THE CITY OF KEY WEST
Post Office Box 1409 Key West, FL 33041-1409 (305) 809-3700

November 25, 2013 *VIA ELECTRONIC MAIL*

Christopher Norwood
Key West Africana Festival
14844 Breckness Place
Miami Lakes, Florida 33016

RE: Application for Tax Increment Appropriation
Key West Africana Festival - Community Development Project
Request for Additional Information and Clarification

Dear Mr. Christopher Norwood:
The City is in receipt of your timely submitted application for the Key West Africana Festival - Community Development Project. Staff has conducted a preliminary review of the application and is requesting the following additional information:

- Describe how the proposed project alleviates blight; and how it has the long term ability to alleviate blight.
- Provide notarized verification form
- Describe how have you attempted to raise your own funds for the project?
- Describe how you propose the program will be maintained into the future.
- Clarify how many long term local jobs will be created.
- Clarify why the CRTF should be used for transportation and overnight stays for trainers and why local training staff cannot be used.
- How often will trainers be available to participants?
- Describe how using CRTF funds to market and advertise the Key West African Festival alleviates blight.
- Describe how CRTF funds used to buy tickets to your festival at $150 a piece alleviates blight in the Bahama Village CRA subdistrict.
- Describe why the CRTF should fund the purchase of personal computers resources and why computers at the partner organization FKCC cannot be used.
- Provide the location of the training programs and other necessary facilities. Provide the consent for use of the locations.
- Provide in greater detail the major cost estimates that make up the $17,000 budget request for Indirect Administrative Costs.
- Provide in greater detail how the $20,000 for marketing is developed. Provide quotes from those vendors providing major marketing efforts.
- Please detail the successes and failures of the FY 2013 KW Africana Festival. How much marketing budget was spent for the 2013 event? How many were in attendance at the festival and how many at the academic conference?
- Please note: Laptops will return to the city after program is completed

This additional information is requested by December 4, 2013.

Your project presentation will be scheduled before the Bahama Village Redevelopment Advisory Committee at their regularly scheduled meeting on Thursday, December 5, 2013, starting at 5:30 p.m. Please be prepared to describe the key aspects of your project in 10 minutes or less and to answer questions that may be posed by the board. In addition, staff or board members may have additional information or clarification requests during the review period. The Bahama Redevelopment Advisory Committee is expected to meet on January 2, 2014, to recommend funding allocations.

Please do not hesitate to contact me with any questions or concerns

Sincerely,

Nicole Malo on behalf of Don Craig

Donald Leland Craig, AICP
Planning Director

Xc: Mark Finigan, Assistant City Manager
Shawn Smith, City Attorney
CRA File

KWAF Responses: Request for Additional Information and Clarification

1) **Describe how the proposed project alleviates blight and how it has long term ability to alleviate blight:**

Blight is defined as a "Deteriorating Condition**" or** "Something that frustrates hopes and plans". KWAF feels that the lack of Black Owned Businesses in Key West and Bahama Village is a major contributing factor to blight. Our proposal speaks to the census data that which details that there is such a low number of Black Owned Businesses in Key West that it doesn't statistically register. Thriving communities have a thriving small business community. We hope to address that through the 1st Program Component "Tourism Industry Vendor Development". The Tourism Industry in Key West is huge, $23 Million dollars are spent by cruise ship passengers alone. We would like to see Bahama Village residents participate in this economy and we feel our program will assist them in doing so.

We also know that culture plays an important role in strengthening communities and alleviating blight. Our 2nd Component speaks to this issue "Cultural Competency Training for Organizations and Educators that Serve the Residents of Bahama Village". This also includes access to the KWAF Festival and its Community Wellness Workshops. Its important that all people periodically develop their skills to effectively interact with people of different cultures and socioeconomic backgrounds, particularly in the context of non profits, government and schools (where the intersection of communities happen)

2) **Provide Notarized Verification Form:**

Done

3) **Describe how you have attempted to raise your own funds for the project?**

We have applied formally only to the Key West CRA for funding for the project at this time. As we fund raise, for the festival we will also encourage our sponsors to contribute to the community development project. But we know it is highly unlikely for a first time project such as this will garner the financial support needed from potential sponsors. Our goal is to utilize this onetime grant to show results of the program over the course of a year, and then encourage corporate sponsors for the Festival to also invest in our Community Development Project from 2015 and beyond.

4) **Describe how you propose the Program will be maintained into the future?**

FUNDING SUSTAINABILITY

We will raise the necessary funding through our sponsors for the festival in the future. As stated above its important for sponsors to see the results of an existing program. This is why this funding is so very important and we believe fits with the mission of the Program Assistance Policy of the Key West CRA. As we are doing the Festival itself, we received a onetime Government Grant from the State of Florida last year, the festival received the (Minority Conventions Assistance Grant Program), for first time events only. We used that grant to spring boarded the festival and now we expect to at least double our attendance and the number of sponsors for 2014 and beyond. Last year our festival was funded by the State of Florida's Tourism Agency and Bacardi. In 2014 we will have additional sponsors to support and provide the resources we need for the festival itself. But not enough to develop the Community

Development Project in 2014. We seek your assistance to do that, while knowing in 2015 we will have the capacity to fund the project ourselves.

PROGRAM SUSTAINABILITY

In addition, the vendor development component of our project will be sustained and maintained through our partnership with the Florida Keys community College Entrepreneurship Program (Letter of Support was submitted with proposal). This partnership will encourage our participants to enroll in the Entrepreneurship Program, which 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 program is a pathway to: Entrepreneur and Business owner.

5) **Clarify how many long term local jobs will be created.**

The vendor development component of our project will recruit 10 vendor trainees. It is our goal that they become sustained entrepreneurs that will employ themselves at the minimum. Developing small businesses and entrepreneurs is a far greater contributor to long term economic development and blight alleviation. Just as the proverb says, “Give a man a fish and you feed him for a day. Teach a man how to fish and you feed him for a lifetime”.

6) **Clarify why the CRTF should be used for transportation and overnight stays for trainers and why local training staff cannot be used.**

The “trainers” identified for these workshops Dr. William Boone and Dr. James Peterson, are both cultural studies experts with advanced degrees in Africana Studies. Their Curriculum Vitae can be furnished upon request. Each of these facilitators, is nationally renowned for their work in Africana Studies, Hip Hop culture, youth culture, and curriculum implementation. Peterson has worked directly as an educational consultant, continuing education/professional development facilitator and/or curriculum developer for the Philadelphia public school system, the Pittsburgh public school system, the Chicago public school system, and the Seattle public school system. In 2013, he was a keynote speaker at the Florida Department of Education’s Teacher of the Year Awards as well as the keynote speaker for the Florida Department of Education’s Principal of the Year Award ceremonies. Our hope is that Boone and Peterson can work with local trainers to establish best practices for how cultural competency training might be targeted and implemented in ways that are productive and cultural relevant with the residents of Bahama Village and the broader Key West Community. Their expertise as Africana Studies scholars affords them a unique sensibility with respect to the ways in which Bahamian, African, and African American cultures intersect in the Key West region. We are fortunate to have them as founding contributors to the Key West Africana Festival’s efforts.

7) **How often will trainers be available to participants?**

Vendor Development Training: Six 3-hour group sessions

Vendor Development Trainer Check-In: Each participant will receive 6 individualized 1.5-hour sessions.

Cultural Competency Training for Community Organizations: Two 3-hour sessions

Cultural Competency Training for Community Organizations (Community Wellness Workshops @ KWAF): Three 1.5-hour workshops.

8) **Describe how using CRTF funds to market and advertise the Key West Africana Festival alleviates blight.**

As stated above, Key West African American businesses does not register statistically in US census data. Developing small businesses in Bahama Village could be a critical contributor to alleviating blight. We are requesting marketing dollars to promote "The Gathering" which is a component of our Vendor Development Training. "The Gathering" (a small street fair on Petronia): Provide an exclusive opportunity to market and showcase products for Key West Africana Festival goes 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. Increased participation at the festival will increase the volume of sales at "The Gathering".

9) **Describe how CRTF funds used to buy tickets to your festival at $150.00 a piece alleviates blight in the Bahama Village CRA sub district.**

Blight is defined as a "Deteriorating Condition" or "Something that frustrates hopes and plans". We also know that culture plays an important role in strengthening communities and alleviating blight. Our 2nd Component speaks to this issue "Cultural Competency Training for Organizations and Educators that Serve the Residents of Bahama Village". This also includes access to the KWAF Festival and its Community Wellness Workshops. The regular registration fees is $150.00. We are merely requesting that CRTF pays for these registration fees and provides access to these Community Wellness Workshops.

10) **Describe why the CRTF should fund the purchase of personal computers resources and why computers at the partner organization FKCC cannot be used.**

We believe that our Vendor Development Trainees (10) will have a need for laptop computers. If they have a computer, we will not purchase a laptop for that participant. But it is important that all of our participants have an accessible computer. We plan on developing websites for their products with e-commerce and training them how to maintain the sites. In addition e-commerce requires that they rapidly receive orders electronically, respond to emails and fill those orders instantly if possible. Laptops are incredibly inexpensive and the digital divide in communities of need are vast. If it is the desire of the city for the laptops to be returned to the key at the end of the program's fiscal year then we will comply, but we hope that the participants can purchase the laptops at the depreciated cost at the end.

11) **Provide the location of the training programs and other necessary facilities. Provide the consent for use of the locations.**

Location for trainings will be conducted at the La Concha Hotel. See attached letter of consent.

12) **Provide in greater detail the major cost estimates that make up the $17,000 budget request for Indirect Administration Costs.**

It is customary for program grants to allow for a percentage of funding for indirect administrative costs. KWAF proposed a 20% Administrative Cost to Manage and Administer the grant over the course of the fiscal year, this is well within the standard practice of non profit grant making. The Bill and Melinda Gates Foundation Define indirect Costs as: "Overhead expenses or ongoing operational costs incurred by the applicant organization on behalf of the organizations activities and projects." Our Indirect Costs may include the following:

$1000 – Insurance
$1000 – Accounting Services
$5000 – Grant Administration & Compliance
$5000 – Marketing Consulting Services
$5,000 – Curriculum Development

13) **Provide in greater detail how the $20,000 for marketing is developed. Provide quotes from those vendors providing major marketing efforts.**

Please see attached Marketing and Promotions Plan, Budget and Quotes.

14) Please detail the successes and failures of the FY 2013 KW Africana Festival. How much marketing budget was spent for the 2013 event? How many were in attendance at the festival and how many at the academic conference?

Failure: We were enormously saddened that we were unable (due to funding) to provide produce a Community Development Project. It was not our desire to have this amazing event (that attracted National Speakers and Experts on Black Issues and Community Wellness) in Key West and not provide these resources to the local community of Bahama Village. This is why we hope the the KY CRA will provide us the resources to realize our vision of Community Service as well.

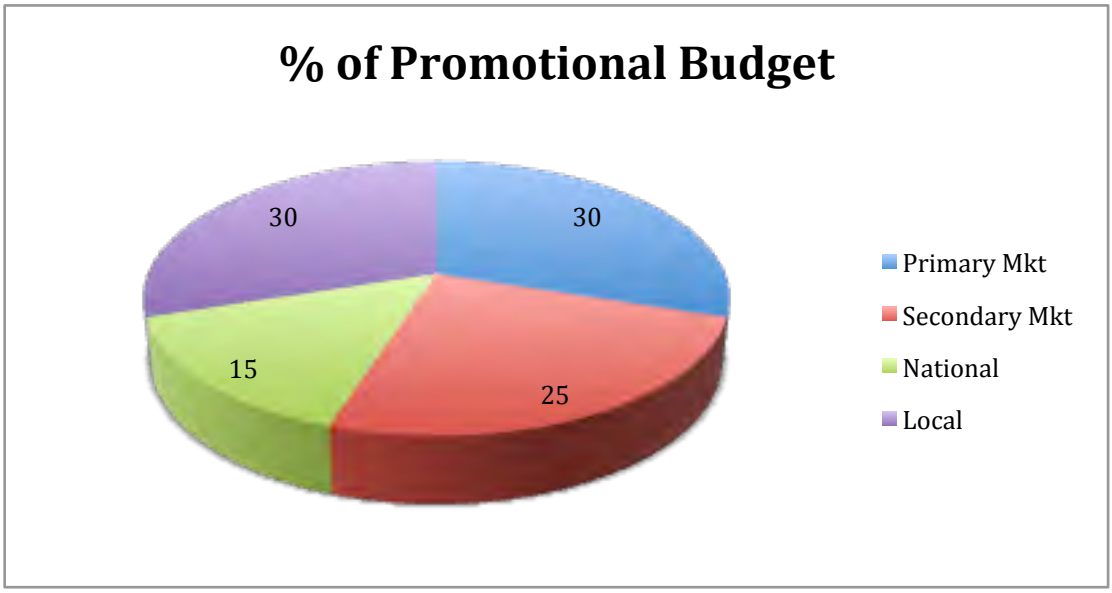
Success: We were able to provide Three Incredible Community Wellness Workshops, expose a national audience to the Africana Cultural Artifacts of Key West, and Bring a new Market of Tourists to the Keys. This was an enormous success for a first time event. Another success was that we had the support of VISIT Florida (Florida's Official Tourism Development Agency) and we successfully implemented the program grant we received.

Attendance: We had a group of over 100 people attend. They came from New York, Maryland, Atlanta, Philadelphia, North Carolina, New Jersey, South Florida and Key West local residents.

Marketing: The Monroe County Tourism Development Council provided in-kind PR services to

our Festival. The Executive Director believed in our project so much that he donated the services of his PR agency, Newman PR.

KWAF 2014
Promotions Plan



Primary Markets (consists of cities with direct flights):

- Cities
  - New Orleans
  - Charlotte
  - Atlanta
  - Tampa
- Outlets
  - Event sponsorship
  - Local journal ads
  - Mixers with sponsors

Secondary (consist of cities with significance reach for KWAF founders):

- Cities:
  - New York City
  - Washington DC
  - Philly
- Outlets
  - Event sponsorship
  - Local journal ads
  - Mixers with sponsors

National Outlets:

- Ebony Online

- The Journal of Blacks in Higher Education
- Mobile Apps

Local Outlets:

- Cities
  - Key West
  - Miami
  - Ft Lauderdale
  - Palm Beach
- Outlets
  - Event sponsorship
  - Local journal ads
  - Mixers with sponsors

Estimated Expenditures

Primary Markets		NO	Charlotte	ATL	Tampa	Totals
	Events Sponsorships	$ 500.00	$ 500.00	$ 500.00	$ 500.00	$ 2,000.00
	Local Journal Ads	$ 500.00	$ 500.00	$ 500.00	$ 500.00	$ 2,000.00
	Mixer Sponsors	$ 500.00	$ 500.00	$ 500.00	$ 500.00	$ 2,000.00
Secondary Markets		NYC	DC	Phila		
	Events Sponsorships	$ 500.00	$ 500.00	$ 500.00		$ 1,500.00
	Local Journal Ads	$ 500.00	$ 500.00	$ 500.00		$ 1,500.00
	Mixer Sponsors	$ 1,000.00	$ 500.00	$ 500.00		$ 2,000.00
National Outlets		Jan - Feb	March - Apr	May		
	Ebony Online	$ 250.00	$ 250.00	$ 250.00		$ 750.00
	JBHE	$ 500.00	$ 500.00	$ 500.00		$ 1,500.00
	Mobile Apps/Google Ads	$ 500.00	$ 500.00	$ 500.00		$ 1,500.00
Local Outlets		Key West	Miami	Ft Lauderdale	Palm Beach	
	Events Sponsorships	$ 500.00	$ 500.00	$ 500.00	$ 500.00	$ 2,000.00
	Local Journal Ads	$ 500.00	$ 500.00	$ 500.00	$ 500.00	$ 2,000.00
	Mixer Sponsors	$ 500.00	$ 500.00	$ 500.00	$ 500.00	$ 2,000.00
Matierals						
	Design					$ 500.00
	Printing					$ 500.00
	Shipping					$ 500.00
Transportation						$ 1,000.00
				Total Budget		$ 23,250.00

* Printing and Transportation will be covered by KWAF

Alexander Velez - Area Director of Sales & Marketing - Key West Resort Collection. Duval St. Key West, FL 33040

To Whom it May Concern

The Crowne Plaza La Concha, Key West is proud to be the official hotel for the Key West Africana Festival. We thoroughly enjoyed hosting the festival in 2013 and we're looking forward to a continued partnership in 2014.

We would also like to see the success of the KWAF-Community Development Project which focuses on Bahama Village. In this effort we will provide meeting space for the trainings of the project. La Concha is committed to working with the community and we see our involvement in the KWAF-Community Development Project as an extension of our service in Key West.

Sincerely,

Alexander Velez

Verification Form

This form should be completed by the applicant. Where appropriate, please indicate whether applicant is the owner or a legal representative. If a legal representative, please have the owner(s) complete the following page, "Authorization Form."

I, Christopher Norwood, being duly sworn, depose and say
Name(s) of Applicant(s)

that: I am (check one) the _____ ~~Owner~~ ✓ Executive Director _____ Owner's Legal Representative
for the property identified as the subject matter of this application:

Key West Africana Festival, Inc (Non Profit)
Street Address and Commonly Used Name (if any)

All of the answers to the above questions, drawings, plans and any other attached data which make up this application, are true and correct to the best of my knowledge and belief and that if not true or correct, are grounds for revocation of any action reliant on said information.

_____ _____
Signature of Owner/Legal Representative Signature of Joint/Co-owner

Subscribed and sworn to (or affirmed) before me on 12/04/13 (date) by CHRISTOPHER NORWOOD (name). He/She is personally known to me or has

presented U.S. PASSPORT CARD as identification.

_____
Notary's Signature and Seal

JONATHAN ARGUELLO
MY COMMISSION # EE860606
EXPIRES February 05, 2017
(407) 398-0153 FloridaNotaryService.com

_____ Name of Acknowledger typed, printed or stamped

_____ Title or Rank _____ Commission Number (if any)