

**FLORIDA REDEVELOPMENT ASSOCIATION  
REQUEST FOR PROPOSALS**

**Request for Proposals (RFP) For  
Creation of Training Materials for a Professional  
Certification Course on  
Program Management**

The Florida Redevelopment Association (FRA) is seeking Proposal from individuals, firms, or consortiums interested in developing a training module for the FRA professional certification program. The contract for services shall be for a period ending December 30, 2016. The RFP guideline package can also be obtained at [www.redevelopment.net](http://www.redevelopment.net), or by email from Carol Westmoreland at [cwestmoreland@flcities.com](mailto:cwestmoreland@flcities.com). Responses to the RFP are due on or before 3:00 pm on December 11, 2015, and must be mailed or delivered to:

**Carol Westmoreland, Executive Director  
Florida Redevelopment Association  
301 S. Bronough Street, Suite 300  
Tallahassee, FL 32302-1757**

The FRA reserves the right to accept or reject any and all responses, to waive irregularities, and to re-advertise as may be determined to be in the best interest of the FRA. The FRA accepts no responsibility for any response not reaching the prescribed delivery point within the time period stipulated.

**FLORIDA REDEVELOPMENT ASSOCIATION  
REQUEST FOR PROPOSALS**

**Guidelines for Submitting Proposals for Development  
of Training Materials and Teaching a Professional  
Certification Course on  
Program Management**

**1. INTRODUCTION:**

The Florida Redevelopment Association (the FRA) is seeking the services of individuals or firms (the Responder) interested in providing professional services for the creation of training modules for the association's professional certification program. It is anticipated that one Responder may be selected for a contract period to end on December 30, 2016. During this period, the FRA shall reserve the right to seek proposals and/or responses from other firms or individuals for other training modules as deemed to be in the best interest of the FRA.

This RFP seeks assistance in developing a training module on Program Management. The FRA has developed an initial outline for the module which is included as Attachment C. However, the FRA desires input from the selected Responder on the scope of the training and the outline provided in Attachment C should only be considered a starting place.

The FRA selection committee may short-list as many as three individuals or firms, and conduct personal phone interviews prior to final selection from among the Responders.

**2. SCOPE OF WORK:**

- a) Develop an understanding of the scope and scale of the training material required by the FRA.
- b) Work with the FRA Certification Committee to develop the module. The Certification Committee meets on the fourth Friday of every other month in Kissimmee or Winter Park, Florida. On alternate months, the Committee meets telephonically. The selected Responder would be expected to attend some meetings during the initial development stage, though attending telephonically would be acceptable at later stages of the development of the module. The first formal training session will be at the 2016 FRA Annual Conference.
- c) Develop the training module for a one day, 6-8 hour presentation and testing to be done in classroom format. This includes the production of a PowerPoint presentation, a Study Guide to be provided on CD to attendees three weeks prior to the formal training, an instructor's teaching guide no later than a month prior to the formal training, and 100 test questions, of which 50 are to be administered by the Responder at the end of the formal training. **The Responder is expected to teach and test the module one time as part of the development of the module. It is anticipated that the test teaching will be done in June or July of 2016 in Kissimmee or Winter Park.**
- d) The training module should be developed in logical segments so that it could be broken down into "mini-teachings" that could be presented through webinars or other such teaching venues.
- e) The successful Responder would be required to teach the module to a "test" group upon

completion and make adjustments as necessary before the first formal training based on the results of that "test" teaching. **The "test" teaching is not the one formal training session referenced in Section 2(c).**

- f) If requested by the Board, the selected responder should be prepared to attend at least one FRA Board Meeting, date and location yet to be determined.
- g) A proposed outline of the module is attached to this RFP. The FRA Certification Committee is interested in evaluating any suggestions that the successful Responder wishes to make related to changes or additions to this outline.
- h) The developed training materials must be delivered or transmitted to the FRA in a paper copy and in a digital format acceptable to the FRA that can be modified and updated without the acquisition of proprietary or other software.
- i) **If the Responder does not desire to teach the module periodically, this should be indicated clearly as a part of the Response. Otherwise, the cost for development of the curriculum and the cost for teaching of each module (after the first teaching required in Section 2 above), should be detailed separately.**

### 3. INFORMATION REQUESTS

For information pertaining to this Request for Proposals (RFP), contact the Executive Director of the FRA in writing as shown in Section 14. Such requests for information shall be in writing and for clarification purposes only. Material changes, if any, to the scope of services or response procedures will be transmitted only by an email addendum.

### 4. ANTICIPATED RFP TIMETABLE

**If you are planning upon submitting a response to the RFP, please notify Carol Westmoreland at [cwestmoreland@flcities.com](mailto:cwestmoreland@flcities.com) so you will be provided with any addendums to the RFP,**

a) Release of RFP	November 13, 2015
b) Deadline for Written Questions	December 2, 2015
c) Response Due Date at 3:00 pm	December 11, 2015
d) Evaluation of Responses and Short Listings Completed by	January 5, 2016
e) Approval of Selection by the Executive Committee	January 12, 2016
f) Contract Executed with selected Proposer	January 31, 2016

All dates are tentative. The FRA reserves the right to change scheduled dates.

### 5. FORM OF THE RESPONSE

All Responders shall submit one (1) original and four (4) **bound** copies of their Proposal in a sealed envelope or package. The response shall be on letter size paper. All Responders shall include Responders Certification Form, and copy of IRS Form W-9. One copy shall also be provided digitally on a CD or DVD in PDF and Microsoft Word format

The response must be divided into six (6) sections as referenced below, organized by section number. The six (6) sections are:

- 1) Required Submittals - See Section 6 Below
- 2) Qualifications and Experience – See Section 7 Below
- 3) Approach to the Work – See Section 8 Below
- 4) Knowledge of Florida redevelopment statutes and program design and program implementation – See Section 9
- 5) Hourly Rate or Fee Schedule – See Section 10 Below
- 6) Other pertinent documents the Responder wishes to provide

**6. REQUIRED DOCUMENTS TO BE SUBMITTED:**

**Letter of Transmittal:** The cover letter shall be addressed to Carol Westmoreland, Executive Director of the FRA at the address in Section 14, and shall include at a minimum the following:

- a) Name of responding individual, partnership, company, or corporation.
- b) Statement that all terms and conditions of the RFP are understood and acknowledged by the undersigned.
- c) Location(s) of office(s) that will provide services to the FRA and the service area covered by the office.
- d) Signature(s) or representative(s) legally authorized to bind the Responder.

**Responder Documents:**

- a) Copy of any licenses or certifications that the Responder believes are pertinent.
- b) Resume(s) of key personnel who would be working with the Certification Committee and the FRA.
- c) **Pertinent** business references.

**Corporate Information:** If a Responder is a corporation, it must be registered with the Florida Secretary of State and be a corporation in good standing.

**Responder's Certifications:** See Attachment A included in this package.

**Taxpayer Identification Number (W-9 Form):** See Attachment B included in this package.

**7. QUALIFICATIONS AND EXPERIENCE**

- a) The Responder or key personnel who have been detailed to this contract must have been in business at least three (3) years and must provide documentation of work experience through references or products, related to the focus of this RFP.
- b) The Responder must provide details of qualifications of the specific individuals who will be providing the services, including certifications, resumes, and contact information.
- c) Please identify the role(s) that assigned individuals shall assume in the proposed contract with the FRA.
- d) Discuss the Responder's ability and capacity to perform the necessary project

- activities in a timely manner.
- e) Discuss the Responder's experience in teaching and training redevelopment professionals in Florida. If evaluations of prior teaching experience are available, please include them.

## **8. APPROACH TO THE WORK**

- a) The Responder shall provide an approach to the requested services based on the Scope of Work.
- b) It is desirable for the Responder to, when applicable; include any innovative approaches, cost savings ideas and methods, and any other information considered by the Responder to be advantageous to demonstrate an understanding of the required services.

## **9. KNOWLEDGE OF FLORIDA REDEVELOPMENT STATUTES, PROGRAM DESIGN AND PROGRAM IMPLEMENTATION PROCESSES**

- a) Provide a list of redevelopment programs in Florida in which the Responder has been involved within the past five years.
- b) Provide a description of the Responder's knowledge and involvement in planning, organizing, and implementing redevelopment programs in Florida.

## **10. HOURLY RATE OR FEE SCHEDULE**

Provide the Responder's hourly rates, fees, and/or commissions for each category of services you propose to provide. FRA expects to enter into a fixed price contract so a total cost must also be provided. If the cost of services varies by staff member or job position, provide cost by staff name or position name. **If a Responder desires to teach the module to FRA members on an on-going basis, provide those costs separately.**

## **11. EVALUATION PROCESS**

The FRA will appoint a selection committee to evaluate responses and to rank the Responders. The FRA shall be the sole judge of its own best interests, the responses, and the resulting agreement. A ranked short list may be presented to the FRA Executive Board for approval or the selection committee may choose to recommend one or more respondents. Award(s) will be made to the Responder(s) who presents the best value to the FRA based on the entire evaluation process and all the information gathered. Evaluation factors are based on the abilities of the Responder to efficiently perform the Scope of Work, and the information obtained from the responses to this Request for Proposal.

A selected group of Responders *may* be required to make an oral presentation to the selection committee. Such presentation will provide an opportunity for each short listed Responder to clarify the information provided in their RFP. Oral presentations, if any, will be considered in conjunction with submitted data by the Selection Committee. The Selection Committee will present its recommendation to the FRA Board, which has the authority to make the final determination and award contracts.

Responses will be evaluated on a total score basis, with a maximum score of one hundred (100) points. If a member of the FRA and a non-member of the FRA are tied in the evaluation, the FRA

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member will be given preference.

## **12. EVALUATION METHODOLOGY**

### **a) Qualifications of the Firm / Individual(s) (0 to 30 points)**

- Certifications and resumes of assigned individuals and their duties in the development of the materials.
- List of qualifications, experience, and relevant redevelopment programs that the Responder has developed, implemented, or has within the past three (3) years.
- References and contact information

### **b) Approach to Work (0 to 10 points)**

Review of the Responder's proposed approach to the development of the training module as outlined in the Scope of Work, the Responder's understanding of the Scope of Work, and any unique concepts or cost saving suggestions. Also the Responder's staffing quality and availability. Evaluate the Responder's communication ability, commitment to satisfying the FRA's needs, and the Responder's past performance on similar projects.

### **c) Knowledge of the Florida Redevelopment Statutes and Processes (0 to 20 points)**

Review of the documentation relating to the Responders offices and staff. Consideration of the number and types of local projects and redevelopment services provided or conducted by the Responder in the past three years. Particular emphasis will be placed on key personnel's involvement and experience with local CRA's programs.

### **e) Ability and Experience in Training Members of Professional Organizations (0 to 25 points)**

Review Responder's experience in creating and providing training material for professional organizations or its own staff. Educational institutions should discuss their work in creating training programs for other organizations. If the Responder is proposing to teach as well as create the module, emphasis on experience in providing training should be included here.

### **d) Hourly Rate Fee Schedule (0 to 15 points)**

Review of the proposed Hourly Rate / Fee Schedule for the duration of this agreement.

Responders may include any documentation that they believe will enhance the reviewer's understanding of the Responder's qualifications and experience to fulfill the Scope of Services. It is the FRA's desire to secure the most qualified entity available and any documentation that provides the reviewers with a better insight into the Responder is welcome.

**The responses will be evaluated on**

- a) **Strengths:** Those areas in which the response exceeds the FRA's minimum requirements.
- b) **Weaknesses:** Those areas where the response lack soundness or understanding of the Scope of Work.
- c) **Deficiencies:** Those areas where the response fails to meet the RFP requirements.

### 13. SUBMISSION OF DOCUMENTATION

**One original, four (4) copies of the bound documents, and one digital copy in Microsoft Word and PDF format on a CD or DVD** must be delivered on or before 3:00 pm on December 11, 2015, to:

**Carol Westmoreland, Executive Director  
Florida Redevelopment Association  
301 S. Bronough Street, Suite 300  
Tallahassee, FL 32302-1757**

All documents must be delivered to or received in the mail by the due date and time. Any documents received after this date and time will not be considered and will be returned to sender unopened.

### 14. QUESTIONS

All questions shall be submitted in writing and must be received before December 11, 2015. Questions may be submitted by email. Any such questions shall be submitted to:

**Carol Westmoreland, Executive Director  
Florida Redevelopment Association  
Post Office Box 1757  
301 S. Bronough Street, Suite 300  
Tallahassee, FL 32302-1757  
(850) 701-3608 cwestmoreland@flcities.com**

### 15. LIABILITY

The FRA assumes no responsibility to any Responder for the cost of preparing this RFP or activities associated with the response. The FRA reserves the right to accept or reject any and all responses, to waive information, or to re-advertise as may be in the best interest of the FRA. The FRA will not accept any mail or delivery service that is late, and will return all late responses unopened. The Responder understands that this RFP does not constitute an agreement or a contract with the Responder. Neither the FRA nor its representatives shall be liable for any expenses incurred in connection with preparation of a response to this RFP. Responders should prepare their responses simply and economically, providing a straightforward and concise description of the Responder's ability to meet the requirements of the RFP.

### 16. AWARD

All responses will be evaluated by FRA in accordance with the criteria set forth in the RFP documents. The FRA may conduct interviews/presentations as part of the evaluation process from any short-

listed firms. The FRA anticipates award to the Responder or Responders judged by the FRA to be the most advantageous and offers the best value to the FRA. The FRA reserves the right to accept or reject any or all responses and to make the award to those Responders, who in the opinion of the FRA, will be in the best interest of and/or the most advantageous to the FRA. The FRA also reserves the right to reject the response of any Responder who has previously failed in the proper performance of an award or to deliver on time contracts of a similar nature or who, in the FRA's opinion, is not in a position to perform properly under this award. The FRA reserves the right to inspect all facilities of Responders in order to make a determination as to the foregoing. The FRA reserves the right to waive any irregularities, informalities, and technicalities and may at its discretion, conduct a re-procurement.

#### **17. ACCURACY OF RESPONSE INFORMATION**

Any Responder whose response to the FRA contains any information which is determined to be substantially or materially inaccurate, misleading, or exaggerated shall be disqualified.

#### **18. MISTAKES IN RESPONSE**

Responders are expected to examine the terms and conditions, specifications, delivery schedule, costs or fees, extensions and all instructions pertaining to supplies and services. Failure to do so will be at Responder's risk. In the event of extension error(s), the unit price will prevail and the Responder's total offer will be corrected accordingly. Written amounts shall take precedence over numerical amounts. In the event of addition errors(s), the unit price, and extension thereof, will prevail and the Responder's total offer will be corrected accordingly. Responses having erasures or corrections must be initialed in ink by the Responder.



# ATTACHMENT A

## RESPONDER'S CERTIFICATION

I have carefully examined the Request for Proposal, Instructions to Responders, General Conditions, Specifications, and any other documents accompanying or made a part of this Request for Proposal.

I hereby propose to furnish the services specified in the Request for Proposal at the prices, rates or discounts quoted in my response. I agree that my response will remain firm for a period of up to one hundred fifty (150) days in order to allow the FRA adequate time to evaluate the responses.

I agree to abide by all conditions of this response and understand that a background investigation may be conducted by the FRA prior to award.

I certify that all information contained in this response is truthful to the best of my knowledge and belief. I further certify that I am duly authorized to submit this response on behalf of the Responder and that the Responder is ready, willing and able to perform if awarded the contract.

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Responder

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Authorized Signature

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Officer Title

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Date

**THIS FORM MUST BE COMPLETED AND RETURNED WITH THE RESPONSE**

## **ATTACHMENT B**

### **Request for Taxpayer Identification Number and Certification (W-9 Form)**

**THIS FORM MUST BE COMPLETED AND RETURNED WITH THE RESPONSE**

Form available at Internal Revenue Website

<http://www.irs.gov/pub/irs-pdf/fw9.pdf?portlet=3>

## **ATTACHMENT C**

### **Program Management Module**

**The teaching of the Program Management Module should emphasize the concepts of program management detailed in numbers 1-5 below. Number 6, A-P are programs that are undertaken by many CRA's and several should be chosen for in-class case studies. Program details for all of them should be included in a Study Guide for attendees to take home and have at hand for reference. Various program policies and procedures should be accumulated for each program from different CRA's and distributed to attendees on a CD as a type of form library for their future reference.**

1. Define Program Management and Contrast with Project Management
  - A. Managed By CRA Staff or through a Third Party
  - B. Managed by Other Local Government Staff, Public Private Partnership, or Consultants/Contractors
  - C. Participation in Local Government Driven Programs (i.e. Community Policing, Planning, On-Going Events)
  - D. When Program Management Implementation Creates a Project to be Implemented
  
2. Community Redevelopment Plan Issues
  - A. Is the Program Allowed or Provided For in the Community Redevelopment Plan?
  - B. Does the Major Benefit Accrue to the CR Area or Residents/Businesses in the CR Area?
  - C. Even if it is allowed in the Plan, is it a Program that Fits the Current Philosophy of the Agency?
  - D. Could the Time Necessary to Change the Plan Negate the Ability for CRA Participation?
  
3. Define Your Objective – Is the Program Objective Discussed in Your CR Plan (If not Exactly, then Broadly)?
  - A. Removal of Slum and Blight
    1. Residential
    2. Commercial
    3. Trash and Debris
  - B. Downtown Events to Create Traffic
  - C. Infrastructure Improvements
  - D. Historic Preservation
  - E. Incentivizing Businesses and Economic Development Growth in CR Area
  - F. Creating Public and Recreational Facilities within the CR Area
  - G. Optimizing Land Use
  - H. Enhancing Public Safety
  - I. Aesthetic Enhancements

- J. Incentivizing Investment and Reinvestment in Housing
4. Set Broad Funding Standards
    - A. Determine What May be Funded and At What Funding Levels
    - B. Determine What Will Not be Eligible for Funding
    - C. Define Any Match Requirement
    - D. Create Eligibility Requirements Determining and Who May and Who May Not be Funded
    - E. Establish Reimbursement Documentation Requirements
  5. Basics of Program Management – Ongoing Programs (may be segmented like a Façade Program)
    - A. Creating Program Concepts and Seeking Necessary Approvals and Buy-in from CRA Board/Commission/ Local Government Management or Departments
    - B. Creating Program Design and Staffing Levels
    - C. Establishing Program Success Measurement Standards That Define Success
    - D. Creating Periodic Reporting and Evaluation Mechanisms
    - E. Creating Sample Applications, Agreements and Accountability Documents
    - F. Creating Budgetary Elements, Tracking Systems, and Constraints
    - G. Advertising and Marketing the Program (RFP vs RFQ)
    - H. Acceptance and Evaluation of Application Documents
    - I. Approval of Documents and Creating and Executing Agreements with Performance Measures
    - J. Conversion to Project Management if Appropriate
    - K. Funding the Program or Project as it Proceeds
    - L. Timing for Providing Assistance
    - M. Periodic Reporting Process Based on Predetermined Metrics
    - N. Completion of the Program or the Project Done as Part of the Program
    - O. Evaluation and Documentation Process Based on Predetermined Metrics
    - P. Individual Project or Program Closeout with an Eye toward the Annual Report
    - Q. Review the Program File so That it is Audit Ready (The File Should Speak for Itself)
    - R. Periodic Reporting to Elected Officials on Results of Various Programs
  6. Typical CRA Programs (List is not Exhaustive)
    - A. Façade/Commercial Space Build-out/Commercial Signage/Landscaping Programs
      1. Define Audience and Purpose
      2. Design Guidelines and Extent
      3. Deadline vs Open Application Cycle
      3. Marketing and Promotion
      4. Create Application Documents for both Tenants and Owners to Complete
      5. Define Approval Process
      6. Contracting with Property Owners and/or Tenants

7. Construction Process and Inspections
  8. Document Completion and Closeout
  9. Reimbursement Based on Agreement
- B. Support of Non-Profits for On-going Activities
1. Define Programs That CRA Would Fund and Quantify the Value Added to the Community Redevelopment Area
  2. If Competitive Process, Create Application, Required Documentation List, Deadline
  3. Review Non-profit Organizational Documents (Charter, Fiscals, Board Makeup, Staff)
  4. Accept, Review, and Approve Applications
  5. Set Up Guidelines & Procedures for Funds Provided (Reimbursement or Advance)
  6. Create and Execute Contract with Performance Measures
  7. Devise Periodic Reporting and Reimbursement Process
  8. Create Annual Evaluation Process and Closeout Process
- C. Support of a Non-Profit for a One Time Event, Activity, or Project
1. Define What Part the CRA Will Fund and What Part the Non-Profit Will Fund
  2. Obtain a Proposal from the Non-Profit Detailing the Activity
  3. Review Non-profit Organizational Documents (Charter, Fiscals, Board Makeup, Staff)
  4. Accept, Review, and Approve Proposal
  5. Setup Process for Providing Support (Reimbursement or Advance)
  6. Create and Execute Contract with Performance Measures
  7. Devise Reporting and Reimbursement Process
- D. Housing Rehabilitation Programs (Major Remodeling, Interior and Exterior or Small Scale Rehabilitation (ie., Landscaping, Painting, Curb Appeal items))
1. Create Policies and Procedures
  2. Determine Geographic and/or Income Restrictions
  3. Will you require a match or owner sweat equity?
  4. Maximum Cost per House
  5. Historic Preservation Issues
  6. Assistance to Homeowners VS. Rentals, Vs. Multi-Family
  7. Design Guidelines
  8. Public Private Partnerships
- E. CRA - operated Events, Festivals, and Celebrations
1. Establish a Committee to Oversee the Event

2. Create a Budget and Work Plan
3. Secure Location and Know Restrictions
4. Create and Use a Marketing Plan
5. Secure Sponsors and Vendors and Other Providers
6. Arrange for Public Safety and Public Accommodations
7. Carry out the Event
8. Post Event Cleanup
9. After-Action Report

F. Financially Supported Events, Festival, and Celebrations

1. Create Guidelines to Define Types of Events and Activities CRA will sponsor/assist
2. Determine How to Handle Alcohol, Food, Pedestrian Traffic, Etc.
3. Gather Information from Group Requesting Assistance to Document Suitability
4. Secure Necessary Agency/Local Government Approvals
5. Create Contract with Performance Measures
6. Provide Assistance or Support Agreed Upon
7. Evaluate Level of Success
8. Time Limit Support at Decreasing Levels for Future Events

G. Marketing

1. CRA-generated Versus Hiring a Marketing Firm or Consultant and When One is More Appropriate
2. Establishing an Ongoing Marketing Plan and Implementation Strategies
3. Determining How to Reach Target Audience (Social Media, Advertising, Publications, Etc.)
4. Branding
5. Periodic Evaluation and Restructuring
6. Ribbon Cuttings and Invitation Lists
7. Publicizing CRA Successes
8. Using Various Forms of Social Media

H. Increment Revenue Rebates, Grants, Loans, and Other Incentive Programs

1. Establish Policies and Procedures
2. Goals: ROI, Jobs, Catalyst Business/Construction
3. Politics
4. Target Area/User Pool
5. Performance Measures

I. Farmers Markets, Flea Markets, Parking Facilities, Incubators, Trolleys and Other Activities Requiring Long term Operating Financial Support

1. Source of Subsidies that May Still be Required after Expiration of CRA
  2. Policies and Procedures
  3. Who owns Facility?
  4. Facility or Operating Subsidies
  5. Partnerships
  6. Tenant Quality/Behavior Determinations
- J. Property Acquisition (Fee Simple, Foreclosure, Tax Certificates/Deeds, List of Lands, etc.)
1. Define Purpose
  2. Establish Policies and Procedures
  3. Get Full Buy-in from City Management
  4. Budget carefully... Cost as well as Future Increment Revenue Reduction
  5. Budget for Maintenance
  6. Consider Uniform Act Process
  7. Property Inspection and Environmental Issues
  8. Historic and Architectural Issues
  9. Avoid Certain Types of Relocation (Junk yards, Antique Stores)
  10. Disposition Policies
- K. Public Art, Mural Programs, etc.
1. Determine Community Support for Public Art Program
  2. Dealing with the Politics
  3. Be a Funder Rather than a Designer or Project Operator
  4. Create Policies and Procedures and an Independent Selection Committee
  5. Maintenance and Security
  6. Focus of the Public Art Program
  7. Selection of Artists Process
  8. Selection of Subjects or Themes Process
- L. New Development Site Assistance Programs
1. Create Policies and Procedures
  2. Define any Geographic or Construction Type or Size Limitations
  3. Using a “But for” or Just Reducing Barriers to Investment and Growth
  4. Permitting Advocacy and Inspection Advocacy
- M. Residential Sewer/Water Hookup Programs
1. Determine Extent of Need and Estimated Cost
  2. Create Qualification Process if Cannot Accommodate all Comers
  3. Procurement of Construction Contractor and Creation of Term Contract
  4. Documentation of Accomplishments

N. Way Finding and Signage

1. Gain City Management Support
2. Gain Political Support
3. Conduct Public Meeting
4. Secure a Vendor
5. Select Motif and Location Requirements
6. Project Multi-Year Funding

O. Community Policing

1. Define CRA Role
2. Create Reporting Processes
3. Create Success Matrixes
4. Create MOU between Police Department and CRA
5. Approve Periodic Payment as Reports are Received
6. Evaluate Results to Determine Continued Funding

P. Tripping Points

1. Conflicts of Interest
2. Alcohol and Other Adult Products and Businesses
3. Security at Public Events
4. Non-Payment of Sales Taxes by Vendors
5. Payment for Permits
6. Assistance to Religious Organizations and Churches
7. Assisting Franchises vs Helping Nationally Owned Businesses