KWAF – Communtiy Development Project
Application for Increment Appropriation
Community Redevelopment Area
Bahama Village Sub-Area
2014 Allocation Year

A. Project Name: KWAF – Community Development Project

B. Project Location: MLK Community Center and the Community Foundation of the Florida Keys (Both Within the Boundaries of Bahama Village CRA)

C. Applicant:

Entity: Key West Africana Festival, Inc.
Authorized Representative: Christopher Norwood
Role: Executive Director
Address: 14844 Breckness Place, Miami Lakes Florida 33016
Telephone: 786-529-8624
E-Mail Address: cnorwood@keywestafricanafestival.com

D. Project Information
b. Program Description

Program Overview: KWAF – Community Development Project is a project of the The Key West Africana Festival (KWAF) to improve the Economic Development of Bahama Village Residents and the Cultural Competency of Organizations and Educators that serve them. To fulfill these goals we are requesting $85,000 from the CRA to fund the KWAF- Community Development Project. **This project will operate as a separate arm of KWAF, established for the sole benefit of the social program within this proposal.** (See Appendix A for KWAF Description and Program)

Culture, heritage and the arts have long contributed to the appeal of tourists' destinations. However, in recent years 'culture' has been rediscovered as an important marketing tool to attract those travelers with special interests in heritage and arts. **Cultural heritage tourism is the fastest growing segment of the tourism industry because there is a trend toward an increase in specialization amongst tourists.** This trend is evident in the rise in the volume of tourists who seek adventure, culture, history, archaeology and interaction with local people. Cultural heritage tourism is important for various reasons; it has a positive economic and social impact, it establishes and reinforces identity, it helps preserve the local cultural heritage. Bahama Village as a Historic Afro-Caribbean community could benefit exponentially from Cultural Tourism if residents were trained and provided resources for start-up businesses focused on servicing this area of business. Black Businesses are currently not benefiting from Key West's Tourist Industry and this critical, **Black Owned Businesses in Key West do not even register in Census Data, although the African American community represents 10% of Key West's population.** (See Appendix B for Economic Impact of Cultural Tourism and the Economic Impact of the Black Traveler). We believe Key West offers African Americans and people of the Diaspora a Jewel in Cultural Tourism. Key West is a perfect location for Africana Cultural Tourism because of:

- The African Refugee Cemetery at Higgs Beach
- Henrietta Marie (Slave Ship) Exhibit at Mel Fisher Maritime Museum
- Bahamian Village
- Cuban Heritage Sites

Youth and Education is also a critical component that our project will address. Youth Culture social media, and the potential of digital information is dynamic and fast moving. The more adults are adept in its nuiasaces the better we can educate, inform and uplift the youth.

Program Goals (and Components):
1) Create Entreprenuers in the Tourism Industry by assisting in developing Micro-Businesses.
2) Provide Cultural Competency Training for Community Organizations and Educators that service Bahama Village Residents and Children.

Significance of Proposed Program to CRA Plan**:** KWAF Community Development Project is a strategy to address the **CRA Plan Section 4.04 (E) Primary Objective 5**:

> *"Advance the Bahama Village Subarea. Embrace and support the unique historic social fabric of the residents of the Bahama Village subarea; and,* ***encourage economic opportunities for the residents and businesses of the Bahama Village subarea...(2) Invest in community assistance and training programs that will provide and advance opportunities for needed employees and meaningful employment;"***

Program Component #1:
Tourism Industry Vendor Development
Program for Residents of Bahama Village

1) Training on the Key West Tourism Market: 10 Participants will study and analyze the various components of the Tourism Market in Key West in Partnership with the Hospitality and Tourism Management Initiative at Florida Keys Community College. This will provide participants a broad understanding of the economics of tourism. Live in person training will be monthly with bi-weekly assignments and check-ins. (See Appendix B for discussion on the lack of Black Business Development)

2) Training to Develop Business to Meet the Needs of the Consumer: We will guide participants to identify a business opportunity, develop a business plan, training and assistance to develop and maintain a website with e-commerce. In addition we will purchase laptops for the participants to own, that will enable them to continuously e-market their business and products for tourists that wish to continue to purchase their products ie. via E-Bay or Amazon. Bridging the digital divide and ensuring the ability to complete assignments throughout the training. If need be we will provide one on one computer training on an as needed.

3) "The Gathering" (Small Street Fair on Petronia): Provide an exclusive opportunity to market and showcase products for Key West Africans festival goers in the heart of Bahama Village. This will serve as the culminating activity. National Marketing and Advertising of Key West, Bahama Village and the Historic Cultural Artifacts are critical to the success of this street fair.

4) Six-Month Follow-up and Mentoring with Vendors and Case Management with Business Development Agencies. Coordinator will follow-up and ensure that Vendors are connected with Local, State and Federal Business Development Agencies.

All activities coordinated by Christopher Norwood (Bio Below), he will also serve a principal trainer.

Program Component #2:
Cultural Competency Training for Organizations and
Educators serving the Residents of Bahama Village.

Cultural Competence refers to an ability to interact effectively with people of different cultures and socio-economic backgrounds, particularly in the context of human resources, non-profit organizations, educational organizations and government agencies who work with persons from different cultural/ethnic backgrounds. We will provide training for all local organizations that work with and for Bahama Village. We will provide local educators a workshop that delivers strategies on the Culturally Relevant Implementation of the Common Core Standards in Florida's K-12 School System. Finally, our training will include access for 50 participants to attend the Key West Africana Festival and its Community Wellness Workshops.

Training #1: Training on the four components of Cultural Competence : (a) Awareness of one's own cultural worldview, (b) Attitude towards cultural differences, (c) Knowledge of different cultural practices and worldviews, and (d) Cross-cultural skills. Developing cultural competence results in an ability to understand, communicate with, and effectively interact with people across cultures. FOR ALL ORGANIZATIONS serving Bahama Village Residents.

Training #2: The Common Core State Standards provide a consistent, clear understanding of what students are expected to learn, so teachers and parents know what they need to do to help them. The standards are designed to be robust and relevant to the real world, reflecting the knowledge and skills that our young people need for success in college and careers. With American students fully prepared for the future, our communities will be best positioned to compete successfully in the global economy. FOR EDUCATORS AND AFTERSCHOOL PROGRAM ADMINISTRATORS

Workshop I: Pedagogical Empowerment in the Era of National Standards

This workshop provides strategies for teachers interested in professional development opportunities related to teaching Common Core – related curricula. Concepts such as critical media literacy and cultural relevance are explicated and exampled as workshop facilitators provide participants with concrete ways for teachers to empower themselves in emerging curricular environments.

Workshop II: The Real Common Core: Youth Culture, Social Media, and Digital History.

This Workshop explores specific curricular examples/modules that adhere to the outlines of the Common Core Standards and directly engage youth culture, social media, and the potential of digital information. Facilitators will share excerpts of Hip Hop curricula, strategies to develop critical media literacy for students, and new ways of assigning homework that challenges students to master the information age and prepare themselves for the global 21st century. Facilitators will also prepare examples of ways in which the local histories and educational opportunities intersect with specific pedagogical strategies that leverage the Common Core Standards in the 21st Century classroom.

Training #3: Community Wellness Workshops of Key West Africana Festival: The organizers of the Festival will provide access to the festival on June19th - 21st. FOR ALL Community Organizations and Educators. (See attached KWAF 2014 Program Schedule).

All cultural competency training activities coordinated by Dr James Peterson (Bio Below), he will serve as principal trainer. Dr. William Boone will also serve as a trainer (Bio Below).

D. Project Information

d. Description of Population Served:

We will serve three distinct populations:

1) Tourism Industry Vendor Development Training: We will identify and serve ten (10) Bahama Village residents as participants in the Vendor Education Program. We will identify and recruit participants through the assistance of South Florida Workforce and Key West Career Center.

2) Cultural Competency Training: We will serve 50 representatives of community organizations and educators that serve Bahama Village residents and youth. We will recruit them with the assistance of the Community Foundation of the Florida Keys who routinely provide capacity building workshops for community organizations. In addition, perhaps hundreds of children will benefit from this training indirectly as their teachers will be better able to meet kids where they are in their understanding of the world and how they relate to it..

3) "The Gathering" (small street fair on Petronia) will serve over 200 potential buyers/KWAF festival participants. We will create demand for the products that our Tourist Industry Vendors produce by nationally marketing Bahama Village and other Key West African-American Culturally Relevant sites as a Cultural Tourism destination.

E. Ownership Team and Legal Structure

KWAF – Community Development Project is an initiative of the Key West Africana Festival, Inc., a Florida Non-Profit. Our Board of Directors and Staff are nationally recognized in their fields and want to deliver a quality service to the people of Bahama Village. We have the capacity to Deliver and Implement the Program as Proposed. Team Bios:

Christopher Norwood, President and Founder of The Key West Africana Festival, Inc.
Christopher Norwood is the Principal of Norwood Consulting which provides resources for public, private and non-profit institutions engaged in community development. Offering services to support non-profit management, governance training, program design, community advocacy and public policy analysis. Mr. Norwood has 18 years experience working with Government and Human Service Agencies. He is a graduate of Hampton University where he studied Social Work & Community Organization (1995). Mr. Norwood attended Graduate School at Cornell University's Institute for Public Affairs (MPA, 1995-1997) and received his Juris Doctorate from St. Thomas University School of Law (2002). Mr. Norwood is a successful advocate and community organizer, passionately involved but strategically focused. He is an Adjunct Professor of Government & Social Sciences at Florida Memorial University and founding Board Member of their Social Work Program. He is the former Chair of the State of Florida Council on the Social Status of Black Men and Boys (appointed by Marco Rubio, Former Speaker of the Florida House of Representatives, now U.S. Senator). Norwood **Co-founded and Vice-Chaired the City of Miami Beach Black Host Committee (Advisory Board to the Mayor) to promote African American Tourism.** The Black Host Committee successfully attracted the American Black Film Festival (ABFF) in 2002 and the Festival has remained in Miami Beach ever since. ABFF is an independent film festival that focuses primarily on works by Black members of the film industry. It has been called "the nation's most prominent film festival." The festival is held annually and features full-length narratives, short films, mobile entertainment (defined by the official website as "all short form content including experimental films, music videos and webisodes"), and documentaries, all by and/or featuring Black writers, directors, actors, and actresses. The ABFF is a premier destination vacation for Middle Class African Americans and has generated millions for the Miami Beach Community.

Dr. James Braxton Peterson, KWAF Vice-President of Community Wellness and Academics, is the **Director of Africana Studies and Associate Professor of English at Lehigh University.** James received his PhD in English from the University of Pennsylvania and a Bachelors Degree from Duke University in English and Economics. He is also the founder of Hip Hop Scholars, LLC, an association of Hip Hop generational scholars dedicated to researching and developing the cultural and educational potential of Hip Hop, urban, and youth cultures. Peterson is a regular blogger for the Huffington Post and he has appeared on CNN, HLN, Fox News, CBS, MSNBC, ABC News, ESPN, and various local television networks as an expert on race, politics, and popular culture. **Peterson has done strategic consulting for a variety of ad agencies and/or consumer product corporations including Hill Holiday, J. Walter Thompson (JWT), TracyLocke, Pepsico/Brisk, and Diageo/Smirnoff.** He has written numerous scholarly articles on hip-hop culture, multiculturalism, African American literature, culture, and linguistics, as well as urban studies. **Peterson regularly appears on CNN, Fox News, MSNBC**, ESPN, HLN, and various local television networks, as an expert on popular culture, urban youth, and politics. **Peterson blogs for the Huffington Post and is a Contributor to BET.com, TheGrio.com and The Daily Beast.**

Dr. William Boone, KWAF Vice-President of Culture and Media Relations, is the Founder of Afro Blew Media, Inc. and **Assistant Professor of English and Foreign Languages at Winston-Salem State University.** Boone received his Bachelors Degree from Delaware State University and his Ph.D. in African-American Studies from Temple University. His dissertation, The Beautiful Struggle: an Analysis of Hip Hop Icons, Archetypes and Aesthetics, explores the influence of African-American icons on Hip Hop cultural expressions. Professor Boone has taught courses on Hip Hop at Temple Univerisity and Winston Salem State University. He is the Founder of Afro Blew Media, Inc. He has facilitated numerous workshops on Hip Hop and African-American culture/history. His research interests include cultural, music and literary criticism, cultural history, popular culture, American iconography, African-American images in media and sports culture.

Dr. Barbara Peterson, DDS, KWAF Board of Directors. Dr. Peterson is a graduate of Drexel University and received her Doctor of Dental Surgery from Howard University's School of Medicine and Dentistry. She received her Orthodontic certificate from the Maimonides Orthodontics Program. She maintains memberships in the Northeastern Society of Orthodontists, American Association of Orthodontists, American Dental Association, New York State Dental Association, and New York State Dental Society. She is also an Orthodontic attending at Kings County Hospital. **Founder and Owner of Aces Braces in Brooklyn, New York.**

Melissa Scott-Walker, KWAF Director of Arts and Recreation, is an experienced Festival Management Professional with an expertise in Recreation Therapy. Previously served as Production Manager for Festival Productions, Inc., which is a fully integrated production marketing company, which creates and produces world-class special events covering a broad spectrum of entertainment genres, including the world-famous New Orleans Jazz & Heritage Festival, Essence Music Festival (the largest African-American music festival in America), Bayou Country Superfest, and the Acura Music Festival. As the Production Manager for the Essence Music Festival Empowerment Experience, Melissa was an integral member of both the production teams within Essence Magazine in New York City and Event Producer for Festival Productions Inc. in New Orleans, Louisiana. The Essence Music Festival has been the largest African American Family Festival and Empowerment Conference in the world for over 18 years, featuring renowned and popular artists such as Prince, Beyoncé and Mary J. Blige. The event is held annually in New Orleans, Louisiana during the 4th of July weekend and draws over 400,000 participants annually with the 3-day Empowerment program drawing over 50,000 participants annually. Known for her creative vision and love of art, music and dance, Melissa Scott-Walker is recognized for her creative theater productions in the Georgia Healthcare Association community as a premier Recreation Therapist. Melissa serves as the Director of Recreation for one of the top rehabilitation centers in the Southeast United States. Melissa graduated from Hampton University with a Bachelor of Science in Recreation Therapy and attended Indiana University for Recreation Administration. She currently resides in the Greater Atlanta with her husband and two daughters.

Our team is supported by strong Strategic Community Partnerships:

Office of State Senator Dwight Bullard (**Support Letter in Appendix C**) : Senator Dwight Bullard is a strong supporter of the Key West Africana Festival. He was our Opening Speaker addressing issues of Community Wellness. It was his involvement with KWAF that has inspired him to become active legislatively to preserve, adovcate and fund the preservation of the Key West African Refugee Cemetery and the Henrietta Marie Exhibit at the Mel Fisher Museum.

Office of Key West Commissioner Clayton Lopez – Commissioner Lopez has been a strong advocate of the Key West Africana Festival, Inc. and its core mission. He has provided great support and encouragement. We have committed broader Community Outreach into Bahama Village for next year's Festival.

Mel Fisher Maritime Museum (**Support Letter in Appendix C**)– Assist in the development of the tourism training and deliver components relevant to the history of the Henrietta Marie and the African Refugee Cemetery.

Community Foundation of the Florida Keys - The Community Foundation of the Florida Keys will support the project by identifying Community Organizations to attend the Cultural Competency Trainings. In addition they will Host the Trainings at their facilities in Bahama Village.

Florida Keys Community College's Entrepreneurship Program & Hospitality and Tourism Management Initiative **(Support Letter Appendix C)** – The Entrepreneurship Program is designed to provide individuals with the skills and knowledge necessary to start, operate, maintain, and improve their own business. Students will develop a portfolio of assignments throughout the coursework that will culminate in a business plan presentation to community members. To prepare for this capstone event, students will first learn the fundamentals of the business environment. Subsequently, this knowledge will provide a foundation for students to create a marketing plan and pro forma financial statements. This is a dynamic new collection of course offerings designed to prepare students for successful careers in the hospitality and tourism industry. They will assist KWAF – Community Development Project in the development of the Tourism Vendor Training Curriculum and provide speakers to assist in its implementation. We will also collaborate to promote the College's Entrepreneurship Certificate Program to out Participants.

Bahama Village Music Program - The Bahama Village Music Program is now in our 13th year of bringing free musical education and instruction, to children aged 6 to 16 in the community. Our partnership will provide competency training for their teachers and staff. Students will perform during the “The Gathering” street fair.

Tourist Development Council of Monroe County – Provide training assistance for Tourism Market Analysis.

La Concha Hotel - The Host Hotel for KWAF will provide free internet service for our Vendor Development Training Participants.

South Florida Workforce & Key West Career Center – Assist and the outreach, identification and recruitment of the Vendor Development participants.

G. Project Budget

7. Detailed Budget

Budget

Item	Cost	Description
Tourism Industry Vendor Development (Trainer Fees)	$4,500.00	6 Sessions (Monthly) x 5 hours (3 hour Sessions + 2 hour prep time) x $150 (Trainer Hourly) = Total
Tourism Industry Vendor Development Check In and One-on-One Assistance (Trainer Fees)	$13,500.00	6 Sessions (Monthly) x 1.5 hour Sessions x 10 participants x $150 (Trainer Hourly) = Total
Laptops for Vendor Trainees	$5,000.00	10 Laptops at $500 per
Four - Month Follow-up, Mentoring and Case Management with Business Development Agencies (Trainer Fee)	$4,000.00	1 hour (Monthly Follow up) x 10 Participants x 4 Months x $100 (Trainer Hourly Fee) = Total
Cultural Competency Training for Community Organizations, Teachers and Youth Advocates (Trainer Fees)	$3,000.00	2 sessions x 6 hours (3 hour Sessions + 3 hour prep) x $250 (Trainer Hourly)
Cultural Competency Trainers Travel – Trainers are Professors at Lehigh University (PA) and Winston Salem State University (NC)	$3,000.00	Hotel- $250 per night (1 night) Flight- $500 Per Flight $750 per trip x 2 sessions x 2 Trainers = Total
Cultural Competency Training for Community Organizations, Teachers, and Youth Advocates (Conference Fees for KWAF)	$7,500.00	50 Tickets to KWAF - $150 per ticket
Vendor Showcase - "The Gathering"	$5,000.00	Event in Bahama Village for Vendor Sales
Vendor Showcase Marketing	$20,000.00	National Advertising of Festival for Registrants, Vendor Showcase and of Key West's African-American Cultural Artifacts
Training Materials	$1,500.00	Printing and Materials
Miscellaneous	$1,000.00	Unexpected Costs
Indirect Administrative Costs	$17,000.00	Overhead to Administer (Standard 20%)
Total	**$85,000.00**	

H. Project Schedule

1st Month
- Recruitment of Entrepreneurs for Vendor Development Training
- Develop Marketing Campaign for Vendor Fair "The Gathering"
- Development of Curriculum for Vendor Training and Cultural Competency Training

2nd Month
- 1st Vendor Training in Key West
  - Biweekly Individual Phone and Online Check In
- Start Marketing Campaign for Vendor Fair "The Gathering"
- 1st Cultural Competency Training and Black History Event

3rd Month
- 2nd Vendor Training in Key West
  - Biweekly Individual Phone and Online Check In

4th Month
- 3rd Vendor Training in Key West
  - Biweekly Individual Phone and Online Check In
- 2nd Cultural Competency Training

5th Month
- 4th Vendor Training in Key West
  - Biweekly Individual Phone and Online Check In

6th Month
- Vendor Training in Key West
  - Biweekly Individual Phone and Online Check In
- 3rd Cultural Competency Training
- Key West Africana Festival
- "The Gathering" Vendor Fair

7th Month
- Vendor Follow-Up and Case Management with Business Development Agencies

8th Month
- Vendor Follow-Up and Case Management with Business Development Agencies

9th Month
- Vendor Follow-Up and Case Management with Business Development Agencies

10th Month
- Vendor Follow-Up and Case Management with Business Development Agencies

**Project Schedule is Subject to change based on start of funding, which is not Time Certain (based on consultation with City's Planning Department). We reserve the right make adjustments.

I. Green Features – Promote Sustainable Community Redevelopment

Key West Africana Festival, Inc recognizes that businesses (including non-profits) can have a negative impact on the environment. We are committed to find ways in which we can reduce the impact of our work both in the office, on site and to advocate for others to do the same.. We are also committed to adhering to Key West's adopted Climate Action Plan and reducing our energy consumption and emissions by 15%.

We've recently developed an Environmental Sustainability Policy:

It is the KWAF policy to:
• Comply with all relevant environmental legislation, regulations and requirements
• Recycle all waste material possible
• Reduce the amount of waste material produced
• Avoid the use of paper wherever possible.
• Avoid the use of postal services, saving on transportation and on paper. For example, emailing invoices where possible.
• Replace Disposable products with Reusable products and when not possible use Biodegradable/Compostable products.
• Recycle equipment that is no longer of use to the company. For example, KWAF give away items such as computers and printers no longer in use, via the Green PC program.
• Keep energy usage low. For example, making use of low energy light bulbs throughout and using schedules to ensure computers & lights are turned off after work.
• Reuse waste paper (from the printer) where possible, making use of the blank side for notes etc
• Always to make use of recycling schemes by the printer manufacturers (to recycle toner cartridges and drums)
• Purchase products made with recycled paper.
• Purchase products with a lower environmental impact
• Avoid unnecessary travel by making use of instant messaging, video and audio conferencing, telephone and email.

KWAF aim to regularly review the Environmental Sustainability Policy and seek to reduce the Company's impact each and every year.

J. Maintenance and Program Sustainability

We would like to see the continued support of our project by the City of Key West's CRA. In the event that this does not occur, our goal is to seek funding from South Florida Workforce and the Community Foundation of the Florida Keys. We are establishing those relationships through the development of the KWAF – Community Development Project. With the help of 2014 CRA Program Dollars, we will solidify those relationships and leverage them for future funding in 2015 and beyond.

In addition, we will seek private dollars from Corporate Sponsors of the Key West Africana Festival. Again, by funding this initial project the CRA will allow us to operate as a start-up, show results and be in a great position to garner private support in the future.

Appendix A

Key West Africana Festival Description

The Key West Africana Festival **-** was founded by Christopher Norwood, J.D. with Dr. James Peterson, as an extension of their national work focused on issues of education, community development and cultural awareness, inspired by their love of travel and interaction within a global community. The inaugural event was this past June and attracting nationally renowned speakers and participants from Atlanta, Washington D.C., Philadephia, New York, North Carolina, Atlanta and South Florida. KWAF provides a three-day destination retreat and festival focusing on Thought, Culture and Wellness within the African Diaspora. The influences of Caribbean, African-American and Afro-Latino culture is evident in all of Key West. We celebrate that music, art and culture while integrating Key West cultural artifacts relevant to the African Diaspora, such as the African Burial Ground and the Historic Henrietta Marie salvaged Slave Ship exhibit at the Mel Fisher Maritime Museum. We host informal and fun wellness workshops for vacationers. Each workshop panel is led by industry professionals from the worlds of the academy, medicine, spirituality, relationships and the Black community.

In June 2013, Key West Africana Festival hosted its inaugural event at the San Carlos Institute and La Concha Hotel (see Appendix for Program) sponsored by Visit FLORIDA and Bacardi. **Dr. Michael Eric Dyson was our Keynote Speaker and Ambassador**. Dr. Dyson is the American academic, author, and MSNBC Contributor. He is a professor of sociology at Georgetown University. Described by Michael A. Fletcher as "a Princeton Ph.D. and a child of the streets who takes pains never to separate the two", Dyson has so far authored and edited 18 books dealing with subjects such as Malcolm X, Martin Luther King, Jr., Marvin Gaye, Nas's debut album Illmatic, Bill Cosby, Tupac Shakur and Hurricane Katrina.

Our partners included: The San Carlos Institute, Monroe County Tourism Development Council, The Rum Barrel, Rick's, La Concha Hotel, Mel Fisher Museum, PBS Emmy Award Winning Maritime Archeology Television Series "Changing Seas", and the Key West African Burial Ground.

The Key West Africana Festival promotes Music, Art, and Exploring Afro-Caribbean Culture within Key West during a three-day destination retreat (June 13th-16th), focusing on Thought, Culture and Wellness within the African Diaspora. The influences of Caribbean, African-American and Afro-Latino culture is evident in all of Key West. We will celebrate that music, art and culture while enjoying a beautiful destination vacation in Key West. Integrating the local neighborhood of Bahama Village, the Key West African Burial Ground and the Historic Henrietta Marie salvaged Slave Ship.

Thought: Academic conference on topics of cultural, physical and spiritual wellness
Culture: Music, art and cultural tourism, exploring Afro-Caribbean culture Key West
Wellness: Workshops on Community wellness, physical wellness, relationship wellness

Mission

Our goal is to provide a destination vacation where scholars discuss their research, wellness experts present their practice areas, vacationers enjoy the Africana Cultures of Key West, and others will enjoy a fun-filled weekend in beautiful Key West. Founded by Christopher Norwood, J.D. with Dr. James Peterson, as an extension of their national work focused on issues of education, community development and cultural awareness, inspired by their love of travel and interaction within a global community.

Support
The Key West Africana Festival is a proud recipient of the VISIT FLORIDA's Minority Convention Grant Program. VISIT FLORIDA is the official tourism marketing corporation for the state of Florida. VISIT FLORIDA carries out the work of the Florida Commission on Tourism. Created by the Florida legislature in 1996 as a public/private partnership, VISIT FLORIDA receives state funding from a portion of the two-dollar-per day rental surcharge and general revenue. We are also proud to have the support of Lehigh University's Africana Studies Program. Lehigh is a premier residential research university, ranked in the top tier of national research universities each year, located in Pennsylvania's scenic Lehigh Valley. The purpose of the Africana Studies Program is to engender an intellectual appreciation of the life and culture of people of African descent worldwide within the best tradition of a liberal arts education.

Keynote Speaker and Ambassador
Featuring Dr. Michael Eric Dyson (confirmed) as our Keynote Speaker and Ambassador. Dr. Dyson is the American academic, author, and radio host. He is a professor of sociology at Georgetown University. Described by Michael A. Fletcher as "a Princeton PhD and a child of the streets who takes pains never to separate the two", Dyson has so far authored and edited 18 books dealing with subjects such as Malcolm X, Martin Luther King, Jr., Marvin Gaye, Nas's debut album Illmatic, Bill Cosby, Tupac Shakur and Hurricane Katrina.

Wellness Workshops
The Wellness Workshops are Informal and fun for vacationers during the Key West Africana Festival that will focus on Wellness. We anticipate workshops on 1) Community Wellness 2) Relationship Wellness 3) Physical Wellness. Each workshop panel will be lead by industry professionals from the worlds of the academy, medicine, spirituality, relationships and the Black community.

Cultural Heritage Tourism
Is important for various reasons; it has a positive economic and social impact, it establishes and reinforces identity, it helps preserve the local cultural heritage. And with culture as an instrument, it facilitates harmony and understanding among people, it supports culture and helps renew tourism. We believe Key West offers African Americans and people of the Diaspora a Jewel in Cultural Tourism. Key West is a perfect location for Africana Cultural Tourism because of:

·The African Cemetery
·Henrietta Marie (Salvaged Slave Ship)
·Bahama Village

The African Cemetery @ Higgs Beach
President Buchanan in 1859 ordered a blockade of Cuba with Navy steamers to intercept any American-owned slave ships. In the Spring of 1860, three slave ships intercepted by the US Navy in its efforts to stop the illegal trade in humans, were brought to Key West. Sailors boarded the Wildfire, the William and the Bogota, finding the Africans living in deplorable conditions. These American-owned ships were bound for Cuba, where their human cargo was to be sold to the thriving sugar plantations. A total of 1,432 Africans arrived from these ships, and they came with nothing. The 3,000 citizens of the island, led by United States Marshal Fernando Moreno, came together and built housing, donated clothing, and provided food and medical attention for them during their stay. These surprise guests were welcomed graciously. Soldiers, carpenters and

others quickly built a barracks and a hospital on a three-acre compound on what is the United States' southernmost point. Many passed away and were buried in Key West and a memorial was erected to celebrate their lives.

Henrietta Marie
The Henrietta Marie was a slave ship that carried captive Africans to the West Indies, where they were sold as slaves. The ship wrecked at the southern tip of Florida on its way home to England, and is one of only a few wrecks of slave ships that have been identified. In the summer of 1700, the English merchant-slaver Henrietta Marie sank in unknown circumstances thirty-five miles west of Key West, Florida. Shortly before this mishap, she had sold a shipment of 190 captive Africans in Jamaica. The Mel Fisher Marine Museum in Key West houses the artifacts, which are considered the best preserved slave ship artifacts in the world.

Bahama Village
Bahama Village is a neighborhood in the City of Key West, Florida, Monroe County, United States. It is located southwest of downtown, in Old Town. It covers over a 16-block area that lies southwest of Whitehead Street and northeast of Truman Annex, bordered by Whitehead, Southard, Fort and Louisa Streets. It was once a primarily black neighborhood, and is named for its many original residents who were of Bahamian ancestry. The entrance to the village on Petronia Street has an open-air flea market, shops and restaurants, and has recently become a small tourist attraction. Bahamians began visiting the Florida Keys in the 18th century to salvage wrecked ships, fish, catch turtles and log tropical hardwood trees. A Bahamian settlement in the Keys was reported in 1790, but the presence of Bahamians in the keys was temporary. Early in the 19th century some 30 to 40 Bahamian ships were working in the keys every year. After 1825, Bahamian wreckers began moving to Key West in large numbers. Bahamians were among the first Caribbean's to arrive to the mainland US in the late nineteenth century. Many went to Florida to work in agriculture or to Key West to labor in fishing, sponging, and turtling. Two main factors that contributed to increased Bahamian migration were the poor economic climate and opportunities, as well as the short distance from the Bahamas.

2013 Festival Program Schedule & Description

<u>Thursday - June, 13th</u>
Registration & Welcoming Reception @ Rum Barrel Bar & Grille (7:00 -9:00 pm)
Please join us for the Official Welcoming Reception at the Key West Rum Barrel Bar & Grille. Launched in 2006 by former Philadelphia 76ers President Pat Croce, the newly revamped Rum Barrel evokes the aura of a seafarer's paradise in the very heart of historic Old Town Key West, with more than 150 rums and an extensive collection of specialty and craft beers. (528 Front St., walking distance from La Concha Hotel).

<u>Friday - June, 14th</u>
Opening Panel Discussion @ San Carlos, 516 Duval St., next block to right (10:00 am) **Open To The Public**
Christopher Norwood, founder of The Key West Africana Festival will moderate a panel that includes Florida Senator Dwight Bullard and Dr. William Boone. The panel will focus on "Community Wellness within the Africana Diaspora"

Key West History and Culture @ San Carlos Museum (11:15 am)

Learning about the History of Key West by the experts. Presentation on the Key West African Cemetery by Corey Malcom, Director of Archaeology at the Mel Fisher Maritime Museum and Gene Tinnie, Miami-based visual artist, writer, educator, community activist and independent researcher and the Chairperson of the Virginia Key Beach Park Trust, which is charged by the City of Miami with the restoration and management of Miami-Dade County's onetime only "Colored Beach," as a recreational, historic and environmental landmark and museum. Opening Remarks by City of Key West Commissioner Clayton Lopez, Clayton Lopez was born and raised in Key West. A fourth generation Key Wester, Clayton is the eldest of three boys and one girl born to Charles and Rose Lopez. Clayton's parental grandfather, Roosevelt Sands, was a well known community leader and servant. He was also Clayton's closest mentor. Clayton was raised in the famous "garden of Roses" house, now located on Whitehead Street.

Trolley to The African Cemetery/Lunch and Beach (12:45 pm)
"Conch Train" Tour to African Burial Ground at Higgs Beach. See the Best of Key West on the Train Tour that's been entertaining visitors to the Island City of Key West, Florida since 1958. The Conch Train is one of Florida's most popular attractions, and for a good reason. Lunch at "Salute on the Beach". Salute! is a Key West treasure, combining the dining excellence of well-loved sister-restaurant Blue Heaven with the atmosphere of a lovely beach-side cafe. Featuring lighter, Caribbean-influenced takes on Italian classics—with fresh breads, vegetables and local seafood. Returns at 5pm (Pick up at Salute Restaurant) back to Hotel.

Keynote Address @ San Carlos (6:00 pm) **Open To The Public**
The Keynote Address featuring American Book Award recipient Dr. Michael Eric Dyson, named by Ebony as one of the hundred most influential black Americans, is the author of sixteen books, including Holler if You Hear Me, Is Bill Cosby Right? and I May Not Get There With You: The True Martin Luther King Jr. He is currently University Professor of Sociology at Georgetown University. He lives in Washington, D.C.

Henrietta Marie Reception/Tour @ Mel Fisher Maritime Museum (7:30-9:00 pm)
Outdoor Reception Sponsored by Bacardi at the Mel Fisher Maritime Museum Courtyard, with a Special Video Presentation of the Henrietta Marie (Slave Ship) and Private Tour of the Exhibit. The Henrietta Marie was a slave ship that carried captive Africans to the West Indies, where they were sold as slaves. The ship wrecked at the southern tip of Florida on its way home to England, and is one of only a few wrecks of slave ships that have been identified. In the summer of 1700, the English merchant-slaver Henrietta Marie sank in unknown circumstances thirty-five miles west of Key West, Florida. Shortly before this mishap, she had sold a shipment of 190 captive Africans in Jamaica. The Mel Fisher Marine Museum in Key West houses the artifacts, which are considered the best preserved slave ship artifacts in the world.

Nightly Entertainment @ Rick's Loft (10:00 pm)
The Key West Africana Festival is all about enjoying the Culture of Key West. Key West lays claim to more bars per capita than anywhere else in the United States. We will test this claim, while enjoying the sounds where Funk cruises through the Caribbean picking up Afro sounds from Cuba and Puerto Rico. Reggae meets rock in a head-on collision. Jazz and electro hook up for a sidewalk makeout session. Hip-hop seems to hum from the very pavement, and R&B drifts in on the night wind. This fusion reaches to far-flung corners and retrieves all these, takes them and mashing them together, marrying them—disparate players melded into a somehow harmonious blend. It defies logic that such diverse influences can find balance at the deft hands of one band.

And yet they do.

Saturday - June, 15th
Relationship Wellness Workshop @ San Carlos Museum (10:00 am)
Relationships within the African American Community will be explored. Relationships with Our Wives/Husbands, Our Elders and Our Community. The Panel will include: Tieesha Taylor, Esq is the Managing Partner of The Elderly Care Law Firm, she will discuss the legal aspect of caring for our elders and the significance of the changing relationships of parents and children through the aging process. Dr. Eunice Peterson is a Psychiatrist at the Marshall I. Pickens Hospital for Behavioral Health in Greenville South Carolina where she focuses on Child and Adolescent Psychiatry. Dr. Peterson completed her Fellowship in Child and Adolescent Psychiatry in the summer of 2011. She became employed with Greenville Hospital System in November of 2011. Dr. Peterson has dedicated a great deal of her time to service organizations and volunteer work. She recently served as a board member of CARING (Children's Associated Resources Impacting Nurturing Growth) Networks in the Greater Baltimore area, and was co-chair of the Cultural Diversity Day Committee at the University of Maryland.

Physical Wellness Workshop @ San Carlos Museum (11:30 am)
Physical Wellness in the Africana American Community is a huge Community Problem our Panel Members will explore: Dr. Barbara Peterson DDS is a dentist who specializes in dentistry, general practice, and oral & maxillofacial surgery. Dr. Peterson is licensed to practice in New York. She owns Aces Braces that focuses on orthodontic needs children. Barbara is also a member of the Key West Africana Festival Board of Directors. Kesha Hutton is a licensed physical therapist specializing in orthopedic and neurologic rehabilitation, she is a nationally qualified competitor within the National Physique Committee (NPC). Mrs. Hutton is a certified neurological clinical specialist through the American Physical Therapy Association and the owner of Jerseyfit Physical Therapy and Fitness. Within Jerseyfit, she provides physical therapy services and fitness training. In addition to practicing physical therapy, Mrs. Hutton has a passion for assisting clients achieve and maintain their health and fitness goals through proper nutrition, exercise and lifestyle changes. Mr. Jerome Wade is a physical education teacher in the Washington D.C. Public School System. Mr. Wade also heads the Partnership of Athletics, Therapy and Health (PATH) sponsored by the Washington D.C. Metro Police Department.

Watersports Excursions @ 1:30 pm and 2:00 pm (Optional)
KWAF has arranged for two optional water-sports excursions of your choice:

Hydro Thunder Jet Ski Tour. Enjoy the thrill of a wet and wild ride on Key West waters on one of our new Jet Skis or Boats. Boat and Jet Ski Rentals are located in a scenic ride area. The most popular and exciting activity is our 27 mile professionally guided Jet Ski Key West Tour. This amazing tour circles Key West and nearby islands.
Speed along at up to 50 mph over crystal clear waters observing all manner of tropical sea life passing beneath your feet. Stops are made along the way for photo ops and observing the unique land and water geography of the Florida Keys. Enjoy a swim at halfway point on a sandbar while Navy Fighter Jets scream overhead on training flights. **Cost $100, pick-up at La Concha at 2pm. Please speak with the Concierge.**

Fury Catamaran Glass Bottom Boat. Explore dramatic underwater vistas generally reserved for scuba divers from our glass bottom boat. A wide variety of fish and other sea creatures await you

as you gaze into the underwater world of Key West. In addition, you will have the opportunity to see North America's only living coral reef, one of the most biologically diverse marine eco-systems in the world. Majestic elkhorn and impressive brain coral, sturdy in appearance yet fragile and vulnerable, stand sentry for the more than 300 species of fish that complete the colorful and intriguing seascape. Along the trip, our experienced captain and crew will provide a unique and informative eco-tour and point out some of the most interesting marine life that inhabit the waters of this incredible island. Special glass "windows to the reef" provide continuous viewing for all passengers. Fury Catamaran Glass Bottom Boat offers a seated sun deck and air-conditioned, enclosed viewing area as well as restrooms and a snack bar. The catamaran's twin hull design allows for maximum stability and much less rocking motion than traditional V-hull designs. Our boat is designed to allow maximum viewing with minimum stress to the delicate reef. Cost $40, Please speak with Concierge. Board at 1:30 pm at the end of Duval St. (left on Duval 4 blocks) Boat leaves at 2pm.

Bacardi - KWAF Mixer @ San Carlos (5:00– 7:00 pm)
Private Reception with Producers of Documentary Films

Documentary Film Screenings and Discussion with Film Maker @ San Carlos (7pm & 8pm) **Open To The Public**
The first screening starts at 7pm at the San Carlos and feature the PBS Digital Studios Documentary Series, "Beat Making Labs "and a discussion with Dr. William Boone. Beat Making Lab is an incredible new PBS show devoted to music and empowering young people. Created by producer/DJ Stephen Levitin (aka the Apple Juice Kid) in partnership with professor and hip hop artist Pierce Freelon, who both teach at the University of North Carolina at Chapel Hill, the Beat Making Lab crew brings portable studios "small enough to fit in a backpack" to youths around the world. Their goal is to make a social impact by giving young people the tools to change their lives through making songs and beats.

The KWAF Board of Directors is pleased to announce the a Premiere Screening at the Key West Africana Festival of "Sunken Stories", an episode of the PBS Emmy Award Winning Maritime Archeology Series "Changing Seas" with Q&A with the Producers and Crew. The episode chronicles the suspected discovery of the Guerrero, a Spanish slave ship which wrecked in 1827 on a reef near the Florida Keys with 561 Africans aboard. Forty-one of the Africans drowned in the wreck. Guerrero had been engaged in a battle with a British anti-slavery patrol ship, HMS Nimble, stationed on the northern approaches to Cuba. Nimble also ran onto the reef, but was refloated and returned to service. The two ships were attended by wreckers, who rescued the Spanish crew and surviving Africans from their ship and helped refloat Nimble. Spanish crew members hijacked two of the wrecking vessels and took almost 400 Africans to Cuba, where they were sold as slaves. Most of the remaining Africans were eventually returned to Africa.

90 Mile Cigar Bar and Blues Lounge @ 300 Front Street (10:00 pm)
Join us to hear the amazing "Moose and the Bullet Proof Blues Band" while enjoying the aroma of the best Cigars 90 Miles from Cuba. KWAF registrants enjoy 20% off Food, Drink and Cigars.

<u>Sunday - June, 16th</u>
Golf Outing @ Key West Golf Club (Tee Times at 7:00 am and 9:00 am) (Optional)
At the entrance to the island of Key West, the unique Key West Golf Club's 18 holes encompass

over 200 acres of beautiful Florida Keys foliage and wildlife. Key West Golf Club Golf legend REES JONES masterfully designed the Key West Golf Course, an 18 hole, 6,500 yard course to be a challenge to players of all abilities. Come meet all the exciting challenges of the Key West Golf Course, including the infamous "Mangrove Hole" (143 yards, par 3 that is played completely over a field of thickly intertwined tropical mangroves) Located in the heart of Key West, Florida the Key West Golf Club is the only Caribbean golf course in the United States.

*Optional

Appendix B

Tourism as an Economic Development Tool to Alleviate Blight in Bahama Village

Bahama Village is strategically positioned to benefit from the fastest growing sector of the tourism industry. Cultural Heritage Tourism (or just heritage tourism or diaspora tourism) is a branch of tourism oriented towards the cultural heritage of the location where tourism is occurring. The National Trust for Historic Preservation in the United States defines heritage tourism as "traveling to experience the places and activities that authentically represent the stories and people of the past," and cultural heritage tourism is defined as "traveling to experience the places and activities that authentically represent the stories and people of the past and present."

Key West's Africana American Cultural Artifacts, particularly the African Refugee Cemetery and the Henrietta Marie are significant internationally (see full description of each site in appendix). They provide a nexus for African American (and others) to its History in America. These historic cultural artifacts are rare in the African American community, a community that lost its collective consciousness of language, history and self through the Middle Passage and the Brutality of American Slavery. These sites, "should be a place of meaning, of memory, of reflection, of laughter, and of hope. It should be a beacon that reminds us of what we were; what challenges we still face; and point us towards what we can become."(National Museum of African American History and Cultures). People so often visit Key West, and rarely see these sites, but through the Key West Africana Festival we've highlighted these sites and people have come.

Potential Economic Impact for Residents of Bahama Village

Bahama Village as a Historic Afro-Caribbean community could benefit exponentially from Cultural Tourism if residents were trained and provided resources for start-up businesses. Black Businesses are not benefiting from this critical economic development tool, in fact Black Businesses in Key West are almost non-existent. In addition, **Black Owned Businesses in Key West do not even register in Census Data, although the African American community represents 10% of Key West's population.** Cruise ship passengers spend about $23 million annually in Key West, but overnight visitors have a $659.3 million total economic impact, according to research by sociologist Ross Klein, a professor at Memorial University in St. John's, Newfoundland. Cultural Tourism could unlock the key, especially for the African American traveler. The African American traveler among others (both overnight and cruise ships) would love to see culturally relevant sites and buy products that accentuate those sites and their heritage (currently unavailable). African-Americans are traveling in increasing numbers, and one of their most popular ways of traveling is in extended-family groups via cruise ships. **"**The African-American market is definitely growing in the group travel market," said Charlie Presley, founder of the African American Travel Conference (AATC),**"Group travel is the No. 1 preference in the African-American market. The African-American community participates twice as much in group travel as the U.S. population as a whole."**

African American Tourism within the Keys (Untapped Economic Development)

In 2010 African Americans made up 2.5% of Tourism in the Monroe County, down from 4.6% in 2009. This is an abysmal number considering the Caribbean climate and culture of the Florida Keys, which is similar to many cultures within the Africana Diaspora (within the African Diaspora are African Americans, African Nationals, Jamaicans, Bahamians, Haitian Americans, Guyanese, Barbados, Dominicans, Brazilians etc.) The African-American travel market is

estimated at more than $5 billion a year, according to Target Market News, a leading monitor of African-American economic trends. **The number of trips taken by multicultural travelers is currently growing at the rate of 11% annually, approximately seven times faster than the rate for the general leisure travel market according to a recent report issued by the Travel Industry Association.** Much of this increase is being driven by the sustained growth in the size of the multicultural population, which today represents an estimated 30% of all U.S. adults.

The African-American population is, today, the largest racial minority group in America, with a population of close to 43 million. According to, "The State of the African-American Consumer " from Nielsen and the National Newspaper Publishers Association (NNPA)", the African American market segment's growth rate continues to exceed the overall population's growth and is making continued gains in the area of education and income. The collective buying power of the African-American population is projected to be at $1.1 trillion by 2015. Collectively the group over-indexes in several key categories (television viewing, mobile phone usage and trips to grocery channels) and exerts a large influence on popular culture and trends, indicative of the high growth industries of the future. (NIELSEN)

With a buying power of nearly $1 trillion annually, if African-Americans were a country, they'd be the 16th largest country in the world. **The number of African-American households earning $75,000 or higher grew by almost 64%, a rate close to 12% greater than the change in the overall populations earning between 2000 and 2009.** This continued growth in affluence, social influence and household income will continue to impact the community's economic power. African-Americans make more shopping trips than all other groups. African-Americans in higher income brackets also spend 300% more in higher-end retail grocers, more than any other high income household. **The Key West Africana Festival will attract Middle Class African-American Vacationers who spend money and contribute substantially to the local economy.**

Appendix C

LETTERS OF SUPPORT

THE FLORIDA SENATE

Tallahassee, Florida 32399-1100

COMMITTEES:
Agriculture, *Vice Chair*
Appropriations Subcommittee on Education
Appropriations Subcommittee on General Government
Education
Environmental Preservation and Conservation
Military Affairs, Space, and Domestic Security

JOINT COMMITTEE:
Joint Administrative Procedures Committee

SENATOR DWIGHT BULLARD
39th District

City of Key West
Commission and CRA Board
3126 Flagler Ave
Key West, FL 33041

September 26, 2013

Greetings,

I am writing you in support of the efforts of the Key West Africana Festival (KWAF). As the proud representative for the City of Key West in the Florida Senate, I believe KWAF's core mission as a three-day destination retreat and festival focusing on thought, culture and wellness within the African Diaspora while stimulating cultural tourism highlighting the unique African Diaspora cultural Artifacts of Key West, such as the African Refugee Cemetery and Henrietta Marie (slave ship).

I strongly support KWAF's Key West Bahama Village CRA proposal for the KWAF – Community Development Project. The purpose of this project of the Key West Africana Festival (KWAF) is to improve the economic development of Bahama Village residents and the cultural competency of organizations and educators that serve them. The program goals are: 1) to create entrepreneurs in the tourism industry by assisting them in developing micro-businesses. 2) to provide cultural competency training for community organizations and educators that service Bahama Village residents and children.

We look forward to a successful partnership and implementation of the KWAF – Community Development Project.

Sincerely,

Dwight M. Bullard

State Senator, District 39

REPLY TO:
❒ 10720 Caribbean Boulevard, #435, Cutler Bay, Florida 33189
❒ 218 Senate Office Building, 404 South Monroe Street, Tallahassee, Florida 32399-1100 (850) 487-5039

Senate's Website: *www.flsenate.gov*

DON GAETZ
President of the Senate

GARRETT RICHTER
President Pro Tempore

Florida Keys Community College

September 27, 2013

The City of Key West

To Whom It May Concern:

The Florida Keys Community College Entrepreneurship Program would like to commend the efforts of the Key West Africana Festival (KWAF). We applaud their core mission of presenting a Three-Day destination retreat and festival focusing on thought, culture and wellness within the African Diaspora while stimulating Cultural Tourism highlighting the unique African Diaspora Cultural Artifacts of Key West, such as the African Refugee Cemetery and Henrietta Marie (Slave Ship).

We urge your support of its Key West Bahama Village CRA Proposal for the KWAF – Community Development Project. The purpose of this project of the The Key West Africana Festival (KWAF) is to improve the Economic Development of Bahama Village Residents and the Cultural Competency of Organizations and Educators that serve them. The Program Goals are: 1) Create Entrepreneurs in the Tourism Industry by assisting them in developing Micro-Businesses. 2) Provide Cultural Competency Training for Community Organizations and Educators that service Bahama Village Residents and Children.

Best regards,

Frank Wood

Dr. Frank Wood
Dean
Arts & Sciences

THE MEL FISHER MARITIME MUSEUM

To: Key West CRA
Fm: Mel Fisher Maritime Museum
Dt: September 26, 2013
Re: Key West Africana Festival

Our organization strongly supports the efforts of the Key West Africana Festival (KWAF). We believe in its core mission as a Three-Day destination retreat and festival focusing on Thought, Culture and Wellness within the African Diaspora while stimulating Cultural Tourism highlighting the unique African Diaspora Cultural Artifacts of Key West.

The Museum worked with the KWAF last year, providing guest lectures and onsite tours of the Key West African Cemetery and the artifacts of the slave ship Henrietta Marie, currently on exhibit at MFMM. We were impressed with the VIPs which KWAF attracted from around the country as well as the organization of the event itself.

We support the Key West Bahama Village CRA Proposal for the KWAF – Community Development Project, to improve the Economic Development of Bahama Village Residents and the Cultural Competency of Organizations and Educators that serve them. The Program Goals are: 1) Create Entrepreneurs in the Tourism Industry by assisting them in developing Micro-Businesses. 2) Provide Cultural Competency Training for Community Organizations and Educators that service Bahama Village Residents and Children.

We look forward to a successful partnership and implementation of the KWAF – Community Development Project. We urge you to fully fund their grant application.

Rebecca Tomlinson, MFMM Director