



**A-G.U.I.D.E.:**

***Achieving Goals Using Impact Driven Evaluation***

**Fiscal Year 20243-20254 Funding Cycle**

**Delray Beach Community Redevelopment Agency**  
**A.-G.U.I.D.E.: *Achieving Goals Using Impact Driven Evaluation***

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# Delray Beach Community Redevelopment Agency

## A.-G.U.I.D.E.: *Achieving Goals Using Impact Driven Evaluation*

### Fiscal Year 20243-20254

#### **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 and develop affordable housing, 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's Community Redevelopment Plan lists overall needs within the Community Redevelopment Area as Affordable Housing and Downtown Housing. Local government can have an effect on the housing delivery process in a number of ways, such as by maintaining an adequate supply of buildable land, providing incentives and density bonuses to builders who create affordable housing, participating in the costs of infrastructure, reducing impact and other fees, or by taking an active role through actual construction and sale of housing units. The role of the CRA in affordable housing has been and will continue to be one of active participation. Through programs that improve the overall area, provide financial opportunities to area residents to improve their living conditions, and by creating incentives for additional investment in the area, the CRA will continue to encourage the improvement of existing housing throughout the district as well as the creation of new affordable units.

~~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.

Additionally, Section 163.387(1)(a), Florida Statutes, states that redevelopment trust funds “shall be used by the agency to finance or refinance any ‘community redevelopment’ it undertakes pursuant to the approved community redevelopment plan.” Specifically Section 163.387(6)(c) lists the development of affordable housing as a proper usage of the annual budget. Toward that end, the CRA has developed the A-GUIDE: *Achieving Goals Using Impact Driven Evaluation*, as an incentive for local affordable housing non-profits to continue to improve local housing stock and create new affordable units. ~~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

- Removal of Slum and Blight~~Land Use~~
- Land Use~~Economic Development~~
- Economic Development~~Affordable Housing~~
- Affordable Housing~~Downtown Housing~~
- Downtown Housing~~Infrastructure~~
- Infrastructure~~Recreation and Cultural Facilities~~
- Recreational 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. This program focuses on two ~~Three~~ areas in particular - Affordable Housing and Downtown Housing, ~~Recreation and Cultural Facilities, and Economic/Business Development~~ which - 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 seven "Nonprofit Partners": the Delray Beach Library, Creative City Collaborative (Arts Garage), Delray Beach Historical Society, EPOCH (Expanding and Preserving Our Cultural Heritage, Inc./Spady Museum), the Delray Beach Community Land Trust, the Greater Delray Beach Chamber of Commerce, and previously, Old School Square Center for the Arts. All A-G.U.I.D.E. Non-Profit 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-G.U.I.D.E. program.

### **A-G.U.I.D.E.: Achieving Goals Using Impact Driven Evaluation**

The A-G.U.I.D.E. presents the Community Redevelopment Agency's (CRA) funding interests and intentions relative to addressing housing needs identified in the CRA Plan, along with practical information for eligible housing 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 ~~two~~three "Overall Needs" identified above (Affordable Housing and Downtown 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 housing 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 ~~two~~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 and the CRA Redevelopment Plan.**

## Delray Beach Community Redevelopment Agency (CRA) Funding Framework

|                                                                       | <u>Affordable Housing and<br/>Downtown Housing</u>                                                                                                                                                                                                                                                                                                                                                   |
|-----------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <u>CRA funds these<br/>kinds of<br/>activities</u>                    | <ul style="list-style-type: none"><li>• <u>Support to implement affordable housing programs, acceptable programs and projects are home building, rehabilitation of homes, demolishing dilapidated homes, and purchase of land for home building</u></li></ul>                                                                                                                                        |
| <u>To achieve these<br/>(shorter term)<br/>outcomes</u>               | <ul style="list-style-type: none"><li>• <u>Increased supply of affordable housing in the CRA District</u></li><li>• <u>More opportunities for home ownership</u></li><li>• <u>Development of infill housing</u></li><li>• <u>Upgraded housing conditions</u></li><li>• <u>Increased private investment in residential areas and commercial areas surrounding residential neighborhoods</u></li></ul> |
| <u>With these<br/>long-term<br/>impacts</u>                           | <ul style="list-style-type: none"><li>• <u>Stabilization of neighborhoods</u></li><li>• <u>Improved quality of life</u></li><li>• <u>Higher tax base</u></li><li>• <u>Improved safety; reduction of crime</u></li><li>• <u>Increased property values relative to other areas of the City</u></li></ul>                                                                                               |
| <u>Demonstrated<br/>by these kinds<br/>of measures of<br/>success</u> | <ul style="list-style-type: none"><li>• <u>Number of affordable housing units (new and renovated)</u></li><li>• <u>Number of new homeowners</u></li><li>• <u>Decrease number of substandard units</u></li><li>• <u>Dollars invested</u></li><li>• <u>Reduced crime rates</u></li><li>• <u>Increase in assessed value</u></li></ul>                                                                   |

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 funding assistance programs such as: Project Consultancy & Design Services Program; ~~Site Development Assistance Program~~; Paint-Up & Signage Program; ~~and Rent Subsidy Program~~; ~~Historic Façade Improvement Program~~; ~~Development Infrastructure Assistance Program~~; ~~Land Value Investment Program~~; ~~Job Creation Bonus Program~~; ~~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 202~~42~~-202~~53~~.

- CRA support for Nonprofit Partners that have received funding in prior years will not be increased for Fiscal Year 202~~42~~-202~~53~~, and in fact may be decreased, according to availability of funds and the quality of their applications relative to these guidelines. Funding availability is based on annually approved budget.
- CRA support may not exceed 25% of an organization's total operating budget for the year in which the grant is requested, unless otherwise approved by the CRA Board. 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 FY202~~42~~-202~~53~~.
- 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>Program/project support</b>   | Direct costs to develop and/or implement specific projects or programs <a href="#">as described in the CRA funding Framework above</a> . Any direct costs related to operation of the program, including but not limited to staffing, equipment, promotions, supplies, and materials. <a href="#">If staffing costs are sought, the Nonprofit Partner must demonstrate how staff directly assisted in the creation of affordable housing and the number of units.</a> |
| <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>        | <del>Evaluation of a specific project or program; may include support for direct evaluation costs or for technical assistance or outside evaluation</del>                                                                                                                                                                                                                                                                                                             |
| <b>Public relations services</b> | <del>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. Must be related to a specific program.</del>                                                                                                                                                    |
| <b>Technical assistance</b>      | <del>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 or in the form of funding to pay for the services of an outside consultant. Must be related to a specific program.</del>                                                                                                                          |

## Eligibility for Funding

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

- Mission consistent with the mission of the CRA, [specifically including affordable housing as its main objective](#)
- 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 with a lease agreement or management agreement with the City of Delray Beach or CRA
- 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 2024-2025**

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 2024-2025 are as follows:

|     |                                                              |
|-----|--------------------------------------------------------------|
| TBD | Application available online                                 |
| TBD | Applications due                                             |
| TBD | Evaluation Committee review of applications                  |
| TBD | Applicant organization presentations to CRA Board (Workshop) |
| TBD | Funding decisions by CRA Board                               |

*The CRA has the right to adjust the dates 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 including- number of units of affordable housing projected to be created 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 affordable housing and downtown housing~~Overall Needs~~ identified in the CRA Plan (impacts)

- **Evaluation Plan** – a written plan to translate outputs and outcomes defined on the Logic Model to measurable indicators and identify specific procedures, personnel, schedule, and tools/instruments to collect, analyze, and report data on performance. The Evaluation Plan shall include the number of projected units, the organization plans on constructing and/or rehabilitating and how their personnel directly assist in the construction, rehabilitation, demolition of homes or purchase of land.
- **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 and how that proposed project/program will result in increased affordable housing units.
- **Current Balance Sheet** – As of 3/31/202~~43~~<sup>2</sup> 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. CRA staff 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 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, [including number of affordable housing units already created](#)/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 of Affordable Housing or Downtown Housing](#)
- 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 including number of affordable housing units projected to be created.](#)

- 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 [Affordable Housing and Downtown Housing Need](#)~~CRA Overall Need~~
- Clear relationship between activities, outputs, and outcomes
- Activities appropriate to program/project goal
- Realistic outputs and outcomes relative to organization capacity [and personnel](#)
- Clear, measurable outputs, [including number of affordable housing units created](#)
- Clear, measurable outcomes, [including number of affordable housing units created](#)
- Program/project results likely to lead to stated Impacts

#### **EVALUATION PLAN**

- All CRA-funded activities addressed
- Outputs presented with measurable indicators, [including with number of projected affordable housing units created](#)
- 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~~responsible financial management
- Realistic plans to sustain program/project

## **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, [specifically, discrepancies in the projected number of affordable housing units created must be addressed.](#) 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 [Gina Clayton](#), [CRA Executive Finance & Operations Director](#), as follows:**

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

## **Reporting Requirements**

Prior to the issuance of quarterly payments by the CRA, quarterly reports should be submitted according to the quarterly deadlines, and reports shall include the following:

- Goals & Outcomes form
- Combined budget form and narrative
- Quarterly Balance Sheet
- Highlights
- Additional supporting documentation to justify the expense of CRA funds for each expense over \$1,000 such as bank statements, receipts, cancelled checks, paid invoices, etc.

In addition, the CRA may request any additional information that the CRA deems necessary in order to fully evaluate A-G.U.I.D.E. Nonprofit Partners' performance and financial status. Organizations may be required to present a quarterly update to the CRA Board upon request.

Quarterly reports shall be submitted to the CRA no later than:

- January 31, 202<sup>[43](#)</sup>
- April 30, 202<sup>[43](#)</sup>
- July 31, 202<sup>[43](#)</sup>
- October 31, 202<sup>[43](#)</sup>

Quarterly payments will not be released until the CRA receives the report and any additional information requested and information is verified as complete and sufficient.