





E. PROJECT INFORMATION

What type of project is proposed: **Check one:**  Construction/Restoration  Program

Provide a brief description of the project:

The CRA has instituted a "one time" funding policy for program funding. Norwood Consulting would like to partner with Key West CRA to provide evaluation and capacity building services that guide the agencies you fund toward the Business Planning Approach to Program Development for Sustainability.

If a Construction/Restoration Project, please provide information that fully describes the physical boundaries of the proposed project as follows:

- map(s)
- deeds(s)
- boundary survey
- Monroe County Property Appraiser data for the site (<http://www.mcpafl.org>)

If a Program, please fully describe the population served by the program and the address of the program facility location on a separate sheet of paper. Please attach authorization from the property owner for the proposed program facility location.

- Facility location authorization

F. OWNERSHIP AND LEGAL STRUCTURE

Provide the full name(s) of the person(s) or entity(s) expected to own (or operate if a program) the project and fully describe their legal structure (i.e. principals, ownership interests, relationship to parent organization, subsidiaries, etc.). Include a complete list of officers, directors and board members (as applicable) associated with entity who requested the appropriation. Attach additional information if necessary.

Norwood Consulting, Inc.  
Christopher Norwood, Prinicpal

Is the facility or program open to the public regardless of the individual's race, color, sex, gender identity or expression, religion, disability, national origin, ancestry, sexual orientation, marital status, parental status, or source of income and is there a charge associated with public use or entry to the facility or program? Please describe if necessary or explain if facility or programs have limitations to access. Attach additional information if necessary.

yes, we are open to the public and all programs that are funded by the Key West CRA



**G. PREAPPLICATION MEETING**

A pre-application with the City Planner and Historic Preservation Planner is required prior to application submittal. Please provide the following pre-application meeting dates:

Planning Department

Historic Preservation Planner

**H. PROJECT BUDGET**

Note: Applicants are encouraged to consider the total amount available for TIF funding in 2012 relative to their project request.

1. Is funding requested for multiple phases (over more than one funding cycle?)  
 yes  no

2. Project Cost for 2012

Total Project Cost  (if multiphase, for all years)

3. Amount of TIF Funding Requested for 2012

Total Amount of TIF Funding Requested   
(if multiphase, for all years)

4. Total Amount of matching funds provided for 2012

Total Amount of matching funds provided   
(if multiphase, for all years)

Describe the source and amount of matching funds

5. Attach a detailed budget for the project describing each key element and estimated costs (if multiphase, for all years)

Detailed budget attached

**I. PROJECT SCHEDULE**

Please provide a schedule for approvals, construction and implementation of proposal, including multiyear phasing if relevant.

Schedule attached

**J. GREEN FEATURES**

Although not specifically required by Chapter 163, part 3, Florida Statutes of the Community Redevelopment Act, it is important to encourage the concept of going green within the context of implementation of a community redevelopment. Going green in this instance means conscious attempts to reduce overall negative environmental impacts by individuals, businesses and government. Community redevelopment activities including the appropriation and use of tax increment when reasonably feasible should



consider a focus on conserving the earth's resources, energy efficient activities, production of consumption of energy, use of sustainable materials, elimination of waste, compliance with environmental regulations and the use of environmentally friendly products, equipment and services. In this context green services are earth friendly, ethically produced and made energy efficient and employ the use recyclable materials. Please indicate how this application will promote green services. **Projects with green features will be given priority for funding.**

Green Features response attached

K. CERTIFICATION

By making this application, Applicant certifies that he or she has read Section 163.340(9), Florida Statutes (the definition of "community redevelopment") and the City's Community Redevelopment Plan (including any amendment or restatement thereof, and understands that any funding pursuant to application must be consistent with the City's community redevelopment policy objectives and City of Key West guidelines and procedures.)

The undersigned has read this form, authorized its preparation and, under penalty of perjury, hereby certifies that, to the best of his or her knowledge and belief that the information provided is true, accurate and complete. Applicant understands that any appropriation is subject to available funds and if requested agrees to provide any and all additional information in a timely fashion as requested by the CRA or City.

Chapter 837.06 Florida Statutes - False Official Statements - Whoever knowingly makes a false statement in writing with the intent to mislead a public servant in the performance of his or her official duty shall be guilty of a misdemeanor of the second degree punishable as provided for in S. 775.082 or S. 775.083.

Applicant's Signature: *[Signature]* Date: 9/29/11

Subscribed and sworn to (or affirmed) before me on 29th of SEPT 2011 (date) by

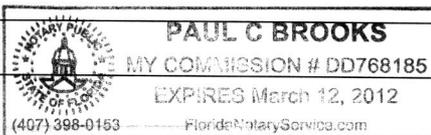
*CHRISTO ALON NUNEZ*  
Please Print Name of Affiant

He/She is personally known to me or has presented \_\_\_\_\_ as identification.

*[Signature]*  
Notary's Signature and Seal

PAUL C. BROOKS Name of Acknowledger printed or stamped

\_\_\_\_\_  
Title or Rank  
\_\_\_\_\_  
Commission Number, if any

 <p>PAUL C BROOKS MY COMMISSION # DD768185 EXPIRES March 12, 2012 (407) 398-0163 FloridaNotaryService.com</p>
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**Section F**  
**Ownership & Legal Structure**



# City of Key West Planning Department

## Authorization Form (Where Owner is a Business Entity)

Please complete this form if someone other than the owner is representing the property owner in this matter.

I, Christopher Norwood as  
*Please Print Name of person with authority to execute documents on behalf of entity*

Principal of \_\_\_\_\_  
*Name of office (President, Managing Member) Name of owner from deed*

authorize Christopher Norwood  
*Please Print Name of Representative*

to be the representative for this application and act on my/our behalf before the City of Key West.

[Signature]  
*Signature of person with authority to execute documents on behalf on entity owner*

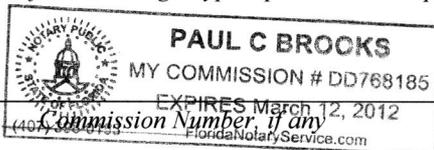
Subscribed and sworn to (or affirmed) before me on this 29<sup>th</sup> of September by 2011

CHRISTOPHER NORWOOD  
*Name of Authorized Representative*

He/She is personally known to me or has presented \_\_\_\_\_ as identification.

[Signature]  
*Notary's Signature and Seal*

PAUL C. BROOKS  
*Name of Acknowledger typed, printed or stamped*



FLORIDA DEPARTMENT OF STATE DIVISION OF CORPORATIONS		www.sunbiz.org		GREAT SEAL OF THE STATE OF FLORIDA	
<a href="#">Home</a>	<a href="#">Contact Us</a>	<a href="#">E-Filing Services</a>	<a href="#">Document Searches</a>	<a href="#">Forms</a>	<a href="#">Help</a>
<a href="#">Previous on List</a>	<a href="#">Next on List</a>	<a href="#">Return To List</a>	<input type="text" value="Entity Name Search"/>		
<b>No Events</b>	<b>No Name History</b>	<input type="button" value="Submit"/>			
<b>Detail by Entity Name</b>					
<b>Florida Profit Corporation</b>					
NORWOOD CONSULTING, INC.			<b>RECEIVED</b>		
<b>Filing Information</b>			September 30, 2011		
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<b>Principal Address</b>					
14844 BRECKNESS PLACE MIAMI LAKES FL 33016 US					
<b>Mailing Address</b>					
14844 BRECKNESS PLACE MIAMI LAKES FL 33016 US					
<b>Registered Agent Name &amp; Address</b>					
NORWOOD, CHRISTOPHER 14844 BRECKNESS PLACE MIAMI LAKES FL 33016 US					
<b>Officer/Director Detail</b>					
<b>Name &amp; Address</b>					
Title P					
NORWOOD, CHRISTOPHER 14844 BRECKNESS PLACE MIAMI LAKES FL 33016 US					
<b>Annual Reports</b>					
<b>Report Year Filed Date</b>					
2011      03/10/2011					
<b>Document Images</b>					
<a href="#">03/10/2011 -- ANNUAL REPORT</a>		<input type="button" value="View image in PDF format"/>			
<a href="#">01/27/2010 -- Domestic Profit</a>		<input type="button" value="View image in PDF format"/>			
<b>Note:</b> This is not official record. See documents if question or conflict.					

# **Additional Information**



## The Norwood Consulting Group

Founded in 2002 as a resource for public, private and non-profit institutions engaged in community building. Offering services to support program management, community advocacy and public policy analysis.

### Our Vision

We believe community organization is the means by which people are brought together to address problematic social conditions. Our company is rooted in the reform tradition of professional social work and values such as self-determination, self-sufficiency and empowerment drives our vision of community development.

### Background: Principal

Our team is led by Christopher Norwood, Principal of Norwood Consulting. Mr. Norwood has 18 years experience working with government & community based organizations as; Consultant, Board Member, Employee and Volunteer. He is a graduate of Hampton University in Hampton, Virginia where he studied Social Work & Community Organization (1995). Mr. Norwood pursued a Masters of Public Administration at Cornell University's Institute for Public Affairs (1995-1997) and his Juris Doctorate from St. Thomas University School of Law (2002).

Mr. Norwood is a community organizer, passionately involved but strategically focused. His network ranges across the spectrum of human services. His involvement is particularly strong in Children's Issues and Development. He is an Adjunct Professor at Florida Memorial University and founding Board Member of Florida Memorial University's Social Work Program. He is an adjunct at Miami Dade College's School of Justice. Mr. Norwood is the Past Chair of the Council on the Social Status of Black Men and Boys (Appointed by Former Speaker Marco Rubio of the Florida House of Representatives in 2007)

### Our Philosophy:

**Community Development** can be achieved when organizations are focused on delivering **quality services** through strategic planning and efficient service delivery. Community Development is also achieved when organizations are **coordinating services** with school districts, government and other non-profits, and are **committed to public policy advocacy** to create systemic change. We **engage** our clients to develop a mutually agreed upon focus of work and desired outcomes. We **assess** their strengths and limitations to develop intervention goals. We **intervene** and initiate actions to achieve organizational goals and facilitate transitions and endings. We **evaluate** to critically analyze, monitor and determine levels of success.



## Program Management and Development Services

We guide our clients to effective program management techniques. There are at least five different common approaches to developing a new nonprofit program. Some approaches seem to start out slow and soon stop altogether. Other approaches start out fast and then end in a flurry of confusion. Still, other approaches start out carefully and go on to make a huge difference for their clients. The approach an organization uses depends on various factors.

A) The nature and complexity of the organizations programs and services. For example, the process to develop a program that provides mental health services would probably be more complex than the process to develop a program that provides a food shelf to low-income families.

B) The resources and stability of the overall organization. For example, if the organization has been in operation for several years and its current programs have been using the same processes and procedures over those years, the organization probably has more accurate and reliable processes from which to design new or related programs. On the other hand, if the organization is relatively new, it likely has limited expertise and resources from which to design programs.

C) The extent of program development expertise in the organization. It is not surprising to find that many nonprofit leaders have little, if any, formal training in developing programs. There have been few comprehensive resources in this regard. Many nonprofits have resorted simply to doing whatever seems reasonable for the day, while collecting as many resources as possible and hoping that they will be useful.

Following are descriptions of five common approaches to developing nonprofit programs:

### Build It and They Will Come Approach

This approach is common to new nonprofit organizations, especially if their founder is rather inexperienced in program development, in conducting marketing analysis, and/or has a strong passion even an obsession about meeting a perceived need in the community. In these situations, the founder believes that there is an unmet need in the community. He bases his belief almost entirely on his own perception, even though there is sometimes no verified evidence of a strong unmet need.



### Seat-of-the-Pants Approach

This approach is common to many new nonprofit organizations, especially if their founders are rather inexperienced in organizational development and management. In these situations, the nonprofit organization and its primary program are so highly integrated that it is difficult to discern what resources go directly into providing services to clients versus those resources needed to run the entire organization. The seat-of-the-pants program development process usually parallels the development of the organization itself.

### Business Planning Approach

There are a variety of views, formats and content regarding business plans. Usually, a business plan includes careful analysis of: a) a major unmet need in the community, b) program method(s) to meet the need, c) how the community and nonprofit can engage in a productive, ongoing relationship where the nonprofit program continues to meet the community need and the community, in turn, returns sufficient value to the nonprofit. d) how the program methods can be implemented and managed and, e) what the costs are to build and implement the program methods. Business plans are essentially the same as a well-written fundraising proposal; thus, it might be said that the more you use a business-planning approach in your program development, the more probable it is that you will get funds from donors. Particularly in the for-profit world, bankers and other investors often require a business plan because the plan includes a careful look at all aspects of a project.

## **City of Key West Community Redevelopment Agency Funding**

The Key West CRA encourages organizations that provide programs in Bahama Village to apply for public funding for those programs. The CRA has also instituted a policy of "one time" funding for organizations. Its important as good stewards of public dollars that programs that are selected for funding are evaluated, monitored and provided technical assistance so that they may have certain sustainability. Norwood Consulting would like to partner with the Key West CRA to provide that evaluation and capacity building services that guide the agencies you fund towards the Business Planning Approach to Program Development.

**Program monitoring and evaluation** is a systematic method for collecting, analyzing, and using information to answer questions about projects, policies and programs particularly about their effectiveness and efficiency. In both the public and private sectors, stakeholders will want to know if the programs they are funding, implementing, voting for, receiving or objecting to are actually having the intended effect, and answering this question is the job of an evaluator.

Good program evaluations assess program performance, measure impacts on



families and communities, and document success. With this information, programs are better able to direct limited resources to where they are most needed and most effective in their communities.

The process of evaluation is considered to be a relatively recent phenomenon. However, planned social evaluation has been documented as dating as far back as 2200BC. Evaluation became particularly relevant in the U.S. in the 1960s during the period of the Great Society social programs associated with the Kennedy and Johnson administrations. Extraordinary sums were invested in social programs, but the impacts of these investments were largely unknown.

Norwood Consulting recognizes these **key evaluation tools**:

- Assessment of the need for the program
- Assessment of program design and logic/theory
- Assessment of how the program is being implemented (i.e., is it being implemented according to plan?)
- Assessment of the program's outcome or impact (i.e., what it has actually achieved)
- Assessment of the program's cost and efficiency

Norwood Consulting will individually provide these services to each program funded by the Key West CRA.

Reasons for using an outside evaluator:

- Many funders require it: Many federal grants require you to budget 10% or 15% on evaluation and additional dollars for capacity building, and many require an outside evaluator. Some state, local governments and larger foundations also require independent evaluation and capacity building training.
- You don't have evaluation capacity in-house: Many funders simply don't have the capacity or dedicated personnel within their organization.
- An outsider brings credibility: You may want to use an independent and credentialed outsider to provide credibility to your program or organization. An evaluator's credibility may come because of their independence or their expertise. In most cases you'll be looking for both.
- An outsider may be able to get information your program can't: Programs may fear that local government may be punitive, they may not give their true opinions to your staff. An outside person who is able to prove their independence may gain access or get truer responses than your staff.

**Capacity building** also referred to as Capacity Development is a conceptual approach to development that focuses on understanding the obstacles that inhibit people, governments, and organizations from realizing their developmental goals while enhancing the abilities that will allow them to achieve measurable and



sustainable results.

**Cost:** 20% of Program Budget for each Funded Program

The U.S. Department of Health and Human Services Administration for Children and Families, suggest that "a useful rule of thumb is to estimate that your evaluation will cost approximately 15 to 20 percent of your total program budget." (The Program Manager's Guide to Evaluation, Second Edition, 2010).

Norwood Consulting is proposing to provide evaluation services and capacity building services for a reduced cost of 20% of each Funded Program Budget (which is below the industry standard of 20% for evaluation services alone).

### **Project Schedule**

#### **December**

Host workshop for funded agencies that will develop:

- 1) Researched based model for each program
- 2) Pre and Post Survey
- 3) Logic Model
- 4) Protocol for Monthly Reporting
- 5) Overall evaluation tools

#### **January**

Site Visits and Oral Presentation to CRA Board

Norwood Consulting will visit with each funded agency and administer the evaluation tool. We will also present progress directly to board bi-monthly.

#### **February**

Monitoring Conference Call to evaluate and assess

- the need for the program
- program design and logic/theory
- how the program is being implemented (i.e., is it being implemented according to plan?)
- program's outcome or impact (i.e., what it has actually achieved)
- program's cost and efficiency

#### **March**

Site Visit and Oral Presentation to CRA Board

#### **April**

Monitoring Conference Call



**May**

Site Visit and Oral Presentation to CRA Board

**June**

Monitoring Conference Call

**July**

Site Visit and Oral Presentation to CRA Board

**August**

Monitoring Conference Call

**September**

Site Visit and Oral Presentation to CRA Board

**October**

Monitoring Conference Call

**November**

Site Visit and Oral Presentation to CRA Board

**December**

Monitoring Conference Call

**January**

Site Visit and Oral Presentation to CRA Board



RECEIVED

September 30, 2011

KW Planning Dpt

Christopher Norwood

Occupation: Consultant, Norwood Consulting

Age: 38

Originally from Newark, New Jersey Chris attended the prestigious Newark Boy Chorus School, a world-renowned professional boy choir. He studied at Hampton University in Hampton, Virginia where he received a bachelor's degree in Social Work & Community Organization (1995). He pursued a Masters of Public Administration at Cornell University's Institute for Public Affairs (1997) and a Juris Doctorate from St. Thomas University School of Law (2002).

Norwood has dedicated himself to community service and has made youth development and advocacy a life long passion. Having lost his parents at an early age, he was exposed to the issues of foster care. That experience taught him that government - and the role it plays in our daily lives - really matters, especially for children. Fortunately, he was cared for by extended family, friends and the Mt. Calvary Missionary Baptist Church family. He was raised by the "Village" and it ingrained in him the meaning of community and a calling for social service.

In 2003, he established the Norwood Consulting Group to further his goal of community building. Norwood's work as a consultant extends to several agencies providing children's services in South Florida. While with the Children's Trust of Miami-Dade County he served as a consultant during its start-up period and as its Community Advocate. The Children's Trust is a leader in Children's Advocacy through its strategic funding of children's services in Miami Dade and an extensive lobbying effort for children's issues. He is most proud of his work there that resulted in the creation of Florida's Universal Pre-K program and Florida Kid Care expansion. Previous work with the Early Coalition of Miami Dade & Monroe County where he managed a five million dollar quality improvement initiative for the agency. The Early Learning Coalition is a 501(c) (3) not-for-profit, formed to establish and improve early education programs for the more than 160,000 children from birth through age 5 in Miami-Dade and Monroe counties. Recently, Chris has consulted with The Ounce of Prevention Fund and the State of Florida to replicate the Harlem Children's Zone in Miami. In 2008 the Florida Legislature passed a monumental bill that created Children's Zones throughout the state, this legislation mandated a \$3.6 Million pilot project for the Miami Children's Zone. Norwood Consulting, played a foundational role in its implementation and the legislatively mandated community planning process.

Norwood has worked with several national organizations including People For The American Way Foundation of Florida, Lawyers For Children and College Summit. People For is a national civil rights organization advocating for public policy that reflects the ideals of equality, democracy and social progress. As the Deputy Director, he managed the state's advocacy efforts, which helped to defend the Class Size amendment from Legislative dilution and restore rights to former felons. He served as the Florida Director for Lawyers for Children America, where he provided free legal services to Miami Dade's abused and neglected children through a volunteer network of over 200 attorneys. At College Summit, Norwood provides consulting services in strategic partnership development, school board relations, and fundraising. College Summit has grown from four schools in Miami Dade to eleven schools in Miami Dade and two in Broward.

Norwood Consulting provides tools for public, private and non-profit institutions for Community Development that includes: Public Policy Analysis & Advocacy, Program Management and Community Organization. As a purposeful collective effort, community organizing requires sound analytical, political and inter-actional skills. These skills are rooted in the reform tradition of professional social work and such values as self-determination, self-sufficiency and empowerment. Skills he learned at Hampton University's Social Work Program and developed through Graduate School, Law School and a multitude of life and work experiences.

On February 1, 2007, Speaker of the Florida House of Representatives Marco Rubio (now U.S. Senator), appointed Norwood to serve on the Council on the Social Status of Black Men & Boys. Created by the state Legislature in 2006, the 19-member council in the Office of the Attorney General, will study sociological conditions of black men and boys in Florida, including homicide rates, poverty, violence, drug abuse, income and health. It is required to produce an annual Report for the Governor and the Legislature that will include proposed measures to alleviate and correct underlying causes of the conditions. These measures may consist of changes to the law or systematic changes that can be implemented without legislative action. The Council consists of Agency Heads, Legislators and community members. On February 26th, 2008 Juvenile Justice Secretary Peterman nominated Norwood as Chairman.

Since 2003, Norwood has served as an Adjunct Professor of Social Sciences at Florida Memorial University. Teaching courses in Criminal Justice, Public Management, Social Welfare, and Government.

Civic Activities: Our Little Ones Child Care & Head Start Center (Board Member), Florida Council on The Social Status of Black Men & Boys (Former Member & Chair), Miami Dade School Board Student Services Advisory Committee (Chair), Florida Memorial University Social Work Program Advisory Board, Charlee Homes For Children (Board Member), South Florida Council of the Boy Scouts (Board Member), UN Sub-Commission on Human Rights (Geneva, Switzerland) Speaker & Participant (2000), Youth Expressions Board Member (Former Board Member), Miami Dade Courts Foster Care Review (Former Panel Member).

Client List (Partial): College Summit, Institute for Student Achievement, University of Miami School of Law, West Perrine CDC, Champion Learning, Rocket Learning, Florida Memorial University, Town of Miami Lakes Youth Activities Task Force, The Children's Trust of Miami Dade County, The Source (Magazine) Youth Foundation, Robert Wood Johnson Foundation, NAACP Youth Power Summit, Campaign To Elect Dorothy Bendross-Mindingall House, Youth Expressions, Ounce of Prevention Fund: Miami Children's Zone, Early Learning Coalition of Miami-Dade & Monroe, Florida Public School Choice Consortium.