

Budgeting, Funding and Reporting

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Development Process – Milestones

- Review/amend module outline in meeting(s) with FRA's Certification Committee – [March](#)
- Create a working draft of the Instructors Manual
- Review or Pilot "Test" Instructors Manual with Certification Committee members/others – [May](#)
- Revise Instructors Manual
- Create Study Guide
- Pilot "Test" training module with Certification Committee members/others – [June](#)
- Finalize Instructors Manual/Study Guide
- Develop Test Questions
- Conduct first Certification Training – Budget, Funding and Reporting, including testing, proctoring and scoring – [July](#)

Budgeting, Funding and Reporting – Outline

- Glossary of Terms
- Budgeting
- Increment Revenue Financing
- Grants/Outside Resources
- Cost Sharing
- Developer Extractions
- Public/Private Partnerships
- CRA Record Management – Basics
- Reporting Requirements

Budgeting Theory and Principles

- **Budget as public policy – follow the money**
- **Public purpose, public interest, public trust**
- **Range of services**
- **Level of services**
- **Tracking spending in relation to the budget**
- **CRA budget adoption process**
- **CRA budget amendment process**

Other Concepts

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- Capital improvement programs and budgets
 - Allocations and appropriations
 - Vouchers and purchase orders
 - Increment and budgeting
 - Line item budgeting
 - Program based budgeting
 - Truth in Millage Act (TRIM)
 - Building consensus between Agency Board and City/County governing body
 - Cash management
 - Repaying initial debt to creating entity
 - Difference between financial accounting and programmatic recordkeeping

Revenues

- Ad Valorem
- Contributions and donations
- Fees
- Increment Revenue Financing
- Assessments
- Intergovernmental transfers
- Investment income
- Local option taxes
- Grants

Best Practices

- **Community Policing and Code Enforcement**
- **Capital expenditures**
- **Administrative expenses**
- **General government – cost Allocation and City Services**
- **Streets, sidewalks, lighting, drainage, etc.**
- **Parks and Recreation**
- **Water lines, sewer lines, other utilities**
- **Incentives and grants**
- **Property acquisition and relocation (Uniform Act)**
- **Demolition**
- **Promotion, marketing, and events**
- **Planning**

Questionable Expenses

- **Maintenance and Repairs**
- **Fire and rescue**
- **Direct funding of events**
- **Substitution of CRA funding for prior City/ County funding**
- **Funding non-profits or others to undertake activities not in the CRA Plan**

Increment Revenue Budgeting

- **Trust Fund accounting**
- **CRA revenue projections**

Finance

- **Cash management**
- **Debt management**
- **Debt instruments**
- **Bonding**
 - Revenue bonds
 - Revenue anticipation notes
- **Private placement (owner financing)**

Increment Revenue Financing



- **Pre-conditions for Increment Revenue**
- **Charter County Issues**
- **Multi-district issues**
- **Budget relationship between city/county and Agency**
- **Save Our Homes Act**
- **Portability of Tax Exemptions**

Grants and Outside Resources



- **Community Development Block Grant**
- **Front Porch Florida**
- **Enterprise Zones**
- **HOME, SHIP, NSP, and other housing programs**
- **Not for profit foundations**
- **Public/private partnerships**

Cost Sharing



- **Redevelopment Plan authorization**
- **Developing a Cost Allocation Plan**
- **Project cost sharing with city/county**

Developer Extractions



- **Impact fees**
- **Provision of infrastructure – parking, streets, etc.**
- **Payment in Lieu of Taxes (PILOT)**

Public/Private Partnerships



- **Using private side resources – land, labor, capital, management**
- **Contacting with the private sector**
- **Contract administration**
- **Equity Investments**
- **Equity position for CRA**

Basics of CRA Record Management



- **File must “speak” for itself to posterity**
- **Record retention, storage, inventory, and disposal guidelines**
- **Overview of Florida public records law**
- **Public access provisions**
- **Coming digital availability requirements**
- **Disaster preparedness**

Reporting Requirements

- **State level reporting – Special District and Audit**
- **CRA must ensure that audit documentation is properly stated**
- **County and other increment revenue reporting**
- **Value of disseminating financial information to others**