



**A-GUIDE:**  
***Achieving Goals Using Impact Driven Evaluation***

**Fiscal Year 2019-20 Funding Cycle**

**Delray Beach Community Redevelopment Agency**  
**A-GUIDE: *Achieving Goals Using Impact Driven Evaluation***

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**Delray Beach Community Redevelopment Agency**  
**A-GUIDE: *Achieving Goals Using Impact Driven Evaluation***  
**Fiscal Year 2019-20**

**Funding Framework**

The mission of the Delray Beach Community Redevelopment Agency (CRA) is to foster and directly assist in the redevelopment of the Community Redevelopment Area in order to eliminate blight, create a sustainable downtown, and encourage economic growth, thus improving the attractiveness and quality of life of the CRA District and the City of Delray Beach as a whole. The City's Community Redevelopment Plan provides the framework for projects and activities intended to accomplish this mission, and offers objectives for redevelopment of the area that is also consistent with the citizens' visions as expressed through various neighborhood and area planning initiatives. In addition, the Community Redevelopment Plan must be consistent with the City of Delray Beach's Comprehensive Plan. In order to remain current in the fast-paced, highly volatile economy of South Florida, both the Community Redevelopment Plan and City of Delray Beach Comprehensive Plan must be reviewed and updated on a regular basis in order to accurately reflect changing conditions and community objectives.

The CRA cannot possibly fund the immense task of redevelopment on its own and must therefore structure its programs to act as catalysts for redevelopment efforts by individual residents and businesses within the CRA and to leverage investment by private enterprise. With limited resources available for redevelopment efforts, the Agency must allocate funding to projects and programs that will provide the most benefit for the dollars expended. To assure the CRA is receiving the intended results from its projects and programs it is important that funding decisions are based on expectations of specific, measurable outcomes. Also, since the implementation of a few strategically placed well-funded programs may have a much greater impact on the overall area than many inadequately funded ones, programs must be evaluated in the context of the agency's overall goals, and implemented accordingly.

Relevant to those activities, state law requires that all public redevelopment activities expressly authorized by the Community Redevelopment Act and funded by tax increment financing must be in accordance with a redevelopment plan which has been approved by the City Commission. The CRA's funding activities must, therefore, align with the Delray Beach Community Redevelopment Plan. Toward that end, the CRA has developed the A-GUIDE: *Achieving Goals Using Impact Driven Evaluation*, as a methodology for verifying alignment and effectiveness of the programs and activities it supports.

**Needs and Priorities for Funding**

The CRA provides funding to address "Overall Needs" within the Community Redevelopment Area as defined in the Community Redevelopment Plan. Different from the specific needs identified within the various sub-areas of the Community Redevelopment Area, the following "Overall Needs" are area

wide in scope and encompass some of the more serious problems that are prevalent throughout the area and contribute to the overall state of decline. These needs, which are described in more detail in Section II of the CRA Plan, are listed below.

- **Removal of Slum and Blight**
- **Land Use**
- **Economic Development**
- **Affordable Housing**
- **Downtown Housing**
- **Infrastructure**
- **Recreation and Cultural Facilities**

While the CRA and City are the primary entities responsible for implementing the Redevelopment Plan, several of the Overall Needs identified in the plan can more effectively be addressed through partnerships with other organizations. Three areas in particular - *Affordable Housing, Recreation and Cultural Facilities*, and *Economic/Business Development* - have the potential to realize better results through strategic alliances between the CRA and nonprofits that have a demonstrated capacity to address those needs. Over the years the CRA has provided significant funding, both for capital projects and operations, to six "Nonprofit Partners:" Old School Square, the Delray Beach Library, Creative City Collaborative, Delray Beach Historical Society, EPOCH (Expanding and Preserving Our Cultural Heritage, Inc./Spady Museum), and the Delray Beach Community Land Trust. All six Partners are located on City-owned property, have received City funding or other assistance, and are identified in the CRA Plan as a program or project that addresses the needs of the CRA district.

In order to better evaluate funding requests from those organizations and potential new "Partners," and measure the results of activities supported by CRA funds relative to the CRA's goals and objectives, the CRA developed the A-GUIDE program.

#### ***A-GUIDE: Achieving Goals Using Impact Driven Evaluation***

The A-GUIDE presents the Community Redevelopment Agency's (CRA) funding interests and intentions relative to addressing needs identified in the CRA Plan, along with practical information for eligible nonprofit organizations that wish to seek significant CRA funding. Within a strategic framework for awarding and evaluating funding, specific guidelines provide clear and consistent means for the CRA to:

- Inform the community about CRA funding interests and intentions
- Identify funding in each fiscal year that is eligible for strategic partnerships based on the three "Overall Needs" identified above (Affordable Housing, Economic Development, Recreation and Cultural Facilities)
- Advise potential applicants for support regarding how they may become partners in accomplishing shorter and longer-term CRA goals
- Consider and compare funding applications and make funding decisions
- Measure and evaluate organization performance relative to projections once funding is awarded

For each of the three “Overall Needs” the A-GUIDE describes the kinds of activities the CRA will fund; the shorter-term outcomes and longer-term impacts the CRA hopes to achieve in collaboration with its nonprofit partners; and measures by which levels of success in those efforts may be assessed. Funding applications must demonstrate alignment with these guidelines. **Delray Beach Community Redevelopment Agency (CRA)**

**Funding Framework**

	<b>1. Affordable Housing</b>	<b>2. Recreation &amp; Cultural Facilities</b>	<b>3. Economic/Business Development</b>
<i>CRA funds these kinds of activities</i>	<ul style="list-style-type: none"> <li>• Acquisition/operation of affordable rental properties</li> <li>• Subsidies for income-qualified home buyers</li> <li>• Land to nonprofits engaged in affordable housing activities</li> <li>• Partnerships to implement affordable housing programs</li> </ul>	<ul style="list-style-type: none"> <li>• Arts incubator</li> <li>• Performing/visual arts programs/ events</li> <li>• Museum exhibits</li> <li>• Library programs</li> <li>• Education in arts, culture, heritage</li> <li>• Children’s programs &amp; events</li> <li>• Recreational program &amp; events</li> <li>• Sporting events &amp; programs</li> </ul>	<ul style="list-style-type: none"> <li>• Business incubator facilities/programs that focus on the CRA’s Preferred Targeted Industries, and have the potential to create 5 or more jobs, such as: <ul style="list-style-type: none"> <li>– Communication / Information Technology</li> <li>– Life Science</li> <li>– Business &amp; Financial Services</li> <li>– Clean Energy</li> <li>– Emerging Technologies</li> <li>– Corporate Headquarters</li> </ul> </li> </ul>
<i>To achieve these (shorter term) outcomes</i>	<ul style="list-style-type: none"> <li>• Increased supply of affordable housing in the CRA District</li> <li>• More opportunities for home ownership</li> <li>• Development of infill housing</li> <li>• Upgraded housing conditions</li> <li>• Increased private investment in residential areas and commercial areas surrounding residential neighborhoods</li> </ul>	<ul style="list-style-type: none"> <li>• More visitors to downtown Delray Beach and the CRA District</li> <li>• Increased economic activity downtown</li> <li>• More and higher quality cultural &amp; educational opportunities</li> <li>• Events and activities that appeal to a broader diversity of patrons</li> <li>• Increased knowledge about local arts, cultural heritage</li> </ul>	<ul style="list-style-type: none"> <li>• Establishment and/or expansion of technology-based businesses, creative industries, and similar preferred targeted industries</li> <li>• Creation of higher paying jobs located in Delray</li> <li>• Higher occupancy in office buildings</li> <li>• Increased economic activity downtown</li> <li>• Diversified local economy</li> </ul>
<i>With these long-term impacts</i>	<ul style="list-style-type: none"> <li>• Stabilization of neighborhoods</li> <li>• Improved quality of life</li> <li>• Higher tax base</li> <li>• Increased economic development</li> <li>• Improved safety; reduction of crime</li> <li>• Increased property values relative to other areas of the City</li> </ul>	<ul style="list-style-type: none"> <li>• Delray Beach as a nationally recognized arts &amp; culture destination</li> <li>• Civic and social connectivity, inclusion, sense of pride and community</li> <li>• Higher tax base</li> <li>• Increased economic development</li> <li>• More arts related businesses</li> </ul>	<ul style="list-style-type: none"> <li>• Construction of new Class A office buildings downtown</li> <li>• National recognition of Delray Beach as a City where companies want to be</li> <li>• Higher tax base</li> <li>• Increased economic development</li> </ul>
<i>Demonstrated by these kinds of</i>	<ul style="list-style-type: none"> <li>• Number of affordable housing units (new and renovated)</li> <li>• Number of new homeowners</li> <li>• Number of substandard units</li> </ul>	<ul style="list-style-type: none"> <li>• Number and types of arts, leisure, and educational programs, events, and businesses</li> <li>• Revenue generated by tickets, food &amp; drink, other purchases for partners and community</li> </ul>	<ul style="list-style-type: none"> <li>• Number and types of new technology/creative based business start-ups</li> <li>• Number of higher paying new jobs</li> <li>• Number of new Class A office buildings</li> </ul>

<i>measures of success</i>	<ul style="list-style-type: none"> <li>• Level of support from other funders and affordable housing providers</li> <li>• Dollars invested</li> <li>• Reduced crime rates</li> <li>• Increase in assessed value</li> </ul>	<ul style="list-style-type: none"> <li>• Numbers/demographics of attendees, members, volunteers</li> <li>• Level of private financial support</li> <li>• Knowledge gained on related topics</li> <li>• Level of customer satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>• Number of technology/creative based businesses relocating to or expanding in Delray Beach</li> <li>• Dollars invested/capital raised</li> <li>• Increases in assessed values</li> <li>• Occupancy rates</li> </ul>
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The A-GUIDE framework applies to the major support provided by the CRA to specific Nonprofit Partners and does not replace guidelines for various other CRA grant programs such as Economic Development Incentives, Job Creation Bonus Program, Relocation & Development Incentive Program, Business Grants, Site Development Assistance Program, Business Development Assistance Program, Historic Façade Easement Grant Program, Paint-Up Program, Business Incubator Services, Community Sponsorship Program, and Curb Appeal Residential Improvement Program.

### **Amount of Funding:**

The following guidelines regarding the amount of funding for which a Nonprofit Partner may apply are effective for Fiscal Year 2019-2020.

- CRA support for Nonprofit Partners that have received funding in prior years will not be increased for Fiscal Year 2019-2020, and in fact may be decreased, according to availability of funds and the quality of their applications relative to these guidelines.
- CRA support may not exceed 25% of an organization's total operating budget for the year in which the grant is requested. A transition plan has been established for each Nonprofit Partner that has received support in excess of 25% in prior years, to reduce CRA funding to not more than 25% of their total budgets. As long as funding of their applications is approved each year, the transition periods may extend through FY 2019-2020.
- An organization may request support for *up to two programs or projects*.
- CRA support *may* exceed 25% of the budget for a specific program or project.
- Funding may be requested for a maximum one-year period in any application, though applications may be submitted for the same project/program in more than one consecutive year.
- The inclusion of in-kind cash value and/or services as projected and/or current revenue will be given careful review by the CRA. The value of in-kind revenue must be thoroughly documented and in general should not exceed ten percent (10%) of the total project/program budget. For Affordable Housing programs, real estate donations will not be included in the 10% calculation.
- Nonprofit Partners that have received funding in prior years must submit applications for future funding; no assumption of future funding will be made based on past support.
- Funds will be disbursed quarterly in accordance with the "Funding Agreement" executed by each Nonprofit Partner upon approval of funding.

Along with organizational and programmatic considerations, the CRA will include financial factors in its review of funding proposals to determine whether or not and how much funding will be awarded to each applicant. Financial considerations may include projected and actual revenue and expenses for prior years, financial statements, the proposed program/project budget, committed and potential support from other funders, financial sustainability, and the CRA's own budget and available resources.

## Types of Support

The CRA may provide the following types of support for Nonprofit Partners' projects and programs. Generally speaking, a *project* is defined as a set of activities that has definite start and end points and is relatively short in term (a year or less); the scope is clearly defined and somewhat narrow and not likely to change significantly during the life of the project. A *program* is longer in term or ongoing and may involve multiple related projects; the scope is broad and activities and objectives must be managed over time as the organization environment changes. Projects and programs are usually linked to identifiable organization work units or cost centers.

<b>Administrative support / overhead expense</b>	Day-to-day operating costs or expenses to further the general purpose or work of an organization, not linked specifically to a project or program; maximum allowed is 15% of project/program budget
<b>Building/renovation</b>	Construction, renovation, remodeling, or rehabilitating property
<b>Capital campaigns</b>	Campaigns, usually extending over a period of years, to raise substantial contributions for a variety of enduring purposes, such as building construction or acquisition, endowments, or land acquisition
<b>Conferences/seminars</b>	Expenses to hold or sponsor a conference, seminar, workshop, other training event
<b>Consulting services</b>	Professional staff support to assist with a project of mutual interest or to evaluate services provided by an organization
<b>Equipment</b>	Purchase of equipment, furnishings, or other materials
<b>Film/video/radio</b>	Film, video, or radio production
<b>In-kind gifts</b>	Non-monetary donations, including equipment, land, or products; might also donate facility space or staff time
<b>Income development</b>	Fundraising, marketing, or expanding an organization's audience base; <i>events for exclusive purpose of fundraising are not included</i>
<b>Land acquisition</b>	Purchase of real estate
<b>Loaned talent</b>	Volunteer services provided to organizations by professionals or executives to help in an area involving their particular skills
<b>Management development/capacity building</b>	Fees, salaries, staff support, staff training, other costs relative to strategic or long-range planning, capacity building, budgeting, or accounting
<b>Matching funds</b>	Contributions provided by another donor or grants awarded that will be paid only if the donor organization raises additional funds from another source



<b>Program evaluation</b>	Evaluation of a specific project or program; may include support for direct evaluation costs or for technical assistance or outside evaluation
<b>Program/project support</b>	Direct costs to develop and/or implement specific projects or programs
<b>Program-related investments/loans</b>	Investments or loans for a project related to the CRA's stated purpose and interests
<b>Public relations services</b>	Printing and duplicating, audio-visual and graphic arts production, assistance in planning special events, public service announcements, and other activities to increase public awareness and promote the organization to the community and other stakeholders
<b>Seed money</b>	Support to start, establish, or initiate new projects or organizations; may include salaries and other operating expenses
<b>Technical assistance</b>	Operational or management assistance which may include financial or program planning, legal advice, marketing, information systems, and other aids to management or program staff; assistance might be offered directly by a staff member or in the form of funding to pay for the services of an outside consultant
<b>Use of facilities</b>	Rent-free or reduced office space for temporary periods

## **Eligibility for Funding**

Organizations meeting the following criteria are eligible to apply for Nonprofit Partner funding:

- Mission consistent with the mission of the CRA
- Classified as tax-exempt under IRS 501(c)(3)
- In good standing with the State of Florida
- Housed in City- or CRA-owned facilities located in the CRA district
- Serves residents of the CRA district and/or visitors that come to the district to participate in funded programs, projects, and events
- Demonstrated commitment by Board of Directors to purpose and accountability for CRA funds

## **Funding Cycle, Fiscal Year 2018-2019**

CRA support for Nonprofit Partners will be allocated in an annual cycle, with specific dates and instructions published prior to the beginning of each cycle. Dates for Fiscal Year 2019-2020 are as follows:

March 12, 2019	Application Available on-line
May 1, 2019	Funding applications due
May 2 – May 10, 2019	Feedback on incomplete applications and opportunity for applicants to respond
May 13 – June 3, 2019	Funding Evaluation Committee review of applications
July 9, 2019	Applicant organization presentations to CRA Board
September 2019	Funding decisions by CRA Board

- *The CRA has the right to adjust the dated as necessary. All applicants would be notified of any changes.*

In addition, from time to time the CRA may offer special funding initiatives for community partners to provide services in response to emerging/changing community needs and resources.

## **Application Components**

To request CRA support, interested organizations must submit an *Application for Funding*. The application, related forms, and instructions to complete and submit the application package are available on the CRA website. The application package is comprised of the following components, which are described in detail in the instructions.

- *Cover Letter* - signed by the Chair of the organization's Board of Directors to demonstrate Board commitment to the purpose of and accountability for the proposed project or program
- *501(c)(3) IRS Determination Letter*
- *Evidence of good standing with the State of Florida*
- *Application for Funding* – includes organization information, a comprehensive narrative description of the proposed project/program, and budget data
- *Board of Directors* - List of Board members and officers, and, if available, policies on Board roles & responsibilities and Board contributions
- *Strategic Plan* – Strategic Plan or other long-term planning document and, if available, policy on long term planning
- *Budget and Budget Narrative* - past, current, and proposed organization budget figures and line item budget with justification for the proposed project/program
- *Logic Model* – graphic presentation to demonstrate how project/program activities deliver immediate products and services (outputs), which result in short term changes (outcomes), that in the long term address Overall Needs identified in the CRA Plan (impacts)
- *Evaluation Plan* – a written plan to translate outputs and outcomes defined on the Logic Model to measureable indicators and identify specific procedures, personnel, schedule, and tools/instruments to collect, analyze, and report data on performance
- *Organization financial information* – most recent Financial Statement, IRS Form 990, and Independent Financial Audit/Review/Compilation Report according to your organization's bylaws
- *Affiliation Agreements* - if applicable, documents describing current or planned collaborative partnerships with specific roles or resources that each partner will provide relative to the proposed project/program
- *Current Balance Sheet* – As of 5/31/18 or more recent.

*\*\*The CRA has the right to determine what documents included on the list are n/a and request any additional information as necessary.*

## **Application and Review Process**

1. Previously funded Nonprofit Partners will be notified by email of the new funding cycle and public notice will be published on the CRA website.
2. Application and related forms and detailed instructions will be available in hard copy at the CRA office and by email on request.
3. Applications delivered to the CRA office in person by an organization representative, U.S. Mail, or courier service will be accepted from the opening of the funding cycle until the due date and time.
4. The CRA Finance & Operations Director will conduct a preliminary review of each application to confirm that the organization is eligible to apply and determine whether application components are present and complete.
5. The Finance & Operations Director will recommend applications for review to the Funding Evaluation Committee, comprised of the CRA Executive Director or CRA Assistant Director, CRA Finance & Operations Director, and representative(s) of the City of Delray Beach.
6. The Funding Evaluation Committee will review each application according to established criteria and make preliminary funding recommendations to the CRA Board of Commissioners.
7. Applicant organizations will make presentations based on the Logic Models and Evaluation Plans included as part of their funding applications to the CRA Board.
8. The CRA Board will consider and make final decisions regarding funding requests.

## **Application Review Criteria**

Criteria to be used by the CRA's Funding Evaluation Committee in reviewing applications for funding are grouped into six categories weighted as follows:

Organization Capacity	20%
Need for Project/Program	20%
Project/Program Description	10%
Logic Model	20%
Evaluation Plan	10%
Budget & Sustainability	20%

Specific items will be rated by each member of the Funding Evaluation Committee on a scale of 1 to 5, worst to best possible response: (1) Unacceptable, (2) Minimal, (3) Satisfactory, (4) Good, (5) Excellent.

Specific criteria to be used by the committee to evaluate funding applications are as follows:

#### **ORGANIZATION CAPACITY**

- Length of time established, overall growth/stability
- Stability/growth of organization funding
- Board composition, role, commitment to program/project
- Demonstrated experience/success with similar program/project
- Program/project leadership and staff qualifications
- Collaborative relationships/affiliations relative to program/project
- Prior CRA funding experience with similar program/project
- External oversight/accreditation/affiliation
- Long term/strategic planning process
- Current strategic plan and status

#### **NEED FOR PROGRAM/PROJECT**

- Program/project need consistent with CRA Overall Need
- Program/project need consistent with organization mission
- Documentation of program/project need
- Uniqueness / lack of duplication, or affiliation with similar resources

#### **PROJECT/PROGRAM DESCRIPTION**

- Innovative or proven approach and justification
- Target population(s) clearly defined and within guidelines
- Activities clearly described and consistent with logic model
- Staff and resources adequate to implement activities
- Activities likely to result in stated outputs/outcomes
- Realistic time frame to implement program/project

#### **LOGIC MODEL / PROJECTED RESULTS**

- Stated program/project goal clear and relevant to CRA Overall Need
- Clear relationship between activities, outputs, and outcomes
- Activities appropriate to program/project goal
- Realistic outputs and outcomes relative to organization capacity

- Clear, measurable outputs
- Clear, measurable outcomes
- Program/project results likely to lead to stated Impacts

## EVALUATION PLAN

- All CRA-funded activities addressed
- Outputs presented with measurable indicators
- Outcomes presented with measurable indicators
- Evaluation processes clearly described (who, how/tools, when)
- Evaluation processes reasonable, appropriate
- Implementation responsibility/process clearly defined
- Application/usefulness of evaluation results

## BUDGET & SUSTAINABILITY

- Adequate, appropriate expense budget to implement program/project
- Line item costs explained/justified in narrative
- Use of CRA funds clearly identified, may be tracked
- Sufficient mix of funding secured to implement program/project
- Non-CRA funding solicited / pending
- Financial documents demonstrate responsible financial management
- Realistic plans to sustain program/project

### **Accountability for Use of CRA Funds**

Nonprofit Partners will be required to submit quarterly and annual evaluation and financial reports to provide data to support progress toward projected outcomes and to account for use of CRA funds. Report forms and instructions will be provided to organizations upon execution of funding agreements and will also be available at the CRA office and by email upon request.

Discrepancies in meeting projections included in final funding documents, whether performance fails to meet or exceeds those projections, must be addressed in the organization's Quarterly Evaluation Report. At its discretion the CRA will work with Community Partners to address discrepancies, adjust projections, and/or improve performance.

Proposed changes to funding-related documents must be approved *in advance* by Krista Walker, CRA Contract Manager, as follows:

- *All* changes to the Logic Model or Evaluation Plan
- Changes of *more than 10%* in any Budget line item