:

- ◆ Indigenous cultural neighborhood activities and projects encouraging the preservation of heritage, traditions and culture.
- ◆ Social service organizations and cultural groups developing collaborative intervention projects using the arts.

## ELIGIBILITY

To be eligible to apply, an organization **must:**

- ◆ **be legally incorporated in the State of Florida AS NOT-FOR-PROFIT corporation, with designated tax-exempt status under section 501(c)(3) of the United States Internal Revenue Code, or a unit of local government.** Applications from not-for-profit organizations designated tax exempt under other subsections of 501(c) will be reviewed on a case-by-case basis. Proof of incorporation and IRS tax-exempt designation is required at the time of application;
- ◆ have its registration status with the Florida Division of Corporations active and in good standing, pursuant to Chapter 617, Florida Statutes;
- ◆ be presenting activities and/or programs that are located within Miami-Dade County, that benefit local audiences, and that exhibit the potential to become regular or recurring local events. Programs must be open and accessible to the general public.
- ◆ **NOT** be an educational organization or facility (such as a daycare/preschool or school);
- ◆ **NOT** be a higher education institution whose proposed project is for the benefit of degree seeking students, or is in service of other academic purposes, or is primarily for the academic community's benefit; institutions of higher education may only submit applications specifically to present or produce artistic/cultural programming projects that are open to the general public;
- ◆ **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;
- ◆ be in compliance with grant agreement requirements of any previous grants provided through the CG Program or other Miami-Dade County funding sources, including timely and satisfactory submission of all reports.

**NOTE:** An organization may only apply once in a program-funding year (October 1 - September 30). Successful applicants to the CG Program may not receive funding in the same funding year from any other Department program, with the exception of the Capital Development, International Cultural Exchange, Summer Arts & Science Camps for Kids, Tourist Development Council and Youth Arts Enrichment Grants programs.

### **APPLYING UNDER FISCAL AGENCY SPONSORSHIP**

Individuals and unincorporated organizations may apply for program grants under the fiscal agency sponsorship of an eligible, not-for-profit, tax-exempt, organization on a case by case basis. To determine eligibility, interested applicants must contact the Program Administrator. In such cases, the application must be submitted by a sponsoring organization incorporated in the State of Florida and recognized as being exempt from federal income tax as described in section 501(c)(3) of the Internal Revenue Code. An organization acting as fiscal agent on behalf of an individual or organization will be required to meet all eligibility and grant compliance requirements as outlined in the guidelines. **The sponsored entity CANNOT be a FOR-PROFIT CORPORATION.**

If applying through a fiscal agent, all information provided in the application form and the attachments to the application must reflect the activities of the sponsored entity. The sponsored entity is the individual(s) or organization actually producing or presenting the activities. Documentation from the fiscal agent will also be required.

It is important that both the fiscal agent and the sponsored entity be aware of and accepts the responsibilities of the fiscal agent relationship. The fiscal agent is required to comply with all the requirements of the grant contract. This includes, but is not limited to:

- Fiscal administration of the grant award, which includes the correct documentation and use of the grant award for the purpose(s) described in the grant agreement.
- Grant reporting which includes submission of completed final reports according to the required deadlines.
- Appropriate program monitoring and evaluation, which includes availability for site visits by Miami-Dade County representatives.
- Appropriate forms of credit included in all promotional and marketing materials related to the awarded project.
- Contractual Requirements. The fiscal agent must comply and/or ensure compliance with all contractual requirements as they apply to the event(s), program(s) and/or activity(ies) supported by the grant. Legal requirements include, but are not limited to, liability and indemnification; compliance with all applicable federal, state and county laws; and the terms of all grants of which this is a sub-grant. Please note that the Miami-Dade County Affidavits and/or contract provisions include the following: Ownership Disclosure; Employment Disclosure; Criminal Record; Employment Drug-Free Workplace policy; Employment Family Leave policy; Disability Nondiscrimination policy; and policy Regarding Delinquent and Currently Due Fees or Taxes.

**AN ORGANIZATION APPLYING AS FISCAL AGENT FOR AN INDIVIDUAL OR ANOTHER ORGANIZATION MAY APPLY AGAIN DURING THE FISCAL YEAR FOR ITS OWN PROJECT OR AS A FISCAL AGENT FOR ANOTHER SPONSORED ENTITY.**

## **DEADLINES**

Applications must be received for the quarter corresponding to the dates of the proposed activity.

For application and deadline schedule information, go to the CG Program information page at:

<http://miamidadearts.org/community-grants-cg-program>

### **Application Deadline:**

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.

It is the sole responsibility of the Organization to adhere to the prescribed deadlines relative to the application process. The Program's staff is not responsible for monitoring such deadlines or informing any organization of an impending or expired deadline.

### **First-Time Applicants:**

Program Administrator Review: Applications received from first-time applicants by the grant program's published application deadline will be reviewed 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 any and 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.

### **NEW for Returning Applicants: Program Administrator Courtesy Review (Optional):**

Prior applicants to the Community Grants Program 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 any and 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 that an application will be recommended for funding by the grants review panel.

**Applications submitted for Courtesy Review that are 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 **NOT** be read and reviewed). 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.**

First-time and returning applicants who submit a substantially incomplete application at the time of program's published application deadline, as deemed by the Program Administrator and the Department Director, will receive notification via email and/or US mail from the Department Director as to the incomplete status of the application. A copy of this notice will be forwarded to the program panel prior to their review, alerting panelists to the status of the application at time of deadline.

### **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 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 CG program is utilizing an online application process through the Department's website.** Please visit [www.miamidadearts.org](http://www.miamidadearts.org) and click on the GRANTS tab to access SurveyMonkey Apply, the Department's online grants program portal page.

### **Pre-Grant Submission Workshops/Consultations:**

First-time applicants are required to attend a CG specific workshop prior to the corresponding quarterly deadline AND schedule an in person consultation with Grant Administrator prior to requesting access to the application.

Visit <http://miamidadearts.org/community-grants-cg-program> to RSVP to attend a workshop. To schedule a consultation, contact Roxana Barba at [rbarba@miamidade.gov](mailto:rbarba@miamidade.gov)

## **Application Process:**

To apply, applicant organizations MUST complete ALL of 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.

Applicants are solely responsible for the content of their application packages. The application submission review conducted by Department staff and the corrections period is provided as a courtesy technical assistance service and in no way guarantees that an application will be recommended for funding by the grants review panel. Department staff will not make corrections on behalf of applicants.

**NOTE:** An organization that submits a substantially incomplete application at the time of deadline, as deemed by the program administrator and the Department Director, will receive notification via email and/or US mail from the Department Director as to the incomplete status of the application. Substantially incomplete applications will not be provided to the program panel for consideration for funding.

If you have questions or need assistance accessing the online application, please contact Roxana Barba, Program Administrator at 305-375-4209 or via email: [rbarba@miamidade.gov](mailto:rbarba@miamidade.gov)

## **FUNDING REQUEST CAPS**

Major, annually recurring projects or events with a minimum two year consecutive track record, such as festivals, fairs and conferences benefiting a broad segment (drawing 1,000 people or more per day to the event) of the community with a total project budget of at least \$150,000 **MAY REQUEST UP TO \$15,000**; similarly qualified projects with a total project budget of less than \$150,000 **MAY REQUEST UP TO \$10,000**.

One-time cultural events, publications, or smaller annual projects - **MAY REQUEST UP TO \$7,500**.

## **MATCHING FUNDS**

Applicants must furnish a minimum \$1 to \$1 funding match, in cash, in-kind, or combination of both. In-kind contributions must not exceed 50% of the total cash project budget. **A CG grant shall not be considered the sole source of funding.** Applicants should thoroughly explore other funding in addition 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 Budget Ordinance, and grant award contracts are fully and duly executed.

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.

**A COMMUNITY GRANTS PROGRAM AWARD CARRIES NO COMMITMENT FOR FUTURE SUPPORT BEYOND THE TIME OF THE PROGRAM, PROJECT OR EVENT.**

**ALLOWABLE GRANT EXPENDITURES**

Grant dollars may be used only for expenses directly related to the proposed project in the categories indicated below. General overhead or other operating expenses not directly related to the proposed project are not permitted.

- ✓ Artistic, administrative (no more than 25% of grant request), technical salary support and/or consultant fees
- ✓ Honoraria
- ✓ Direct program costs
- ✓ Production costs
- ✓ Equipment rental
- ✓ Expendable supplies/materials
- ✓ Marketing
- ✓ Printing
- ✓ Publications
- ✓ Space rental (such as performance/exhibition venues)
- ✓ Insurance (specific to the event/project)
- ✓ In-County travel and transportation expenses (only related to field trip buses)
- ✓ Equipment rental and personnel necessary to provide program accessibility as mandated by the Americans with Disabilities Act (ADA) and Section 504 of the Rehabilitation Act of 1973

**GRANT USE RESTRICTIONS**

- × In-direct costs/overhead expenses such as space rental, insurance and utilities
- × 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 (with 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 (with the exception of artists)
- × Cash prizes
- × Lobbying or propaganda materials
- × Charitable contributions

- × 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, or which require an established relationship with the presenting organization in order to participate), including restricting access to programs or facilities on the basis of 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 Community Grant funded programs as a result of having been awarded a Community Grant. Indirect costs assessed as a consequence of other, non-County grant support received by a Community Grant funded program may not be assigned to, charged against or debited from County grant funds.

## EVALUATION CRITERIA

The appropriateness for funding of the proposed program, project or event will be determined according to the Community Grants Program goals as stated below:

- 1) To develop high quality programs, projects, or events which promote community-based cultural, educational and civic outreach in our multiethnic community;
- 2) To support programs, projects or events which display a high degree of administrative capability in terms of scope, budget, individuals and organizations involved;
- 3) To provide for appropriate and sufficient marketing strategies and plans including amount of budget dedicated to this line item;
- 4) To demonstrate strategies for attracting financial support from other public as well as private sources as evidenced in matching requirements and in-kind services. The budget will be examined as to need, specific expenditures and funding participation from other sources;
- 5) To produce programs, projects or events to reach underserved communities and/or individuals whose access may be limited by geography, economics or disability.
- 6) To comply with grants requirements, including timely submission of final reports for applicants who have received previous Department funding.

It is the mandate and responsibility of the Community Grants Program Panel to evaluate all proposals based on the above-stated criteria. Other considerations such as whether the proposed project, program or event is better suited for funding through another Department program may enter into the Panel's decision-making process.

## GRANT APPLICATION REVIEW PROCESS

Applicants are highly encouraged to attend the panel meeting. However, **presentations or by involvement of any kind by applicants, unless requested by the panel, at the panel meeting are not permitted** and may result in the disqualification of the application by the program panel and/or the withdrawal of the application by Department staff.



## **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 the CGO system or sent via e-mail to applicants, indicating the recommended corrections, corrections procedures, deadline date to submit corrections and required materials for panel distribution and panel meeting specifics. NOTE: Department staff **will not** review applications again after the corrections deadline, nor will staff make corrections on behalf of applicants prior to distribution to the evaluation panel.

## **PANEL REVIEW AND RECOMMENDATION**

- ◆ The Community Grants Program panel will review applications every quarter on the corresponding meeting date (time and dates are subject to change). A list of panel members is available upon request 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 Council, recommendations are forwarded to the Board of County Commissioners and 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 County Manager 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.

## **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 in writing of any address changes or bank account 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 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 keep your account information current at all times with the County's Finance Department.

**NOTE: THE APPROXIMATE TIMELINE FROM DATE OF APPLICATION TO RECEIPT OF CHECK BY SUCCESSFUL APPLICANTS IS SIX (6) MONTHS.**

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.

TO REFER TO APPROXIMATE GRANT PAYMENT DATES, visit <http://miamidadearts.org/community-grants-cg-program>

## **PUBLICITY AND CREDIT REQUIREMENTS**

The Grantee must include the following credit line in all promotional and marketing materials related to this grant including websites, news and press releases, public service announcements, broadcast media, event programs, 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 or television 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 broadcast, display of the County logo and the [www.miamidadearts.org](http://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 or any other materials for dissemination to the media or general public. The County logo is available at [www.miamidadearts.org](http://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.

**Grantees are 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 YAM, YEP, SAS-C and AKI grant programs must include The Children's Trust logo and the following statement in all materials related to the grant project, including but not limited to newsletters, press releases, brochures, flyers, websites or any other materials for dissemination to the media or general public:

**"The (insert event/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 **"The (insert event/program name) is funded in part by The Children's Trust..."**

## GRANT COMPLIANCE REQUIREMENTS

A Final Report is required within forty-five (45) days of the project completion date. Final report forms are available from the Department of Cultural Affairs' electronic grants system.

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, 2017.

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, physical ability, gender identity or gender expression, or status as a victim of domestic violence, dating violence or stalking, 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, physical ability, gender identity or gender expression, or status as a victim of domestic violence, dating violence or stalking, 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 and participation throughout Miami-Dade County by strategically creating and promoting opportunities for artists and cultural organizations, and our residents and visitors who are their audiences. 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 award-winning public art collection. The Department also manages, programs and operates the South Miami-Dade Cultural Arts Center, a campus of state-of-the-art cultural facilities in Cutler Bay, as well as Miami-Dade County Auditorium, Joseph Caleb Auditorium and the African Heritage Cultural Arts Center, all dedicated to presenting and supporting excellence in the arts for the entire community. 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 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, Division of Cultural Affairs and the Florida Council on Arts and Culture, and the John S. and James L. Knight 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*