

**FUNDING AGREEMENT FOR FISCAL YEAR 2021-2022 BETWEEN THE  
DELRAY BEACH COMMUNITY REDEVELOPMENT AGENCY AND  
CREATIVE CITY COLLABORATIVE OF DELRAY BEACH INC. (D/B/A ARTS  
GARAGE)**

**THIS AGREEMENT** is made this \_\_\_\_ day of \_\_\_\_\_, 2021 by and between the **DELRAY BEACH COMMUNITY REDEVELOPMENT AGENCY**, a public body corporate and politic, duly created and operated pursuant to Chapter 163, *Florida Statutes*, (hereinafter referred to as “**CRA**”), and the **CREATIVE CITY COLLABORATIVE OF DELRAY BEACH INC. (D/B/A ARTS GARAGE)**, a Florida not-for-profit corporation, (hereinafter referred to as the “**CCC**”).

**W I T N E S S E T H:**

**WHEREAS**, increasing economic development through community opportunities within the Delray Beach Community Redevelopment Area is essential to the **CRA's** redevelopment plan; and

**WHEREAS**, the **CRA** Board finds that the services and programs provided by the **CCC** further the goals and objectives of the **CRA** as contained in the **CRA's** Community Redevelopment Plan by attracting visitors to and promoting economic development activity within the CRA district, and are in the best interest of the **CRA**; and

**WHEREAS**, the **CRA** will provide funding to the **CCC**, pursuant to the terms and conditions of this Agreement, in order to assist the **CCC** with activities that address the goals and objectives contained in the CRA’s Community Redevelopment Plan, and the needs and priorities defined by the CRA in the CRA’s “A-GUIDE: *Achieving Goals Using Impact Driven Evaluation*,” for which the **CCC** has applied and which have been awarded according to procedures specified in the A-GUIDE.

**WHEREAS**, the **CRA** finds that this Agreement serves a municipal and public purpose, is consistent with the Community Redevelopment Plan, and conforms with the requirements of Florida law.

**NOW, THEREFORE**, in consideration of the mutual covenants and promises herein contained, the parties hereby agree as follows:

1. The recitations set forth above are hereby incorporated herein by reference.

2. The term of this Agreement shall commence upon execution by both parties. The Agreement shall continue in full force and effect until September 30, 2022.

3. Subject to the requirements of this Agreement, the **CRA** may provide funding to the **CCC** for fiscal year 2021-22 in an amount not to exceed Two Hundred Seventy Five Thousand and 00/100 Dollars (\$275,000.00) (the "Funding Amount") payable by the **CRA** in quarterly payments. The funds are to be used by the **CCC** to support its organizational operations, and for the purpose of providing community programs in conformance with the programs/projects within the CRA district specified in the A-GUIDE documents. The **CRA** may provide the **CCC** with quarterly payments in amounts not to exceed Sixty Eight Thousand Seven Hundred Fifty Dollars and 00/100 (\$68,750.00). The **CRA** has the right to withhold quarterly payments, until the CRA receives all required information from the **CCC** that the CRA deems necessary, in its sole and absolute discretion, to analyze the **CCC's** financial position.

4. Prior to the issuance of quarterly payments by the **CRA** for Fiscal Year 2021-2022, as specified in this Agreement, **CCC** shall provide quarterly program budget and narrative reports to the **CRA**. **CCC** shall use the form, attached as Exhibit "A", in

order to document the **CCC's** expenditure of funds and the **CCC's** progress towards outcomes projected in the Goals & Outcomes Report and Budget. The **CCC** will also be required to submit a Quarterly Balance Sheet. In addition, the **CCC** may be required present a quarterly update to the **CRA** Board upon request. The program budget and narrative reports shall be provided to the **CRA** no later than January 31, 2022, April 30, 2022, July 31, 2022, and October 31, 2022. In addition, the **CRA** may request that the **CCC** provide any additional information that the **CRA** deems necessary in order to fully evaluate the **CCC's** performance and financial status. The payment will not be released to the **CCC** until the **CRA** receives the report and any additional information requested.

5. In the event the **CCC** does not expend funds in accordance with its approved A-GUIDE funding application, attached as Exhibit "B", the **CRA** shall provide written notice to the **CCC** of such deficiency(ies), and the **CCC** shall have fourteen (14) days from receipt of the notice to cure the deficiency(ies) to the satisfaction of the **CRA**. Should the **CCC** fail to cure such deficiency(ies) to the satisfaction of the **CRA**, the **CRA** shall be entitled to recoup the portion of the Funding Amount allocated and/or already disbursed to the **CCC**, under the terms of this Agreement. The **CRA** shall have sole and absolute discretion with respect to the determination as to whether **CCC** is expending funds in accordance with its approved A-GUIDE funding application.

6. The **CCC** shall insure that all publicity, public relations, advertisements and signs recognize the **CRA** for the support of all activities conducted with the funds provided by the **CRA**, including sponsorship of holiday activities. The use of the **CRA** logo is permissible, but all signs or other advertising materials used to publicize **CRA** funded activities must be approved by the **CRA** prior to being utilized. Upon request by

the **CRA**, the **CCC** shall provide proof of the use of the **CRA** logo as required by this paragraph for projects funded pursuant to this Agreement.

7. Both the **CRA** and the **CCC** agree that the **CCC** shall at all times act as an independent contractor in the performance of its duties under this Agreement. Accordingly, the **CCC** shall be responsible for the payment of all taxes including Federal and State taxes arising out of the **CCC**'s activities in accordance with this Agreement including by way of illustration but not limitation, Federal income tax, Social Security tax, Unemployment Insurance taxes, and any other taxes or business license fees as may be lawfully required.

8. The **CCC** hereby gives the **CRA**, through any authorized representative, upon reasonable notice, access to and the right to examine all records, books, papers, or documents relating to the funding provided pursuant to this Agreement. The **CCC** hereby agrees to maintain books, records and documents in accordance with accounting procedures and practices which sufficiently and properly reflect all expenditures of funds provided by the **CRA** under this Agreement in accordance with the Florida Public Record Laws as provided in Chapter 119, Florida Statutes, as may be amended from time to time. The **CCC** hereby agrees that if it has caused any funds to be expended in violation of this Agreement, it shall be responsible to refund such monies in full to the **CRA**, or if this Agreement is still in force, any subsequent request for payment shall be withheld by the **CRA**.

9. No prior or present agreements or representations with regard to any subject matter contained within this Agreement shall be binding on any party unless

included expressly in this Agreement. Any modification to this Agreement shall be in writing and executed by the parties.

10. The validity of any portion, article, paragraph, provision, clause, or any portion thereof of this Agreement shall have no force and effect upon the validity of any other part of portion hereof.

11. This Agreement shall be governed by and in accordance with the Laws of Florida. The venue for any action arising from this Agreement shall be in Palm Beach County, Florida.

12. If the **CRA** determines pursuant to the A-GUIDE Logic Model and Evaluation Plan that the **CCC** is not achieving the stated impacts and outcomes, or is otherwise not furthering the **CRA's** goals and objectives, the **CRA** shall provide written notice to the **CCC** of such deficiency (ies), and the **CCC** shall have fourteen (14) days from receipt of the notice to cure the deficiency(ies) to the satisfaction of the **CRA**. Should the **CCC** fail to cure such deficiency(ies) to the satisfaction of the **CRA**, the **CRA** Board has the right to void the Agreement immediately after delivery of written notice to **CCC**. The **CRA's** Board shall have sole and absolute discretion with respect to the determination as to whether **CCC** is filling the **CRA's** goals and objectives.

13. Notices pursuant to this Agreement shall be given by deposit in the custody of the United States Postal Service, postage prepaid, addressed as follows:

CRA: Renée A. Jadusingh, Esq., Executive Director  
20 N. Swinton Avenue  
Delray Beach, FL 33444  
Telephone No.: (561) 276-8640  
Facsimile No.: (561) 276-8558

CCC: Marjorie Waldo, CEO  
94 NE 2<sup>nd</sup> Avenue

Delray Beach, Florida 33444  
Telephone No.: (561) 450-6357

14. PUBLIC RECORDS. **CCC** shall comply with the applicable provisions of Chapter 119, Florida Statutes. Specifically, **CCC** shall:

(a) Keep and maintain public records required by the **CRA** to perform under this Agreement.

(b) Upon request from the **CRA**'s custodian of public records, provide the **CRA** with a copy of the requested records or allow the records to be inspected or copied within a reasonable time at a cost that does not exceed the cost provided in this chapter or as otherwise provided by law.

(c) Ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law for the duration of the Agreement term and following completion of the Agreement if the **CCC** does not transfer the records to the **CRA**.

(d) Upon completion of the Agreement, transfer, at no cost, to the public agency all public records in possession of the **CCC** or keep and maintain public records required by the public agency to perform the service. If the contractor transfers all public records to the **CRA** upon completion of the Agreement, the contractor shall destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. If the **CCC** keeps and maintains public records upon completion of the Agreement, the contractor shall meet all applicable requirements for retaining public records. All records stored electronically must be provided to the public agency, upon request from the **CRA**'s custodian of public records, in a format that is compatible with the information technology systems of the public agency.

**IF THE CCC HAS QUESTIONS REGARDING THE APPLICATION OF CHAPTER 119, FLORIDA STATUTES, TO THE CCC'S DUTY TO PROVIDE PUBLIC RECORDS RELATING TO THIS AGREEMENT, CONTACT THE CUSTODIAN OF PUBLIC RECORDS AT:**

**CHRISTINE TIBBS  
561-276-8640  
TIBBSC@MYDELRAYBEACH.COM  
20 NORTH SWINTON AVENUE  
DELRAY BEACH, FLORIDA 33444**

15. Neither the **CRA** nor the **CCC** shall assign or transfer any rights or interest in this Agreement.

16. This Agreement shall not be valid until signed by the **CRA** Chair.

**(This Space is Intentionally Blank; Signature Page to Follow)**

**IN WITNESS WHEREOF**, the **DELRAY BEACH COMMUNITY REDEVELOPMENT AGENCY** and **CREATIVE CITY COLLABORATIVE OF DELRAY BEACH INC. (D/B/A ARTS GARAGE)** have made and executed this Agreement and have hereunto set their hand the day and year written above.

ATTEST:

CREATIVE CITY COLLABORATIVE  
OF DELRAY BEACH INC. (D/B/A ARTS  
GARAGE), a Florida Non for-profit  
Corporation

\_\_\_\_\_

By: \_\_\_\_\_

Print Name: \_\_\_\_\_

Print Name: \_\_\_\_\_

Title: \_\_\_\_\_

DELRAY BEACH COMMUNITY  
REDEVELOPMENT AGENCY

By: \_\_\_\_\_  
Shirley E. Johnson, Chair

ATTEST:

\_\_\_\_\_  
Renée A. Jadusingh, Esq.  
CRA Executive Director

APPROVED AS TO FORM:

\_\_\_\_\_  
CRA Legal Advisor



EXHIBIT "A"  
BUDGET AND NARRATIVE REPORT

## FY 2021-2022 A-GUIDE COMBINED BUDGET

Organization Name:	Arts Garage
Executive Leader:	Marjorie Waldo
Key Financial Manager:	Marjorie Waldo
Current FY 2020-2021 Total Organization Budget:	\$1,385,900
Program/Project A:	Community Building Through Art & Music: \$275,000
Program/Project B:	

INCOME	ORGANIZATION			PROGRAM A	PROGRAM B
	FY 2020-2021 TOTAL ORGANIZATION BUDGET	FY 2020-2021 ORGANIZATION BUDGET YEAR-TO-DATE (THRU 3/31/2021)	FY 2021-2022 PROJECTED ORGANIZATION BUDGET	FY 2021-2022 PROJECTED TOTAL PROGRAM BUDGET CRA FUNDS ONLY (A)	FY 2021-2022 PROJECTED TOTAL PROGRAM BUDGET CRA FUNDS ONLY (B)
Fees, Tickets, Registration, etc.	\$ 581,500.00	\$ 48,646.61	\$ 585,600.00		
Corporate Grants/Contributions	\$ 12,000.00	\$ -	\$ 6,000.00		
Individual Donations	\$ 197,700.00	\$ 87,563.21	\$ 190,200.00		
Foundation Grants	\$ 29,500.00	\$ 57,650.00	\$ 36,000.00		
Government - Federal					
Government- Local/County					
Government- State	\$ 34,800.00	\$ 18,192.50	\$ 36,000.00		
In-Kind			\$ 20,000.00		
Interest Income					
Membership	\$ 4,800.00	\$ 2,730.00	\$ 4,800.00		
CRA Actual or Requested	\$ 275,000.00	\$ 137,499.96	\$ 275,000.00	\$ 275,000.00	\$ -
Other: Concessions	\$ 60,600.00	\$ 12,848.66	\$ 91,200.00		
Other:Fundraisers	\$ 150,100.00	\$ 13,372.00	\$ 125,100.00		
Other: Rentals	\$ 5,000.00	\$ 6,946.00	\$ 16,000.00		
TOTAL INCOME	\$ 1,351,000.00	\$ 385,448.94	\$ 1,385,900.00	\$ 275,000.00	\$ -
CRA % of Total Income	20%	36%	20%	100%	0%

**NOTES:**  
CRA % of projected Total Organization Income may not exceed 25% unless approved by CRA

EXPENSES	FY 2020-2021 TOTAL ORGANIZATION BUDGET	FY 2020-2021 ORGANIZATION BUDGET YEAR-TO-DATE (THRU 5/31/2021)	FY 2021-2022 PROJECTED ORGANIZATION BUDGET	FY 2021-2022 TOTAL PROGRAM BUDGET USE OF CRA FUNDS ONLY (A)	FY 2021-2022 TOTAL PROGRAM BUDGET USE OF CRA FUNDS ONLY (B)
Salaries & Related Taxes (list each position/title seperately)					
Position: Budget for 20-21 represented all salaries	\$ 495,500.00	\$ 68,465.62	\$ 200,000.00		
Position: Marketing Team Members		\$ 37,926.04	\$ 80,000.00		
Position: Box Office & House Staff		\$ 16,999.53	\$ 115,580.00		
Position: Director of Dopeness/Programming/Art Curator		\$ 36,067.49	\$ 55,000.00		
Position: Director of Operations		\$ 18,750.04	\$ 40,000.00		
Position: Sound & Light Engineer		\$ 10,081.25	\$ 40,000.00		
SUB-TOTAL SALARIES	\$ 495,500.00	\$ 188,289.97	\$ 530,580.00	\$ -	\$ -
Fringe Benefits (list each position/title)					
Position: Budget for all Fringe Benefits	\$ 38,700.00	\$ 9,851.21	\$ 32,400.00		
Position:					
Position:					
Position:					
Position:					
Position:					
Position: Again, Budget for 20-21 represented all salaries	\$ -	\$ -	\$ -		
SUB-TOTAL FRINGE BENEFITS	\$ 38,700.00	\$ 9,851.21	\$ 32,400.00	\$ -	\$ -

## FY 2021-2022 A-GUIDE COMBINED BUDGET

**Organization Name:**

## Arts Garage

**Executive Leader:**

**Marjorie Waldo**

**Key Financial Manager:**

**Marjorie Waldo**

**Current FY 2020-2021 Total Organization Budget:**

**\$1,385,900**

**Program/Project A:**

**Community Building Through Art & Music: \$275,000**

**Program/Project B:**

	ORGANIZATION			PROGRAM A	PROGRAM B
Capital Expenditures (list each seperately)					
SUB-TOTAL CAPITAL EXPENDITURES	\$ -	\$ -	\$ -	\$ -	\$ -
Conferences & Meetings (list each seperately)					
	\$ 1,495.00	\$ 495.94	\$ 1,200.00		
SUB-TOTAL CONFERENCES & MEETINGS	\$ 1,495.00	\$ 495.94	\$ 1,200.00	\$ -	\$ -
Copying & Printing (list each seperately)					
	\$ 24,200.00	\$ 8,356.59	\$ 26,700.00		
SUB-TOTAL COPYING & PRINTING	\$ 24,200.00	\$ 8,356.59	\$ 26,700.00	\$ -	\$ -
Equipment Rental/Maintenance (list each seperately)					
This should read Repairs/Maintenance	\$ 44,128.00	\$ 6,552.78	\$ 41,028.00		
SUB-TOTAL EQUIPMENT RENTAL/MAINTENANCE	\$ 44,128.00	\$ 6,552.78	\$ 41,028.00	\$ -	\$ -
Insurance (list each seperately)					
	\$ 23,849.00	\$ 7,149.63	\$ 25,200.00		
SUB-TOTAL INSURANCE	\$ 23,849.00	\$ 7,149.63	\$ 25,200.00	\$ -	\$ -

## FY 2021-2022 A-GUIDE COMBINED BUDGET

**Organization Name:**

## Arts Garage

**Executive Leader:**

## Marjorie Waldo

**Key Financial Manager:**

**Marjorie Waldo**

**Current FY 2020-2021 Total Organization Budget:**

**\$1,385,900**

**Program/Project A:**

### Community Building Through Art & Music: \$275,000

**Program/Project B:**

	ORGANIZATION			PROGRAM A	PROGRAM B
Licenses, Registration, Permits (list each seperately)					
	\$ 3,400.00	\$ 2,835.22	\$ 4,900.00		
SUB-TOTAL LICENSES, REGISTRATION, PERMITS	\$ 3,400.00	\$ 2,835.22	\$ 4,900.00	\$ -	\$ -
Local Travel (list each seperately)					
	\$ 2,004.00	\$ 110.62	\$ 1,800.00		
SUB-TOTAL LOCAL TRAVEL	\$ 2,004.00	\$ 110.62	\$ 1,800.00	\$ -	\$ -
Office & Program Supplies (list each seperately)					
	\$ 4,980.00	\$ 355.28	\$ 3,300.00		
SUB-TOTAL OFFICE & PROGRAM SUPPLIES	\$ 4,980.00	\$ 355.28	\$ 3,300.00	\$ -	\$ -
Postage & Delivery (list each seperately)					
	\$ 1,000.00	\$ 123.25	\$ 600.00		
SUB-TOTAL POSTAGE & DELIVERY	\$ 1,000.00	\$ 123.25	\$ 600.00	\$ -	\$ -
Professional Svcs/Consulting (list each seperately)					
	\$ 84,204.00	\$ 37,217.85	\$ 124,224.00		
SUB-TOTAL PROFESSIONAL SVCS/CONSULTING	\$ 84,204.00	\$ 37,217.85	\$ 124,224.00	\$ -	\$ -

FY 2021-2022 A-GUIDE COMBINED BUDGET

Organization Name:	Arts Garage
Executive Leader:	Marjorie Waldo
Key Financial Manager:	Marjorie Waldo
Current FY 2020-2021 Total Organization Budget:	\$1,385,900
Program/Project A:	Community Building Through Art & Music: \$275,000
Program/Project B:	

	ORGANIZATION			PROGRAM A	PROGRAM B
Rent/Mortgage & Maintenance (list each seperately)					
	\$ 11,700.00	\$ 5,819.75	\$ 1.00		
<i>SUB-TOTAL RENT/MORTGAGE &amp; MAINTENANCE</i>	<i>\$ 11,700.00</i>	<i>\$ 5,819.75</i>	<i>\$ 1.00</i>	<i>\$ -</i>	<i>\$ -</i>
Telecommunication (list each seperately)					
	\$ 21,090.00	\$ 9,564.07	\$ 20,340.00		
<i>SUB-TOTAL TELECOMMUNICATION</i>	<i>\$ 21,090.00</i>	<i>\$ 9,564.07</i>	<i>\$ 20,340.00</i>	<i>\$ -</i>	<i>\$ -</i>
Utilities (list each seperately)					
	\$ 27,500.00	\$ 6,649.41	\$ 25,200.00		
<i>SUB-TOTAL UTILITIES</i>	<i>\$ 27,500.00</i>	<i>\$ 6,649.41</i>	<i>\$ 25,200.00</i>	<i>\$ -</i>	<i>\$ -</i>
Other: (list each seperately)					
Marketing	\$ 37,200.00	\$ 10,571.60	\$ 24,000.00		
Production Costs: Overall	\$ 435,760.00	\$ 2,751.82	\$ 73,627.00		
Production Costs: Artist Fees	\$ -	\$ 38,542.00	\$ 349,000.00	\$ 245,000.00	
Production Costs: Performer Lodging		\$ 472.00	\$ 21,000.00	\$ 21,000.00	
Production Costs: Production Personnel		\$ 400.00	\$ 9,000.00	\$ 9,000.00	
Guild	\$ 1,800.00	\$ -	\$ 1,800.00		
Fundraising	\$ 60,000.00	\$ -	\$ 40,000.00		
Concessions	\$ 32,490.00	\$ 2,077.56	\$ 30,000.00		
<i>SUB-TOTAL OTHER</i>	<i>\$ 567,250.00</i>	<i>\$ 54,814.98</i>	<i>\$ 548,427.00</i>	<i>\$ 275,000.00</i>	<i>\$ -</i>
SUB-TOTAL EXPENSES	\$ 1,351,000.00	\$ 338,186.55	\$ 1,385,900.00	\$ 275,000.00	\$ -
	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL EXPENSES	\$ 1,351,000.00	\$ 338,186.55	\$ 1,385,900.00	\$ 275,000.00	\$ -
NET INCOME	\$ -	\$ 47,262.39	\$ -	\$ -	\$ -

Organization Name:

Arts Garage

Program/Project A:

Community Building Through Art & Music: \$275,000

INCOME	AMOUNT	PROGRAM A Justification/Narrative for CRA Funded Program	*C or P	**Date of Funding Decision (for P) or Start Date (for C)
Fees, Tickets, Registration, etc.	\$ -			
Corporate Grants/Contributions	\$ -			
Individual Donations	\$ -			
Foundation Grants	\$ -			
Government - Federal	\$ -			
Government- Local/County	\$ -			
Government- State	\$ -			
In-Kind	\$ -			
Interest Income	\$ -			
Membership	\$ -			
CRA Actual or Requested	\$ 275,000.00	As we have opened at 100% capacity and thanks to the increase in vaccinated people, we hope to reach our pre-pandemic ticket revenue numbers. Assuming this is the case, then the CRA funding for 21-22 will once again cover the performer fees & lodging as well as the production personnel needed for our performances for the Community Building Through Art & Music Program		
Other:	\$ -			
TOTAL INCOME	\$ 275,000.00			

NOTES:  
CRA % of projected Total Organization Income may not exceed 25% unless approved by CRA

EXPENSES	AMOUNT	PROGRAM A Justification/Narrative for How CRA Funds Will be Used
Salaries & Related Taxes (list each position/title seperately)		
	\$ -	
	\$ -	
	\$ -	
	\$ -	
	\$ -	
	\$ -	
	\$ -	
	\$ -	
SUB-TOTAL SALARIES	\$ -	Total Salaries & Related Taxes
Fringe Benefits (list each position/title)		
	\$ -	
	\$ -	
	\$ -	
	\$ -	
	\$ -	
	\$ -	
	\$ -	
SUB-TOTAL FRINGE BENEFITS	\$ -	Total Fringe Benefits

Organization Name:

Arts Garage

Program/Project A:

Community Building Through Art & Music: \$275,000

Capital Expenditures (list each seperately)		
	\$ -	
	\$ -	
	\$ -	
	\$ -	
	\$ -	
	\$ -	
	\$ -	
<i>SUB-TOTAL CAPITAL EXPENDITURES</i>	\$ -	<i>Total Capital Expenditures</i>
Conferences & Meetings (list each		
	\$ -	
	\$ -	
	\$ -	
	\$ -	
	\$ -	
	\$ -	
	\$ -	
<i>SUB-TOTAL CONFERENCES &amp; MEETINGS</i>	\$ -	<i>Total Conferences &amp; Meetings</i>
Copying & Printing (list each seperately)		
	\$ -	
	\$ -	
	\$ -	
	\$ -	
	\$ -	
	\$ -	
	\$ -	
	\$ -	
	\$ -	
<i>SUB-TOTAL COPYING &amp; PRINTING</i>	\$ -	<i>Total Copying &amp; Printing</i>
Equipment Rental/Maintenance (list each seperately)		
	\$ -	
	\$ -	
	\$ -	
	\$ -	
	\$ -	
	\$ -	
	\$ -	
	\$ -	
	\$ -	
<i>SUB-TOTAL EQUIPMENT</i>	\$ -	<i>Total Equipment Rental/Maintenance</i>
Insurance (list each seperately)		
	\$ -	
	\$ -	
	\$ -	
	\$ -	
	\$ -	
	\$ -	
	\$ -	
	\$ -	
<i>SUB-TOTAL INSURANCE</i>	\$ -	<i>Total Insurance</i>

Organization Name:

Arts Garage

Program/Project A:

Community Building Through Art & Music: \$275,000

Licenses, Registration, Permits (list each seperately)		
	\$ -	
	\$ -	
	\$ -	
	\$ -	
	\$ -	
SUB-TOTAL LICENSES, REGISTRATION, PERMITS	\$ -	Total Licenses, Registration, Permits
Local Travel (list each seperately)		
	\$ -	
	\$ -	
	\$ -	
	\$ -	
	\$ -	
	\$ -	
SUB-TOTAL LOCAL TRAVEL	\$ -	Total Local Travel
Office & Program Supplies (list each seperately)		
	\$ -	
	\$ -	
	\$ -	
	\$ -	
	\$ -	
SUB-TOTAL OFFICE & PROGRAM SUPPLIES	\$ -	Total Office & Program Supplies
Postage & Delivery (list each seperately)		
	\$ -	
	\$ -	
	\$ -	
	\$ -	
	\$ -	
SUB-TOTAL POSTAGE & DELIVERY	\$ -	Total Postage & Delivery
Professional Svcs/Consulting (list each seperately)		
	\$ -	
	\$ -	
	\$ -	
	\$ -	
	\$ -	
SUB-TOTAL PROFESSIONAL SVCS/CONSULTING	\$ -	Total Professional Svcs/Consulting



Organization Name:

Arts Garage

Program/Project A:

Community Building Through Art & Music: \$275,000

Rent/Mortgage & Maintenance (list each seperately)		
	\$ -	
	\$ -	
	\$ -	
	\$ -	
	\$ -	
	\$ -	
	\$ -	
	\$ -	
	\$ -	
<i>SUB-TOTAL RENT/MORTGAGE &amp; MAINTENANCE</i>	\$ -	<i>Total Rent/Mortgage &amp; Maintenance</i>
Telecommunication (list each seperately)		
	\$ -	
	\$ -	
	\$ -	
	\$ -	
	\$ -	
	\$ -	
	\$ -	
	\$ -	
	\$ -	
<i>SUB-TOTAL TELECOMMUNICATION</i>	\$ -	<i>Total Telecommunication</i>
Utilities (list each seperately)		
	\$ -	
	\$ -	
	\$ -	
	\$ -	
	\$ -	
	\$ -	
	\$ -	
	\$ -	
	\$ -	
	\$ -	
<i>SUB-TOTAL UTILITIES</i>	\$ -	<i>Total Utilities</i>
Other: (list each seperately)		
	\$ -	
	\$ -	
Production Costs: Artist Fees	\$ 245,000.00	Arts Garage will produce over 250 performances during the 21-20 FY. 70% of the budgeted fees used to compensate performers for their performances will be covered by the CRA grant.
Production Costs: Performer Lodging	\$ 21,000.00	Arts Garage has a corporate rate with Hyatt Place and the nationally and internationally touring acts are housed here for 1 to 2 nights during their eents. 100% of the lodging costs budgetted will be covered by the CRA grant.
Production Costs: Production Personnel	\$ 9,000.00	100% of fees budgeted that relate to Production Personnel (like stage managers, tech workers, etc.) will be covered by the CRA grant.
<i>SUB-TOTAL OTHER</i>	\$ 275,000.00	<i>Total Other</i>
SUB-TOTAL EXPENSES	\$ 275,000.00	<i>Sub-Total Expenses</i>
	\$ -	<i>Administrative Expenses</i>
<b>TOTAL EXPENSES</b>	<b>\$ 275,000.00</b>	<i>Total Expenses</i>

EXHIBIT "B"  
A-GUIDE FUNDING APPLICATION



## A-G.U.I.D.E. Nonprofit Partner Application for Funding

### SECTION I. ORGANIZATION INFORMATION

1 **Organization Legal Name:** Creative City Collaborative of Delray Beach, Inc.

*dba*, if applicable: Arts Garage

2 **Address:** 94 NE 2<sup>nd</sup> Ave, Delray Beach, FL 33444

3 **Telephone:** 561.450.6357

4 **Fax:** N/A

5 **Website:** [www.artsgarage.org](http://www.artsgarage.org)

6 **Mission Statement:** With a vision of “connecting our community to the world through the arts,” our mission is to deliver innovative, diverse, meaningful and accessible visual and performing arts experiences to Delray Beach and the South Florida community.

7 **Executive Leader:** Marjorie Waldo, M.Ed.

8 **Application Contact:** Marjorie Waldo

9 **Title:** President & CEO

10 **Contact Telephone:** 561.665.5857

11 **Email:** Marjorie@artsgarage.org

12 **Year Established, Organization History and Growth (maximum 1,000 words):**

Established in 2011 to provide innovative and diverse cultural & performing arts opportunities for the Delray Beach community, Arts Garage experienced growing pains and an identity crisis that resulted in a total organizational restructuring in late 2016. Nearly four years later, with a dynamic and dedicated leader, a strong and passionate staff, and a supportive board of directors, Arts Garage is a respected and well-known venue in Delray Beach and its surrounding communities.

Arts Garage connects our community to the world through the arts. This vision is founded in our commitment to equity in our organization's policies and practices.

We recognize that our society does not often equitably provide access to the arts or a place at the table during the decision-making process. Arts Garage believes that equity is vital to the arts and to our community. We are committed to ensuring that Arts Garage celebrates diversity in thought, culture, experience and perspective to maintain an organization where all people can contribute. Providing access to everyone who wants to attend ensures that everyone can be a part of the magic that is Arts Garage.

Squarely located in the center of the beautifully diverse Delray Beach, Arts Garage reflects the rich medley of its local citizenry in everything it does. Respectful of the need for diversity of perspective and experience, our staff represents a myriad of cultures and life experiences. Our music programming makes room for everyone with a variety of musical genres and a diversity of cultures represented by our performers. Emerging art programs, in music, theatre and the visual arts, provide local budding artists and musicians with a platform from which to launch. Our Arts Education programs engage people from six to eighty-six years old.

From Grammy Award winning musicians to emerging, local artists, Arts Garage hosts performers representing a broad diversity of cultures on our main stage. While our venue is perhaps best known for our Jazz and Blues programming, we also have a vibrant calendar full of other genres including Rock, Soul, World, Alternative, Hip Hop, and Country. Our newly named Marshall Family Foundation Gallery at Arts Garage exhibits emerging visual artists from the Delray Beach area ensuring that each has a reception, aligned with Delray Beach's monthly Art Walk, drawing people to their exhibit. With both adult and children's arts education programming, Arts Garage provides a variety of opportunities for locals to grow their talents and knowledge of the visual & performing arts. Arts Garage stages theatre that represents new work, socially relevant content and community driven performances. While we do not host a traditional theatre season we continue to provide opportunities for thought-provoking and innovative theatre productions.

Arts Garage now proudly holds the TripAdvisor's Certificate of Excellence and has been named best gallery in Delray Beach by TripAdvisor three years in a row. In 2019, Arts Garage was a finalist in four categories in the Palm Beach Post's Best of Palm Beach County awards for 2019 including Art Gallery, Concert Venue, Best Non-Profit, and Best Boss, and a finalist for three of the categories again in 2020. We continue to receive glowing reviews like this five-star from Trip Advisor on April 5, 2021: "Kat Riggins was raw and authentic! My friends and I had the opportunity to see Kat Riggins and her band on

Saturday night at the Arts Garage. We thought Kat was phenomenal and the show was more than exciting. Kat was a ball of raw energy that had you want to dance along with her as she took command of the audience and the stage. She was so engaging and made the audience feel like part of the show. The Arts garage was a great venue! I loved the intimacy and the staff was very professional and courteous to the patrons."

Arts Garage now produces over 250 events annually and highlights nearly every genre and discipline in the visual and performing arts. Our ticket revenues increase every year (with an exception for the current year due to the COVID-19 pandemic and its related closures/cancellations). As of the end of FY19, we had increased sales by 27% over FY17 and 18% over FY18, and although we were shut down in the middle of FY20 because of the pandemic, we were on target to raise revenues another 6% in FY20. We continue to increase donations by a significant 51% from FY18 to FY 20. From October 1, 2019 through July 7, 2020, we raised over \$310,000 in Individual Donations, Foundation Support, Corporate Support, Grants (not including the A-Guide) and Fundraising in spite of the closure due to COVID-19. In the current FY (beginning October 1, 2020), we have raised another \$173,000 in the same categories.

We receive, in addition to the CRA A-Guide funding, we continue to vie for additional grant dollars (the State of Florida Department of Cultural Affairs, the Hagen Family Foundation, the Kimmel Family Foundation and others). Our Band of Angels membership, with eight \$10,000 donors between October 2019 and September 2020, and another three \$10,000 donors since October 2020, is a mainstay of our development and fundraising efforts. Our Development efforts have resulted in a formal package of materials including a Case for Giving, Designated Giving, Corporate Giving & Band of Angels. As a result of this effort, we saw two donations to secure naming rights including \$50,000 for naming rights for our Visual Arts Gallery, now called the Marshall Family Foundation Gallery, and \$15,000 for naming rights for our Artists' Green Room, now called the Kornfeld Family Green Room.

Our Board's Development Committee began to develop strategies prior to our closure, and we have begun to renew those efforts to mine the donors and corporations in our community who have potential as supporters moving forward now that we have partially reopened.

According to the Arts & Economic Prosperity IV Calculator, in FY19, we had an economic impact of 51.8 FTE jobs & contributed \$1,159,696 to Household Incomes. We impacted our Local Government with \$66,656 in revenues and our State Government with \$75,142 in revenues. Even though in FY 20, our economic impact was lessened because of our closure, we are proud of all that we bring to our community, making art and music and theater accessible for all and, perhaps more importantly, in the midst of a global pandemic.

Arts Garage continues to grow our local and regional partnerships including ongoing relationships with the Spady Cultural Heritage Museum, Roots & Wings, KOPMN, the Haitian American Chamber of Commerce and the Delray Beach Chamber of Commerce. We have begun new collaborations with EJS and the Delray Beach Police Department, the DDA, the Bahamian Celebration Committee and the Twelve Days of Christmas Celebration Committee AND the CRA all of which have furthered our goal of supporting our BIPOC (Black Indigenous People of Color) community and working toward equity for all. We provide support to our local public schools (specifically Carver Middle, Village Academy, Atlantic High School, and Orchard View) through scholarships for Arts Education enrollment, HeARTfelt (a donation drive providing over \$750 in art & music supplies to each of three schools so far) and many other efforts; we have struggled with the inability to continue this effort during the pandemic and we are excited to see the beginning of the 21-22 School Year in August. Our CEO was a career educator prior to joining the Arts Garage team and has continued to build relationships and support our public schools even during the pandemic and the pause in our programming related to schools. As a member of the School Advisory Council for Village Academy, and as a member of the Coalition for Black Student Achievement in Palm Beach County, she is poised to continue our efforts as an organization this Fall.

Arts Garage is committed to providing access to the arts for everyone in our community, and in that spirit, we have grown our volunteer programming and our weeknight programming. Our adult volunteer program, the Guild, allows volunteer to earn "hours" that can be exchanged for tickets to events; not only do these participants volunteer during amazing shows and events, but they can eventually attend as patrons (and many earn enough "tickets" to buy a table for their friends and family). Our youth volunteer program, the Teen Guild, provide volunteer hours that teens can use for their resumes, transcripts and college applications. Volunteers can help the marketing team, move furniture, usher during performances or assist during art receptions. We have begun to build a strong Internship program with our local colleges and universities, listing internship opportunities with Palm Beach State College, Florida Atlantic University and Lynn University. This program provides insight and oversight by professionals as the interns learn more about their field of interest. Some of the internships are paid and some are volunteer.



The team at Arts Garage constantly evaluates our programming and designs and implements new programs in order to reach all members of our community. We believe that everyone benefits from the arts and as such we want to provide access to affordable, relevant and meaningful visual and performing arts experiences. We also believe in Equity and in celebrating the diversity of our community, and we have woven this belief into our programming and staffing since 2016. We continue to evaluate the organization at every level with a focus on continual improvement. Our efforts include creating an exceptional experience for our team, our board members, our volunteers, the performers and our patrons and donors. We take our responsibility seriously and we are proud of our efforts to make our community and stakeholders feel a part of the family that is Arts Garage.

**13 Policy on Board Contributions (maximum 250 words):**

All Board Members made a recommended annual donation of \$3000 in October of 2020 (8 members). In 2018, the Board determined that the annual donation would increase annually over five years from \$1000 annually (October of 2017) to a maximum of \$5,000 annually in October of 2021. However, the Board has decided, in an effort to make participation more accessible, to cap the board's required annual contribution at \$3000 annually. They have also decided to raise sponsorship dollars to fully fund our fundraising events (two annually) so that all revenues from those events impact our operating budget directly.

In addition to over \$60,000 in donations in FY 2020, our board members purchase tickets and attend events at Arts Garage consistently, bringing new attendees to the venue and increasing the visibility of Arts Garage in the community. The Board works diligently to grow our donor base through access to their networks.

**14 For current fiscal year, number of Board Members contributing:**

7 Cash donations 7 Donations raised from others 7 Volunteer hours 0 In-kind donations

**15 For current fiscal year, amount/value of Board member contributions:**

\$49,800 Cash donations \$30,115 Donations raised from others 600 Volunteer hours \$0 In-kind donations

**16 Oversight/Accreditation/Affiliation:**

The Board of Directors at Arts Garage meets a minimum of six times a year with the Executive Committee meeting an additional six times. Our Finance Committee meets monthly to review detailed financials of the organization, providing insight and input to our fiscal process and ensuring that the Board is made aware of all notable events.

Our Finance Committee (1 Board Member and 2 Community Members) meets with the CEO monthly and reviews in detail our detailed monthly financial reports.

- Our Fundraising Committee (2 Board Members and 8 Community Members) meets in alignment with our fundraising activities.
- Our Development Committees (4 Board Members) meet in alignment with our fundraising and development activities, generally once per month at a minimum.
- Our Governance & Nominating Committee (4 Board Members) meet as needed.
- Our Board meets every other month and a total of 6 times a year and our Executive Committee (Chair, Vice Chair, Secretary & Treasurer) meets on alternating months, 6 times a year.
- The CEO meets weekly with the Board Chair & Vice Chair to review any and all concerns, prepare the board and committee agendas and to cultivate support for the CEO.

Arts Garage maintains current memberships with the Florida Cultural Alliance, Discover Palm Beach County, Delray Beach Chamber of Commerce, ASCAP, and the Florida Professional Presenters Consortium.

Arts Garage loves to collaborate with governmental agencies and local not for profits with goals similar to ours. This not only creates a strong sense of community, but it also extends our reach into the community.

**Spady Cultural Heritage Museum:** Arts Garage has partnered with the Spady Museum to produce events including, and with a partnership with the City of Delray Beach, showcasing The Florida Highwaymen. This partnership richly captures the vision of the Arts Garage to connect our community to the world through the arts. We saw tremendous support and diverse patronage in attendance at each year's event. We will co-produce a performance for Juneteenth (moved from 2020 to 2021 as a result of COVID-19) on June 19<sup>th</sup>, Pat "Mother Blues" Cohen and have begun to extend our collaboration to engage additional partners. Alongside the CRA, Arts Garage has partnered with the Spady Museum for the Authors

Speak series and Brown Sugar Festival - our latest collaborations.

**Community Redevelopment Agency (CRA):** Along with the Spady Cultural Heritage Museum, our largest funder now our newest partner, the CRA, has created a new series, Authors Speak: The Impact of Race on American Society. What is hopefully the first of many more collaborations regarding equity and inclusion, this series began a conversation with and in our community on race as it relates to education, health care and government designed segregation in the United States. In addition, the CRA has joined Arts Garage, the Spady Museum and the DDA to collaborate on the Brown Sugar Festival: Celebrating Black Women in the Blues to be held in October of 2021.

**Downtown Development Agency (DDA):** One of our new collaborators, the DDA will join the CRA, the Spady Museum and Arts Garage as we present October's Brown Sugar Festival: Celebrating Black Women in the Blues.

**Knights of Pythagoras Mentoring Network (KOPMN):** Arts Garage has hosted, for five years running, the African American Brain Bowl and the MLK, Jr. Oratorical Contest. These events bring children & their parents into Arts Garage, often for the first time, bringing our community together in the process.

**Greater Delray Beach Chamber of Commerce:** Arts Garage continues to host the Business Expo as well as the Candidate's Forum as a partnership with the Chamber. We have also partnered with the Chamber on the Non-Profit Council and Leadership Delray as our space allowed for in person meetings that were socially distanced. This partnership allows us to benefit from the expanded network the Chamber offers, bringing new and diverse faces to the venue, and extending our brand into the community.

**Jason Taylor Foundation:** Arts Garage hosts Louder than a Bomb each year (although it was cancelled due to COVID-19 in 2020). We are hopeful that this will continue as we love providing a platform for young people and emerging artists. This slam poetry contest engages spoken word poets & teams from high schools throughout Broward, Palm Beach and Martin Counties. We expanded the event this year utilizing all of our presentation space and increasing the number of participants. Our connection to the Foundation is meaningful and engaging youth in the event exposes students and teachers to all that Arts Garage does – in arts education as well as with our music and alternative programming.

**Roots & Wings:** Arts Garage has hosted for two years the teacher award celebration for Roots & Wings. This event allows us to showcase and share, with teachers and administrators from many of our local schools, the efforts we make to engage children of all ages in arts programming.

**EJS & the Delray Beach Police Department:** This partnership was an exciting and forward-thinking effort to bring young people and police officers together for an honest discussion on policing and race.

**Local Schools:** Arts Garage showcased the art of the Atlantic High School art students in the Marshall Family Foundation Gallery in 2019 (the 2020 exhibit was cancelled due to COVID-19 and school closures) and again this month (April) of 2021. May of 2021 will highlight the work of Spanish River Community High's student artists. In addition, we work to engage the Community Liaisons, teachers and administrators of each school by providing arts education programming that many of our local schools have had to eliminate or severely reduce due to budget constraints. We provide scholarships for any students who cannot otherwise afford to attend. In addition, we have provided art and music supplies (a \$750 value for each school) to three schools with additional schools planned as soon as our programming and schools have restarted.

Arts Garage is proud of its many collaborations. This past year, in part due to the pandemic, we saw our collaborations grow. Everyone was open to new solutions amidst restrictive and necessary isolation, and we all challenged ourselves to look at issues brought to the forefront of our culture in the wake of George Floyd's murder. Watching all of these organizations find solutions as we worked together to make a difference in the lives of our community members was remarkable. Arts Garage and I believe so much in the people that make up this incredible City, and despite the challenges of the last 13 months, we are proud that we were able to find a silver lining.

## SECTION II. PROJECT/PROGRAM INFORMATION

### Program A

17 **Project/Program Title:** Community Building through Music and Art

18 **Check one:**

New

☒ Existing

19 **If existing  
Program, year  
established:**  
2019-2020

20 **Prior CRA Funding for  
Same Project/ Program?**

☒ Yes

☐ No

21 **Time Period(s):**

FY2021-2022

22 **Project/Program Description (if previously funded for the same project/program, also include BRIEF summary of key accomplishments):**

Arts Garage seeks general programming support for our diverse and accessible musical and visual arts programming which showcases professional international, national & regional touring artists as well as emerging local artists.

Equitable access to the arts is essential to the well-being of the Delray Beach community. Not only does the research show that participation in the arts positively impacts academic ability, motivation and self-confidence in children and teenagers, adults also see physical and mental health advantages, reducing anxiety, stress and chronic pain and helping them stay more involved in their communities.

Arts Garage serves patrons aged 6 to 96. We have worked diligently to provide programming that appeals to all racial demographics and we consistently showcase programming engaging the LGBTQ, Haitian and Black communities. We are pleased that we see more diversity in our audience each week, and we are committed to organizational equity in hiring and in programming.

Arts Garage provides access to the arts that allows patrons to celebrate their passion for the arts while they learn more about themselves, their community and the world. Using a variety of strategies, Arts Garage engages the broad community that is its home, making sure that our patrons can ENJOY, EXPRESS, EMERGE & EXPAND in our venue.

This project will encompass main stage musical and theatrical programming, weeknight programming engaging a younger demographic and encouraging emerging artists, inclusion of performances, exhibits and events showcasing under-represented art disciplines, gallery exhibits showcasing regional emerging artists, ongoing and growing volunteer and internship programs and events intended to build equity for all people in and of our community.

The last several years saw incredible growth in ticket sold and ticket revenues, derailed only by the pandemic. In fact, after the first six months of the FY 2019-2020, we were on track to surpass our prior year's sales. Perhaps more telling is the 30% increase in ticket sales from the first year of our turn around efforts (2016-2017) to the 2018 – 2019 fiscal year (the last full year prior to the pandemic. The ticket revenues increased by 32% in that same time frame. In fact, from October 2019 through mid-March of 2020, we were poised to increase the prior year's sales by another 6% in ticket revenues.

In addition to the obvious financial gains over the last several years which allowed us to regain fiscal stability prior to the pandemic, we managed to utilize our small reserves, our successful applications for two PPP loans and an EIDL loan, and our grit and ability to pivot to sustain our organization during the last 13 months of a global pandemic. Our granting agencies, in large part the CRA A-Guide, allowed us the flexibility to revise our deliverables and retain the funding despite limited performances and nearly absent audiences and ticket sales. Our donors did not fail to support us during this time frame either. Six new Angels have joined our Band of Angels campaign since March 9, 2020 (\$60,000) and two donations securing naming rights of two spaces in our venue (\$65,000) along with many smaller donations humbled us as these donors, along with our grantors, truly supported us during the worst of times. We slashed expenses and staffing and did more with less as we worked to support our community with the Arts and to honor the commitments made to support us by the CRA and the City of Delray Beach.

One of our highlights during the pandemic was the quantity of local musicians and performers who donated their time for the 50+ performances provided free to our community with the From Our HeARTs to Your Home series in the beginning of our closure. We saw many of these artists return when we did our first ever all day Annual Campaign Telethon in November, helping us generate interest for their art forms and raise much needed funds during the hardest year ever.

Our recent lease renewal is another terrific example of the support of our community as the City of Delray Beach aligned our contract with other non-profits in the area and committed to a 10 year, automatically renewing, lease.

**Program B (if applicable)**

23 **Project/Program Title:** Not Applicable

24 **Check one:**

☐ New

☐ Existing

25 **If existing  
Program, year  
established:**

26 **Prior CRA Funding for  
Same Project/Program?**

☐ Yes

☐ No

27 **Time Period(s):**

28 **Project/Program Description (if previously funded for the same project/program, also include BRIEF summary of key accomplishments):**

N/A

29 **Delray CRA Overall Need Addressed and Description:**

☐ Economic/Business Development ☐ Affordable Housing ☒ Recreation & Cultural Facilities

**Description of how programs and activities align with and/or meet the goals and objectives of the CRA  
Redevelopment Plan:**

N/A

30 **Key Staff and Qualifications (maximum 500 words):**

**Marjorie Waldo, M.Ed.**, a graduate of the University of Virginia with a BA in Drama, received her Master's in Educational Leadership from FAU. A career educator with over 25 years' experience, Marjorie's passion was founded in building schools where the most vulnerable students felt loved and respected. Her work supported the high school graduation of over 200 dropouts. A not-for-profit turn-around expert and consultant, she is accomplished at strategic planning, organizational growth, fundraising, development and programming. With a love for small not for profits, Marjorie honed her skills in fundraising & development, successfully managed budgets from \$1 to \$8 million, and she has written over \$2 million in successful grants. Marjorie serves on the School Advisory Council for Village Academy and on the Coalition of Black Student Achievement – Palm Beach County. She has her own consulting business where she helps small businesses, both for profit and not-for profit, as well as governmental agencies, successfully achieve their goals. Her love for the performing arts is rooted in her belief that their universality gives the arts the power to foster a sense of belonging for a beautifully diverse population and to heal communities by bringing people together. Since 2016, her work as President & CEO at Arts Garage has allowed her the opportunity to do everything she loves, combining her love for theater & music with her passion for education & community.

**Matt Brown, Director of Dopeness (Weeknight Programming)**, grew up in South Florida and is a rising soul musician. Matt has been a part of the Arts Garage family since March 2021 and has frequented the stage as a performer since 2018.

**Sarah Huang, Director of Operations**, earned her BFA in Fine Art with a concentration in Painting from FAU in 2015. Since 2012, Sarah, a talented and prolific painter, exhibits her evocative abstract paintings, drawings and installations locally, nationally and internationally. Sarah began her journey with Arts Garage with a showcase of her work in the Marshall Family Foundation Gallery in 2017 joining the Arts Garage team in 2018 where she was quickly promoted, thanks to her passion, dedication and organizational knowledge, into administration where she accepted the role of Director of Operations in 2019.



**Serena Spates, Director of Marketing**, is a Delray Beach native and University of Florida graduate who specializes in communications and content strategy. She has appeared often on radio as well as television including programs such as WRUF AM850's "Eye on Entertainment", NPR's "All Things Considered" on WUFT 89.1, and WUFT News 5. In 2014 Serena moved to NYC where she worked as a communications and marketing director before branching out to start her own business working with brands to create content. Now, back in her home state Serena is excited to join the Arts Garage and brings a wealth of knowledge, passion and creativity to the Marketing team.

**Anna Visnitskaya, Art Curator**, grew up in South Florida in the 90's and studied History & Secondary Education at Hunter College in New York City before transitioning into a career of gallery management & fine art curation. She is passionate about working with emerging talent and is currently developing a guidance and mentoring program for new artists.

### **31 Potential Challenges and Strategies to Address Them (maximum 500 words):**

As we detailed in last year's application, one of Arts Garage's potential challenges focuses on funding – something that plagues every non-profit and is exacerbated by the challenges of the closures caused by COVID-19. State budgets impacting our grant dollars (we generally receive approximately 30% of the State of Florida Department of Cultural Affairs grants for which we are eligible), concerns that our CRA will be limited by the State Legislature in terms of funding projects (20% of our budget!) both take priority as we plan for a healthy Arts Garage future.

To compensate for the fragile nature of our grant funding, in 2019 Arts Garage successfully attained a liquor license to provide an additional funding stream. We earned just over \$52,000 in sales from our bar alone in FY20 (October 2019 – May 2020) and in FY21, we have begun to see revenues increase gradually as vaccination rates improve. As a result of our newly negotiated lease with the City of Delray Beach, we will have the ability to grow our Rental revenues (and without impacting the quality or quantity of our programming) which will support our fiscal needs as well. The development plan, in its early stages, will assist our Board and staff in our efforts to attain corporate sponsors and individual gifts that support our programs and allow us to become more financially secure. We have begun a database, by business type, that will guide our implementation of the plan. Our new development materials target the type of giving best suited for each business.

Another potential challenge is the ongoing puzzle of developing programming that serves all of Delray Beach, invites a youthful demographic into our organization, and does all this with existing staff and minimal marketing dollars. As we do more, we need more staff, and as we hire new people, we stretch our budget. One of the positives of the pandemic is worth noting that our current team, half the size of our pre-pandemic numbers, has a deep organizational skill base and this has allowed us to envision new ways to address the increase of activity we know will return over the coming months.

Our leadership team continues to work collaboratively to use our resources to the best of our ability, maximizing our product and minimizing our expenses. In addition, we hire people passionate about both the arts and not for profits, so our team is dedicated and driven to make a difference in the community. As we develop new revenue streams, we are able to focus on retention of our qualified and diverse team and recruit new and passionate staff that can help us grow our programming and community impact.

A staggering challenge for us has been the pandemic, and it has pushed us to grow our organization's capacity. We saw a severe drop in revenues from March of 2020 through December of 2020, only beginning to improve in January of 2021. We rescheduled expensive programming, engaged more regional and more affordable artists, relied on the generosity of artists who were willing to reduce their fees and worked diligently to host fewer events with less attendees in safe ways. We continue to overcome this long-lasting and extreme challenge through:

- Monetized virtual programming
- Increased donations
- PPP funding (received twice)
- EIDL grant (received)
- Insurance Claim for Interruption of Business (received)
- Fundraising efforts (Facebook and virtual)
- Increased rental revenues
- Application for Shuttered Venue Operators Grant (a part of the most recent federal aid package)

We also focused our attention on collaborations (as detailed in a prior section) that allowed us to work on Equity and Access to the arts and to build improved relationships with our community's non-profits and governmental agencies.

As a result of our efforts, we are excited to say we are in a strong position to hit the ground running as we move forward into the 21-22 year.

### SECTION III. FINANCIAL INFORMATION

#### ORGANIZATION BUDGET

32 Total Organization Budget for Previous FY 2019-2020: \$1,392,000	33 Total Organization Budget for Current FY 2020-2021: \$ 1,351,000	34 Total Organization Budget for Proposed 2021-2022: \$ 1,385,900
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#### PROGRAM BUDGET

35 Project/Program Budget (A): \$1,385,900	36 Amount Requested (A): \$275,000	37 % of Org Budget 20 %
38 Project/Program Budget (B): \$ N/A	39 Amount Requested (B): \$	40 % of Org Budget %
41 Total CRA Request (Program A+B):	\$275,000	42 % of Org Budget 20 %

43 Type(s) of Support Requested (refer to A-G.U.I.D.E. guidelines): GENERAL OPERATIONS

44 Other Support/Status and Plans for Sustainability (maximum 500 words):

Arts Garage received a clean Audit for FYs 18, 19 AND 20, something we are very proud of. This provides the foundation for our development efforts (grants, donations, sponsorships) and positions us to continue to improve our fiscal health.

Our grant dollars from the State of Florida we hope will remain consistent each year, generally landing at approximately 30% (about \$35,000) of our annual eligibility.

Arts Garage has built a significant relationship with the Virginia and Harvey Kimmel Family Fund of the Community Foundation of Palm Beach and Martin Counties over the last two years. In 2018, we received \$15,000 grant dollars for our summer camp, Set the Stage, the funds of which sponsored scholarships for every family who requested assistance (95% of our campers received scholarships). In 2019, we were granted a three year, recurring, matching grant of \$25,000 which included \$15,000 for this year's camp as well as \$5,000 for development and \$5,000 for general operations. Due to COVID-19, we have deferred our second-year grant award until the summer of 2022 when we will host our summer camp, Set the Stage, again!

We have worked diligently on our Band of Angels development effort (\$10,000 donors), with multiple donors deciding to give annually. We continue to see annual donations by several members of this program and new members join each year as well.

We received a new grant through the Hagen Family Foundation for \$10,000 to support our latest new program, Club Vibes, that is intended to continue our work to grow a younger audience.

Our donors, as a result of ongoing and intentional development efforts creating personal relationships with each one, have truly made a huge impact in our ability to do the work. We added two donors who donated a total of \$65,000 to secure the naming rights for our Gallery and our Artists' Green Room.

We will reinstitute the Development committee to begin our work in the community as soon as it is safe to do so. We



have built a spreadsheet of nearly 100 corporations that we will strategically approach for their support.

We believe that the ability to add more Rental revenue to our balance sheet, in addition to Alcohol sales, will assist us in rebuilding our reserves post pandemic.

We are truly excited about the post-pandemic Arts Garage, and we are poised to make our comeback!

#### SECTION IV. APPLICATION CHECKLIST

A.	Cover Letter Signed by Board Chair	<input checked="" type="checkbox"/>
B.	501(C)(3) IRS Determination Letter	<input checked="" type="checkbox"/>
C.	Board of Directors List	<input checked="" type="checkbox"/>
D.	Policy on Board Contributions, If Applicable	<input checked="" type="checkbox"/>
E.	Strategic Plan or Other Long-Term Planning Document	<input checked="" type="checkbox"/>
F.	Logic Model	<input checked="" type="checkbox"/>
G.	Goals and Outcomes Report	<input checked="" type="checkbox"/>
H.	Evaluation Plan	<input checked="" type="checkbox"/>
I.	Combined Budget Form	<input checked="" type="checkbox"/>
J.	Project/Program Budget & Narrative Form	<input checked="" type="checkbox"/>
K.	Most Recent Financial Statement note that we are behind by one month so this document is not final; I can provide an updated report by May 15, 2021)	<input checked="" type="checkbox"/>
L.	Most Recent Form 990 9/30/2019: 2019 990 is in draft form and we will be able to forward within the next two weeks.	<input checked="" type="checkbox"/>
M.	Most Recent Independent Financial Audit/Review/Compilation	Time Period: _____2020_____ <input checked="" type="checkbox"/>
N.	Affiliation Agreements, If Applicable	Time Period: _____ <input type="checkbox"/>
O.	Current Balance Sheet as of 3/31/2021 (please note that we are behind by one month so this document is not final; I can provide an updated report by May 15, 2021)	<input checked="" type="checkbox"/>

#### SECTION V. CERTIFICATION STATEMENT AND SIGNATURE

As chief executive of the applicant organization I certify that (1) the information provided in this application is correct and complete to the best of my knowledge; (2) I am committed to the purpose of the proposed project or program and will work with Board and staff members to accomplish its stated outcomes; and (3) I will be accountable for compliance with all CRA requirements for operation, evaluation, and reporting.

Wayne L. Lento  
Executive Leader Name and Title

4/30/2021  
Date Submitted