



A-Guide:
Achieving Goals Using Impact Driven Evaluation

Hallandale Beach Community Redevelopment Agency

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Funding Framework

The mission of the Hallandale Beach Community Redevelopment Agency (CRA) is to foster and directly assist in the redevelopment of the Community Redevelopment Area in order to eliminate blight, and encourage economic growth, thus improving the attractiveness and quality of life of the CRA District and the City of Hallandale 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. Florida Statutes require that the Community Redevelopment Plan be consistent with the City's Comprehensive Plan. In order to remain current in the fast-paced, highly volatile economy of South Florida, both the Community Redevelopment and Comprehensive Plans are evolving documents which must be evaluated and amended 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 HBCRA Board of Directors. The CRA's funding activities must, therefore, align with the Hallandale Beach Community Redevelopment Implementation Plan. Toward that end, the CRA has developed the *A-GUIDE: Achieving Goals Using Impact Driven Evaluation*, 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. 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 Development and Safe Housing Improvements
- Infrastructure Improvement
- Recreation, Cultural Facilities Development and Improvement and other Activities (i.e. Promoting Socio-economic Development, Tourism, Events, Cultural Arts, Festivals)
- Workforce Development and Employment Opportunities for Local Residents

While the CRA is the primary entity 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. Four areas in particular - ***Affordable Housing; Recreation and Cultural Facilities and Activities; Economic/Business Development; and Workforce 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.

A-GUIDE: Achieving Goals Using Impact Driven Evaluation

The A-GUIDE presents Community Redevelopment Agency (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 four "Overall Needs" identified above (Affordable Housing, Economic Development, Recreation and Cultural Facilities and Other Activities)
- 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 four "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

Hallandale Beach Community Redevelopment Agency (HBCRA) Funding Framework

	1. Affordable Housing	2. Recreation, Cultural Facilities and Activities	3. Economic/Business Development	4. Workforce Development and Employment Opportunities for Local Residents
CRA funds these kinds of activities	<ul style="list-style-type: none"> Partner with a non-profit organization to provide a comprehensive homeowner preparation program. Outreach services to identify substandard home in the NW and SW. Inform residents about funding assistance availability for renovation and rehabilitation for substandard units and code compliance. Development of comprehensive community clean-up program. 	<ul style="list-style-type: none"> Art related studies (fashion row and Foster Road) Performing/visual arts programs/events and activities Education in arts, culture, heritage activities Children's program & events Recreational program & events (youth development) Cultural arts fairs, festivals and/or events, job creation and tourism. Utilize funds to leverage Federal and State. CRA can contribute matching funds to entities receiving federal funds that have activities that contribute to the reduction of slum and blight. Job and business opportunities in the art related fields Tourism related activities 	<p>Business incubator facilities/programs that focus on the HBCRA's Preferred Targeted Industries, and have the potential to create jobs, such as:</p> <ul style="list-style-type: none"> Communication/Information Technology Medical Business & Financial Services Clean Energy Emerging Technologies Corporate Headquarters Construction related. 	<ul style="list-style-type: none"> Job linking program to identify and tie CRA residents to jobs and contracting opportunities within Hallandale Beach and beyond, building relationships with community employers and non-governmental and community based job/training placement organizations. Workforce training programs.
To achieve these (shorter term) outcomes	<ul style="list-style-type: none"> Increased supply of affordable housing in the HBCRA District More opportunities for home ownership Development of infill housing Upgraded housing conditions Increased private investment in residential areas surrounding residential neighborhoods 	<ul style="list-style-type: none"> More visitors to Fashion Row & Foster Road Increased economic activity More and higher quality cultural & educational opportunities Events and activities that appeal to a broader diversity 	<ul style="list-style-type: none"> Establishment and/or expansion of technology based businesses, creative industries, and similar preferred targeted industries Creation of higher paying jobs located in Hallandale Beach Higher occupancy in office buildings Increased economic activity Diversified local economy Create and retain jobs for local residents. 	<ul style="list-style-type: none"> Identify the skill sets required by the businesses within CRA to leverage funding to assist community based organizations
With these long-term impacts	<ul style="list-style-type: none"> Stabilization of neighborhoods Improved quality of life Higher tax base Increased economic development Improved safety; reduction of crime Increased property values relative to other areas of the City 	<ul style="list-style-type: none"> Hallandale Beach as a nationally recognized arts & culture entertainment Civic and social connectivity, inclusion, sense of pride and community Higher tax base Increased economic development More arts related businesses 	<ul style="list-style-type: none"> Construction of new Class A office buildings National recognition of Hallandale Beach as a City where companies want to be Higher tax base Increased economic development 	<ul style="list-style-type: none"> Creating job opportunities for local residents.
Demonstrated by these kinds of measures of success	<ul style="list-style-type: none"> Number of affordable housing units (new and renovated) Number of new homeowners Number of substandard units Level of support from other funders and affordable housing providers Reduce crime rates Increase in assessed value 	<ul style="list-style-type: none"> Number and type of arts, leisure, and educational programs, events, and businesses Revenue generated by tickets, food & drink, other purchases for partners and community Numbers/demographics of attendees, members, volunteers Level of private financial support Knowledge gained on related topics Level of customer satisfaction 	<ul style="list-style-type: none"> Number and types of new technology/creative based business start-ups Number of higher paying new jobs Number of new Class A office buildings Number of technology/creative based businesses relocating to or expanding in Hallandale Beach Dollars invested/capital raised Increases in assessed values Occupancy rates 	<ul style="list-style-type: none"> Number of jobs created. Number of participants attending training programs/graduates. Number of jobs created by new and existing businesses. Number of individuals placed/hired.

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, Neighborhood Improvement Program, Façade/Exterior Grant Program and Business Incentive/Enticement Loan Program.

Amount of Funding

The following guidelines regarding the amount of funding for which a Nonprofit Partner may apply are effective for Fiscal Year 2012-2013.

- CRA support for Nonprofit Partners that have received funding in prior years will not be increased for Fiscal Year 2012-2013, and in fact may be **decreased**, according to availability of funds and the quality and completeness of their applications relative to these guidelines.
- CRA support may not exceed 50% of an organization's total operating budget for the year for which the grant is requested. A transition process will be applied for each Nonprofit Partner that has received support in excess of 50% in prior years, to reduce CRA funding to not more than 50% of their total budgets. As long as funding of their applications is approved each year, the transition period may extend for as long as five years. A transition plan will be established with each affected Nonprofit Partner.
- CRA support *may* exceed 50% of the budget for a specific project, program, or capital expenditure.
- 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 (less than a year); 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.

Administrative support/overhead expense	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
Building/renovation	Construction, renovation, remodeling, or rehabilitating property
Capital Campaigns	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
Conferences/seminars	Expenses to hold or sponsor a conference, seminar, workshop, other training event Professional staff support provided to organizations to consult on a project of mutual interest or to evaluate services
Equipment	Purchase of equipment, furnishings, or other materials
Film/video/radio	Film, video, or radio production
In-kind gifts	Non-monetary donations, including donated equipment, donated land, or donated products; might also donate facility space or staff time
Income development	Fundraising, marketing, or expanding an organization's audience base; <i>events for exclusive purpose of fundraising are not included</i>
Loaned talent	Volunteer services provided to organizations by professionals or executives to help in an area involving their particular skills
Management development/capacity building	Fees, salaries, staff support, staff training, other costs relative to strategic or long-range planning, capacity building, budgeting, or accounting

Matching funds	Contributions provided by another donor or grants awarded that will be paid only if the donee organization raises additional funds from another source
Program Evaluation	Evaluation of a specific project or program; may include support for direct evaluation costs or for technical assistance or outside evaluation
Program/project support	Direct costs to develop and/or implement specific projects or programs
Program - related investments/loans	Investments or loans for a project related to the CRA's stated purpose and interests
Public services relations	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.
Seed money	Support to start, establish, or initiate new projects or organizations; may include salaries and other operating expenses
Technical assistance	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
Use of facilities	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)
- 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 2012-2013

CRA Support for Nonprofit Partners will be allocated in an annual cycle as follows. Specific date and instructions will be published prior to the beginning of each annual cycle.

June	Applicants workshop
July	Applications due
July	Feedback on incomplete applications and opportunity for applicants to respond.
August	Funding Evaluation Committee review of applications
August	Applicant organization presentations to CRA Board
September	Funding decisions by CRA Board

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 will submit an *Application for Funding*. The application, related forms, and instructions to complete and submit the application package are available on the CRA website and will be reviewed at an Applicants Workshop approximately six weeks prior to the due date. The complete 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/Eligibility for Assistance* Community-based development organizations that meet the requirements under Florida Statutes 163.457.
- *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, brief bio for each, 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
- *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.

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 provided at the Applicants Workshop and 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 if all required components are present and complete.
5. The Finance & Operations Director will recommend applications for complete review to the Funding Evaluation Committee, comprised of the CRA Executive Director or designee, and representatives of the HBCRA Advisory Board.
6. The Funding Evaluation Committee will review each application according to established criteria and make preliminary funding recommendations to the CRA Board of Directors.
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 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 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 be available in hard copy at the CRA office, on the CRA website, and by email upon request.