



BOARD OF DIRECTORS MEETING

Friday, August 7, 2020
10:00 a.m. – 3:00 p.m.
Virtual via Zoom

FRA Board of Directors Meeting
August 7, 2020 – Via Zoom
10:00 a.m. – 3:00 p.m. EST
(Break from 12:30 – 1:00 p.m. EST)

AGENDA

Call to Order: President Toni Shamplain

Agenda Acceptance/Adoption of Minutes

I. Financial Report Ken Thomas, Treasurer

Discussion: Amend 2019-20 Budget/ Proposed Annual Budget FY 2020-21
Attachments: Amended 2019-20/Proposed 2020-21/Financials June 30, 2020
Action Requested: Approve amended annual budget/proposed budget and financials

II. Nominations Ken Thomas, Chair

Discussion: Continuing current board for FY 2020-21
Attachments: Memo regarding the procedure(s) (See Board List)
Bylaws section regarding nominations
Action Requested: Approve current board as 2020-21 Board of Directors

III. 2020 Conference Jeff Burton, Chair

Discussion: Format of the 2020 Annual Conference
Attachments: Hotel options
RBOA virtual proposal/UCF-IOG Proposal
Action Requested: Board vote on format of conference and direction to staff

IV. Academy Elizee Michel, Chair

Discussion: Committee report/Proposal from UCF
Attachments: Committee report/2021-22 FY Proposed Budget/IOG-UCF Proposal
Action Requested: Approve budget and UCF proposal

V. Awards Gail Hamilton, Chair

Discussion: 2020 Awards Program
Attachments: List of all submittals/Awards budget report
Action Requested: Approval of the budget

VI. Membership

Amber Hughes/Jan Newton

Discussion: Need (if any) for dues rebates/reductions
Attachments: Current members by county/Historical Dues Report/Sample 2020
Dues Invoice
Action Requested: Pleasure of the board

VII. Legislative

Ryan Matthews

Discussion: Legislative Update/FRA Legislative strategy for 2021
session/Approval of 2020-21 Contract
Attachments: FLC Legislative Key Dates/FRA issues
Action Requested: Approval of 2020-21 contract

VIII. Other Business

*** NOTE: The meeting is scheduled to be held online via the ZOOM meeting tool. Contact Jan (Piland) Newton at jpiland@flcities.com for further information. Thank you!**

FLORIDA REDEVELOPMENT ASSOCIATION

Board of Directors Meeting

May 15, 2020

CALL TO ORDER

The Board of Directors of the FRA met virtually on May 15th from 10:00 am to 2:30 pm. President Toni Shamplain called the meeting to order and the roll was called. A quorum was present.

NOTE: due to the virtual nature of the meeting, the meeting was temporarily adjourned at 12:30 p.m., and the meeting was re-convened at 1:15 p.m., by President Shamplain.

ROLL CALL

The Honorable Peter Altman, Councilman, City of New Port Richey
Jeff Burton, Palmetto CRA, President Elect
Lynn Dehlinger, RMA
Kyle Dudgeon, Winter Park CRA
Gail Hamilton, Past President
Renee Jadusingh, Delray Beach CRA
Evan Johnson, Pinellas County Business Development
John Jones, SM&E
Kelley Klepper, Kimley Horn (called in)
Elizee Michel, Westgate Belvedere CRA
Jessica Newman, Wauchula CRA
The Honorable Hazelle Rogers, Mayor, City of Lauderdale Lakes (called in)
Adam Rossmell, Burkhardt Construction
Toni Shamplain, Panama City CRA, President
Michael Simon, Boynton Beach CRA
Michelle Hylton-Terry, Fort Myers CRA
Ken Thomas, City of Leesburg CRA and Housing, Treasurer
Brenda Thrower, Ybor City CRA

Guests:

Sharon Berrian, Director, Membership Services, Florida League of Cities
Linda J. Bridges, Director, Association Services, Florida League of Cities
Heidi Hogarth, FLC Meeting Planner
Amber Hughes, FRA Exec. Dir. Designate/Sr Legislative Advocate, FLC
Ryan Matthews, FRA Lobbyist, PSM

FRA Board Minutes

Page Two

May 15, 2020

Staff:

Carol Westmoreland, FRA Executive Director

Jan Piland, FRA Executive Assistant

President Shamplain welcomed everyone and thanked them for attending. She asked for the roll call and a quorum was present. She also asked everyone signed in online (the TEAMS meetings virtual program was used) to introduce themselves.

AGENDA and MINUTES

President Shamplain asked for any changes recommended for the agenda or the minutes. Upon hearing none, the agenda and minutes were approved unanimously.

TREASURER'S REPORT

Under the Treasurer's report, Ken Thomas reviewed the financials from March 31, 2020. The Tampa conference report was shown as gaining a profit of \$68,113. He also reviewed the final FRA 2018-19 financial audit by the firm of Shorstein & Shorstein, P.A., Jacksonville. After discussion,

A motion was made and seconded to approve the report on the financials and the annual audit report. The motion was adopted without dissent.

CONFERENCE REPORT

C. Westmoreland shared that Rebecca Ryan had been contracted with for a keynote. Subsequent emails from her have indicated that she has us reserved for a live event, on Wednesday, October 14, 2020 in Jacksonville, but she is amenable to a virtual keynote, details to be determined, and could revise the contract to deal with contingencies beyond anyone's control. Registration for attendees usually opens in June, and the 2020 sponsor exhibitor information has been posted since December. However, with the delays in meeting planning of any kind due to COVID, everything was pretty much on hold until we had a better indication of what kind of FRA annual conference was possible. In an abundance of caution, we suspended taking in any funds that would only have to be refunded en masse if the event is not held. Additionally, Carol asked Heidi Hogarth to review what the different associations that the FLC managed were doing as far as cancelling, postponing and holding their meetings virtually. Heidi gave her report and asked if there were any questions. Conference cancellation insurance was purchased, and a policy obtained for the 2020 event, through SHOWSTOPPERS/AON, a company endorsed by the American Association of Association Executives and used for all the FLC managed associations' annual meetings.

FRA Board Minutes

Page Three

May 15, 2020

ACADEMY COMMITTEE REPORT

Elizee Michel reviewed his report in the board book. The academy courses previously scheduled, except for the first two, have been postponed. Remote learning options are available and the FLC and Mari Rains with UCF are considering contracts with Canvas, an established company that Mari had used for years as an instructor for UCF in curriculum and course design, and that the FLC University was leaning towards. The Academy Committee has talked about the option and would be ready to support it if the Board decided to go that route.

Mari and Carol are working on the revisions to the Budgeting, Funding and Reporting course, per her contract. The committee was meeting each month by phone, or in Winter Park. Carol Westmoreland also presented a proposal from UCF/IOG Mari Rains to conduct a "Train the Trainer" session to add faculty to the Academy program. She recommended approval to add the \$4500 expense to the Academy budget, with a registration fee of \$1,000 per attendee. If there were not enough registrations to cover the cost, there was no cancellation fee penalty in the contract. After discussion,

A motion was made and seconded to approve the proposal and add the expenses for a Train the Trainer event to the Academy budget for 2019-20 FY. The motion was adopted without dissent.

PR AND MARKETING

Carol Westmoreland reviewed a memo in the board book from her, which asked for an amendment to the annual budget under the RBOA line item to increase it from \$50,000 to \$60,000. The purpose was to create two webpages for the Foundation, Florida Redevelopment Assistance Inc. In addition, the addition of podcasts to the membership tool box, which have been on the FRA "to do" list, could come out of this amount. The materials in the board book included: the last E-BLAST, invoice information, Facebook, Twitter, website statistics, awards and legislative impact campaign.

A motion was made and seconded to approve the proposal and add the expenses to the RBOA annual budget for 2019-20 FY. The motion was adopted without dissent.

MEMBERSHIP AND AWARDS PROGRAM

The FRA award submittals were coming in online and it was the consensus to extend the deadline a couple of weeks to give more members the ability to gather their submission information. FRA members by county were included in the book, as well as instructions

FRA Board Minutes

Page Four

May 15, 2020

for the FRA Awards judges from last year. It was anticipated that they would be similar for 2020. C. Westmoreland reviewed the proposed budget in the book for the 2020 Awards Ceremony. After discussion,

A motion was made and seconded to approve the budget. The motion was adopted without dissent.

LEGAL REPORT

C. Westmoreland presented two items for board approval: the retainer contract with Cliff Shepard for member legal services, and an invoice for his preparation of memos for the FRA website on audits and COVID expenses. The Executive Committee approved these expenses when the questions about CRA activities during the COVID impacts. The full invoices for the consultations (prior to the retainer contract being signed), as well as the retainer contract, were in the board book. After discussion,

A motion was made and seconded to approve the expenses of \$1,070 for consultations on legal issues prior to the retainer contract approval, and to approve the Executive Director signing the retainer contract with Shepard, Smith, Kohlmyer and Hand, P.A. for \$36,000 annually. The motion was adopted without dissent.

Ryan Matthews gave a summary of issues trending and there were items in the book for information only. Session next year will start in March 2021.

ADJOURNMENT

President Shamplain thanked everyone for a great meeting. There being no other business, the meeting was adjourned at 2:00 p.m.

Respectfully submitted

Carol Westmoreland, Executive Director

I certify that these minutes were approved at an official meeting held in August 2020.

Toni Shamplain, President



President
Toni Shamplain

Past President
Gail Hamilton

President Elect
Jeff Burton

Treasurer
Ken Thomas

Elected Officials
Peter Altman
Hazelle Rogers

Directors
Lynn Dehlinger
Kyle Dudgeon
Bob Ironsmith
Renee Jadusingh
Evan Johnson
John Jones
Kelley Klepper
Elizee Michel
Jessica Newman
Adam Rossmell
Michael Simon
Michele Hylton-Terry
Brenda Thrower

General Counsel
Clifford D. Shepard

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TO: FRA BOARD OF DIRECTORS
FROM: Amber Hughes, Executive Director
DATE: July 30, 2020
RE: Proposed Amendments to the 2019-2020 Annual Budget

I would like the Board of Directors to consider the following amendments to the 2019-2020 annual budget:

REVENUES:

1. Increase the **Dues** to from **\$125,000** to **\$164,510** which are the actual dues collected in the current fiscal year.
2. Increase the **Annual Conference** revenues from **\$160,000** to **\$252,600** which are the actual revenues from the 2019 Annual Conference.
3. Increase **Investment** from **\$1,000** to **\$1,200** based on actual investment revenues in the current fiscal year.
4. Reduce the **Academy** revenues from **\$123,750** to **\$55,050** due to the reduction in Academy classes due to the COVID-19.
5. Increase **Awards Program** from **\$11,940** to **\$16,545** based on actual revenues in the current fiscal year.

EXPENSES:

1. Reduce **Software Amortization** from **\$1,365** to **\$890** based on recommendation from accounting.
2. Increase **Miscellaneous** from **\$442** to **\$1,100** based on actual expenses in the current fiscal year.
3. Increase **Bank/ Credit Card Fees** from **\$8,000** to **\$10,000** based on recommendation from accounting.

4. Increase **Legal Fees/ Expenses** from **\$500** to **\$37,070** based on the new contract signed with the Sheppard law firm which includes a \$36,000 retainer.
5. Reduce **Travel/Post/Print/Supp FLC** from **\$5,000** to **\$2,500** due to a reduction in travel due to COVID-19.
6. Increase **Annual Conference** from **\$179,100** to **\$184,480** based on actual expenses at the 2019 Annual Conference.
7. Increase **FLC Contract** from **\$40,093** to **\$40,095** based on recommendation from accounting.
8. Reduce **BOD Meetings** from **\$5,000** to **\$3,600** to account for the reduction of in-person BOD meetings.
9. Increase **Auditing Services** from **\$7,375** to **\$7,875** per the engagement letter sent to us by Shorstein & Shorstein, P.A.
10. Increase **Website** from **\$10,500** to **\$15,000** to reflect actual year-to-date expenses plus an estimate of the final three months of the fiscal year for website management and maintenance (\$12,679.14 + \$2,320.86).
11. Increase **Academy** from **\$68,700** to **\$25,000** which includes the curriculum redesign from this fiscal year (\$15,275), the total amount of the IOG UCF Train the Trainer contract (\$4,500) and the actual expenses from the February Academy class (\$4,769).
12. Increase **Awards Program** from **\$7,503** to **\$7,505** based on recommendation from accounting.
13. Increase **Foundation** from **\$0** to **\$15,310** which are actual expenses in the current fiscal year.

Florida Redevelopment Association

Proposed Amended Budget 8/7/2020

	Adopted FY 2019-20	Amended May 15	Actual 6/30/20	Proposed Amended 8/7/20
REVENUES				
Dues	120,000	125,000	164,510.00	164,510
Annual Conference	248,476	160,000	252, 593.17	252,600
Investment	1,000	1,000	1,159.80	1,200
Academy	75,000	123,750	55,045.00	55,050
Awards Program	15,982	11,940	16,544.00	16,545
Total Revenues	460,458	421,690	489,851.97	489,905
EXPENSES				
Software Amortization	890	1,361	668.01	890
Miscellaneous	442	442	1,017.38	1,100
Bank/Credit Card Fees	8,000	8,000	8,552.06	10,000
Legal Fees/Expenses	500	500	14,630.00	37,070
Travel/Post/Print/Supp FLC	5,000	5,000	2,424.69	2,500
Annual Conference	179,100	179,100	184,480.16	184,480
FLC Contract	40,093	40,093	30,450.00	40,095
BOD Meetings	6,000	5,000	3,546.81	3,600
Auditing Services	7,375	7,375	5,737.50	7,875
Website	10,500	10,500	12,679.14	15,000
RBOA Contract	50,000	60,000	47,050.22	60,000
Lobbyist Services	80,000	80,000	60,134.94	80,000
Academy	64,300	68,700	7,466.11	25,000
Memberships	0	150	150.00	150
Awards Program	18,883	7,503	12,156.06	7,505
Foundation	0	0	15,310.00	15,310
Total Expenses	471,083	473,724	406,453.08	490,575
<i>Increase (Decrease)</i>	<i>(10,625)</i>	<i>(52,034)</i>	<i>83,398.89</i>	<i>(670)</i>



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TO: FRA BOARD OF DIRECTORS
FROM: Amber Hughes, Executive Director
DATE: July 30, 2020
RE: Proposed 2020-2021 Annual Budget

Attached is the FRA proposed budget for 2020-2021 fiscal year as prepared by staff. The following information will provide details as to how the purposed numbers were derived.

REVENUES:

Dues revenue are budgeted at **\$150,750**, down from the June 3, 2020 actuals, to reflect a possible reduction in revenues due to the current economic climate.

Annual Conference revenues are reduced to **\$108,750** based on an estimate of 250 registrations and \$10,000 in sponsorships and exhibitors (250 @ \$395 + \$10,000).

Investment revenue budgeted at **\$1,200** to account for the slight increase we have seen in the current fiscal years as of June 30, 2020.

Academy revenues are budgeted at **\$110,880** which is based on 28 students per each of the 8 courses with a fee of \$495 each.

Awards Program revenues are budgets at **\$14,000** based on 68 awards with a new amount of \$200 plus 4 awards copies at \$100 each).

Total proposed revenues reflect a decrease over the Amended 2019-2020 budget as of May 15, 2020 of \$36,110.

EXPENSES:

Software Amortization is budgeted at **\$0.00** as last year was the last amortization we will have unless additional capital items are purchased.

Bank/Credit Card Fees are budgeted at **\$10,000** based on recommendation from accounting.

Legal Fees/ Expenses are budgeted at \$36,000 based on the new contract signed with the Sheppard law firm which includes a \$36,000 retainer.

Travel expenses are budgeted at **\$5,000**, which is the same amount as the previous fiscal year.

Annual Conference expenses are budgets at **\$65,000** for a virtual 2020 annual conference.

FLC Contract is budgeted at **\$42,450** to reflect the annual increase in the contract.

BOD Meetings are budgeted at **\$1,000** as all meetings are virtual until further notice.

Auditing Services are budgeted at **\$7,875** per the engagement letter sent to us by Shorstein & Shorstein, P.A.

Website is budgeted at **\$15,000** for management and maintenance.

RBOA Contract is budgeted at **\$60,000**, which is the same amount as the previous fiscal year.

Lobbyist Contract is budgeted at **\$80,000**, which is the same amount as the previous fiscal year.

Academy is budgeted at **\$69,400** which includes the cost of in person classes and a Train the Trainer.

Memberships is budgeted at **\$0.00** which is a reduction over the previous fiscal year.

Awards Program is budgeted at **\$6,000** for a virtual program.

Foundation is budgeted at **\$2,580** which is an estimated cost of the Nonprofits, Inc. management services.

Total proposed expenses reflect a decrease over the Amended 2019-2020 budget as of May 15, 2020 of \$72,919.

Florida Redevelopment Association

Proposed Budget 2020-21

Proposed FY 2020-21

REVENUES

Dues	150,750
Annual Conference	108,750
Investment	1,200
Academy	110,880
Awards Program	14,000
Total Revenues	385,580

EXPENSES

Software Amortization	-
Miscellaneous	500
Bank/Credit Card Fees	10,000
Legal Fees/Expenses	36,000
Travel/Post/Print/Supp FLC	5,000
Annual Conference	65,000
FLC Contract	42,450
BOD Meetings	1,000
Auditing Services	7,875
Website	15,000
RBOA Contract	60,000
Lobbyist Services	80,000
Academy	69,400
Memberships	-
Awards Program	6,000
Foundation	2,580
Total Expenses	400,805
<i>Increase (Decrease)</i>	<i>(15,225)</i>

FLORIDA REDEVELOPMENT ASSOCIATION, INC.

Statement of Financial Position

June 30, 2020

ASSETS

CURRENT ASSETS

Cash & Cash Equivalents (See Exhibit A)	474,971.39
Accounts Receivable (See Exhibit A)	596.25
Prepaid Expenses	3,304.69
Deposits	11,500.00

TOTAL CURRENT ASSETS	490,372.33
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OTHER ASSETS

Software	9,842.00
Less: Accumulated Amortization	9,619.34

NET OTHER ASSETS	222.66
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TOTAL ASSETS	490,594.99
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LIABILITIES AND NET ASSETS

Liabilities

Accounts Payable (See Exhibit A)	56,500.13
Deferred Income (See Exhibit A)	12,537.00

Total Liabilities	69,037.13
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Net Assets	338,158.97
Increase in Net Assets	83,398.89

Total Net Assets	421,557.86
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TOTAL LIABILITIES AND NET ASSETS	490,594.99
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FLORIDA REDEVELOPMENT ASSOCIATION, INC.

Statement of Activities

For the Period 10/1/2019 through 6/30/2020

	ACTUAL	BUDGET	VARIANCE	%
REVENUES				
Dues Income	164,510.00	120,000.00	44,510.00	1.37
Conference Income	252,593.17	248,476.00	4,117.17	1.02
Investment Income	1,159.80	1,000.00	159.80	1.16
Academy Income	55,045.00	75,000.00	(19,955.00)	0.73
Awards Program Income	16,544.00	15,982.00	562.00	1.04
TOTAL REVENUES	489,851.97	460,458.00	29,393.97	1.06
EXPENSES				
Software Amortization	668.01	890.00	(221.99)	0.75
Miscellaneous Expense	1,017.38	442.00	575.38	2.30
Bank and Credit Card Fees	8,552.06	8,000.00	552.06	1.07
Legal Fees & Expenses	14,630.00	37,070.00	(22,440.00)	0.39
Travel/Postage/Printing/Supplies	2,424.69	5,000.00	(2,575.31)	0.48
Conference Expenses	184,480.16	179,100.00	5,380.16	1.03
Administration Fees-FLC	30,450.00	40,093.00	(9,643.00)	0.76
Meeting Expense-BOD	3,546.81	6,000.00	(2,453.19)	0.59
Auditing Services	5,737.50	7,375.00	(1,637.50)	0.78
Web Site Development	12,679.14	10,500.00	2,179.14	1.21
RBOA Contract	47,050.22	60,000.00	(12,949.78)	0.78
Lobby Services	60,134.94	80,000.00	(19,865.06)	0.75
Academy Expenses	7,466.11	68,800.00	(61,333.89)	0.11
Subscription/Publication	150.00	0.00	150.00	0.00
Awards Program Expenses	12,156.06	18,883.00	(6,726.94)	0.64
Foundation Set-Up Expenses	15,310.00	0.00	15,310.00	0.00
TOTAL EXPENSES	406,453.08	522,153.00	(115,699.92)	0.78
INCREASE IN NET ASSETS	83,398.89	(61,695.00)	145,093.89	(1.35)

FLORIDA REDEVELOPMENT ASSOCIATION, INC.

Statement of Cash Flows

For the Nine Months Ended June 30, 2020

Cash Flows from Operating Activities:

Increase in Net Assets 83,398.89

Adjustments to Reconcile Increase in
Net Assets to Net Cash Used by
Operating Activities:

Amortization 668.01

Change in Assets and Liabilities

Decrease in Accounts Receivable 11,947.01

Decrease in Prepaid Expenses 26,482.88

Increase in Deposits (2,500.00)

Decrease in Accounts Payable (5,951.99)

Decrease in Deferred Income (254,268.00)

Net Cash Used by Operating Activities (140,223.20)

Cash and Cash Equivalents - 10/01/19 615,194.59

Cash and Cash Equivalents - 06/30/20 474,971.39

FLORIDA REDEVELOPMENT ASSOCIATION, INC.

2019 Conference Report

Tampa Florida

	FY 19/20 ACTUAL	FY 19/20 BUDGET
CONFERENCE REVENUES		
Registration Fees	171,869.00	158,776.00
Contributions/Sponsorships	31,800.00	31,600.00
Exhibit Booth Income	41,950.00	41,950.00
Complimentary Room Credit	4,874.17	5,900.00
Tour Income	2,100.00	10,250.00
TOTAL REVENUES	252,593.17	248,476.00
CONFERENCE EXPENSES		
Exhibit Hall Lunch-Wed	23,069.81	18,000.00
Thursday Lunch	20,872.69	18,000.00
Thursday Night Event	50,920.26	36,000.00
Friday Lunch	6,404.62	6,000.00
Refreshment Break Expense	5,464.75	15,000.00
Exhibit Hall Reception	15,491.09	17,000.00
A.V. Equipment Rental Expense	15,727.95	15,000.00
Videos, Web, & Social Media	321.32	1,500.00
Tour Expenses	4,784.06	4,500.00
WiFi Expenses	1,785.00	2,500.00
Staff Travel	4,951.90	3,500.00
Speaker Expense	28,186.02	18,000.00
Postage & Mailing	0.00	250.00
Printing-in house-Expense	677.63	500.00
Printing-out of house-Expense	1,108.34	2,500.00
Supplies	101.50	600.00
Exhibitor Cost	3,123.80	3,500.00
Awards Program Expense	0.00	12,350.00
Miscellaneous Expense	60.00	1,000.00
Board Meeting Expense	451.67	400.00
Entertainment	0.00	2,000.00
Insurance	977.75	1,000.00
TOTAL EXPENSES	184,480.16	179,100.00
INCREASE IN NET ASSETS	68,113.01	69,376.00



Board of Directors

PRESIDENT

Toni Shamplain, FRA-RA (2013-2018)

WEST FLORIDA REGION

Downtown North CRA Manager
City of Panama City, CRA
501 Harrison Avenue
Panama City, FL 32401
(850) 691-4587
Cell: (850) 625-2016
tshamplain@pcgov.org

PAST PRESIDENT

Gail Hamilton (2011-2019)

EAST CENTRAL REGION

CRA Director
City of Zephyrhills
5335 - 8th Street
Zephyrhills, FL 33542
(813) 780-0000, ext. 3506
Cell: (813) 713-7330
ghamilton@ci.zephyrhills.fl.us

PRESIDENT ELECT

Jeff Burton, FRA-RA (2016 – 2021)

SOUTHWEST REGION

Director
CRA, City of Palmetto
324 8th Avenue West, Suite 103
Palmetto, FL 34221
(941) 723-4988
Cell: (941) 264-5430
jburton@palmettoCRA.org

TREASURER

Ken Thomas (2015 - 2020)

EAST CENTRAL REGION

Director, Housing & Redevelopment
City of Leesburg
1041 County Road 468
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(352) 728-9765
Cell: (352) 617-5876
Ken.thomas@leesburgflorida.gov

ELECTED OFFICIALS

Peter Altman (2018)

TAMPA BAY REGION

Councilman, City of New Port Richey
5919 Main Street
New Port Richey, FL 34652
(727) 853-1021
Cell: (727) 237-2592
altmanp@cityofnewportrichey.org

Hazelle Rogers (2018)

SOUTH FLORIDA REGION

Mayor, City of Lauderdale Lakes
4300 N.W. 36th Street
Lauderdale Lakes, FL 33319
(954) 535-2706
Cell: (954) 914-3667
hazeller@lauderdalelakes.org
Assistant: Dwight Hinkson
dwighth@lauderdalelakes.org

DIRECTORS

Lynn Dehlinger (2015 - 2020)

EAST CENTRAL REGION

Senior Economic Development
Manager
RMA, LLC
2401 East Atlantic Blvd. Suite #305
Pompano Beach, FL 33062
(954) 695- 0754
Cell: (407) 619-2848
lynn@rma.us.com

Kyle Dudgeon, FRA-RA (2017-2022)

EAST CENTRAL REGION

CRA Manager
401 South Park Avenue
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(407) 599-3399
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kdudgeon@cityofwinterpark.org

Bob Ironsmith (2018 - 2023)

TAMPA BAY REGION

CRA Director
City of Dunedin
1415 Pinehurst Road, Unit H
Dunedin, FL 34698
(727) 298-3204
Cell: (727) 460-1324
rironsmith@dunedinfl.net

Renee Jadusingh, FRA-RA (2018 – 2023)

SOUTH REGION

Executive Director
Delray Beach CRA
20 North Swinton
Delray Beach, FL 33444
(561) 276-8640
Cell: (954) 806-6637
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Evan Johnson, AICP, LEED AP (2016 – 2021)

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**MyFRA section (must have
username/password to access:**

*[http:// redevelopment.net/membership/fra-
member-access/](http:// redevelopment.net/membership/fra-member-access/)*

FLORIDA REDEVELOPMENT ASSOCIATION BYLAWS

Adopted by the membership on October 18, 2019

ARTICLE I - PURPOSES AND POWERS

The purposes for which this corporation is formed, and the powers which it may exercise, are set forth in the Articles of Incorporation. The Board of Directors shall supervise and control the affairs of the Association. No individual shall be vested with power to enter into any agreement or contract to obligate this Association, or create any financial liabilities for the Association, except upon the authority of the Board of Directors.

ARTICLE II - MEMBERSHIP

Section 1. **Membership.** Membership in the organization is uniform, entitling all members to the same benefits. However, the Board of Directors may establish special membership categories or assessments as deemed appropriate.

Section 2. **Dues.** Annual membership dues shall be payable before October 31 of each year, or upon application for membership and shall be set by the Board of Directors. The Board of Directors shall establish membership classifications and the dues paid by each classification.

Section 3. **Membership Applications.** Applications for membership shall be made to the administrative office of the Association upon forms containing such information as the Board of Directors shall prescribe. Membership information may be obtained in person, by mail, or through the internet.

Section 4. **Membership Resignation.** A member may resign from membership in the Association upon giving written notice thereof to the Executive Director or Treasurer of the Association. Such resignation shall specify the reasons thereof and the effective date thereof. Members who resign from membership shall not be entitled to any refund for dues previously paid.

Section 5. **Member Exclusion.** The Board of Directors, by two-thirds (2/3) vote of its members, may suspend or terminate the membership of any member if the Board of Directors determines, after such member shall have been given a reasonable opportunity to present its position, that such member's conduct is prejudicial to the best interests, welfare or character of the Association.

Section 6. An individual member is a person who is not employed by or under contract to any other member and is not involved in the practice of redevelopment or providing

compensated service to any member. It is anticipated that an individual member may be a non-local government elected official, a retired practitioner of redevelopment, a student or professor, a non-Florida resident, or other like circumstance.

ARTICLE - III MEETINGS

Section 1. **Annual Membership Meeting.** An annual Membership Meeting of the Association shall be held before October 31st in each calendar year at such time and place as may be determined by the Board of Directors for the purpose of education and training, electing Officers and At-Large Directors and transacting such other business as may be properly brought before the meeting. This meeting may also be referred to as “the Conference.”

If a scheduled annual Membership Meeting must be postponed because of an emergency, the Board of Directors at its option may reschedule the annual Membership Meeting between October 1 and December 31 of the same year as the cancelled annual Membership Meeting. If it is not possible or practical to reschedule the annual Membership Meeting, the election of Officers and At-large Directors will be done by polling members electronically prior to November 30. In this instance, the Board of Directors from the prior fiscal year shall continue to serve until replaced.

Section 2. **Meeting Representation.** It will be presumed that the contact or alternate contact named in the current revision of the membership directory posted on the Association website is authorized to vote for a member entity or vote as an individual member. Prior to the annual Membership Meeting, the Executive Director will prepare a list of those eligible to vote for each member entity or as an individual member and the list will be available in case of disputes or need for a roll call vote. If a member entity wishes to deviate from the above voting designation, it must so notify the Executive Director in writing prior to the business session being called to order.

Section 3. **Special Meetings.** Special Membership Meetings shall be held at any time and place as may be designated in the notice of said meetings, upon call of the President or the Board of Directors or upon written petition by at least ten (10) Officers, Elected Officials Directors, and At-large Directors. Any such request shall state the purposes for which such meeting is called.

Section 4. **Executive Committee Meetings.** There shall be an Executive Committee consisting of the President, President-elect, and Past President, and the Treasurer. The Executive Director shall be an ex officio non-voting member of the Executive Committee. The Executive Committee may exercise any power that could have been exercised by the Board of Directors in the interim between Board of Directors meetings when it is not convenient or practical to convene the Board of Directors, and may exercise such other powers as may be delegated to the Executive Committee by the Board of Directors from

time to time. The Executive Committee shall meet at least monthly between the Board of Directors regularly scheduled quarterly Board of Directors meetings. The Executive Committee may, in its discretion, conduct its meetings by telephone or other electronic means. Any decision of the Executive Committee requiring a vote shall have the concurrence of at least three members.

Section 5. Board of Directors Meetings. The Board of Directors shall meet at least four (4) times per year unless providentially prevented from doing so. Unless determined otherwise by the Board of Directors, three meetings shall be at various locations in the second, third, and fourth quarters of the fiscal year. Locations for Board of Directors meetings shall be determined by the President in consultation with the Executive Director. Additionally, there shall be a meeting of the Board of Directors at the annual Membership Meeting. The incoming President may call an additional meeting of the incoming Board of Directors at the annual Membership Meeting, such meeting to occur after the election of the Board of Directors by the membership. The President, in consultation with the Executive Committee, may call a special meeting of the Board of Directors at any time.

Section 6. Meeting Notices. Written notice of every Membership Meeting, stating the place, date and hour of the meeting, shall be given personally, electronically or by mail to members not less than fifteen (15) nor more than fifty (50) days before the date of the meeting. Attendance of a member at a Membership Meeting shall constitute a waiver of notice of such meeting and of all objections to the place or time of meeting, or the way it has been called or convened.

Section 7. Quorum. Thirty-three percent (33%) of the voting membership, present in person, shall constitute a quorum for the transaction of business at all Membership Meetings except as otherwise provided by statute, by the Articles of Incorporation, or by these Bylaws. If a quorum is not present or represented at any Membership Meeting, the presiding Officer may hold the meeting open or may adjourn from time to time until a quorum is present. However, once a quorum at a Membership Meeting is seated, the quorum stays in effect for the duration of the Membership Meeting for any pre-noticed agenda items.

Section 8. Voting. When a quorum is present at any meeting, the vote of a majority of the eligible membership present in person shall decide any question brought before such meeting, unless the question is one upon which, by express provision of law or of the Articles of Incorporation or these Bylaws, a different vote is required, in which case such express provision shall govern and control the decision of the question. Each member entity or individual member shall have one vote during the business session of the annual Membership Meeting. Only members in good standing shall be entitled to vote at meetings of the membership.

Section 9. **Parliamentary Authority.** Roberts Rules of Order Newly Revised shall govern the parliamentary procedure of the Association when not in conflict with these Bylaws. The order of business may be altered or suspended at any meeting or by a majority vote of the eligible members present.

ARTICLE IV - OFFICERS

Section 1. **Number.** The Officers of the Association shall be a President, a President-Elect, a Past President and a Treasurer. The Executive Director of the Association or his or her designee shall serve as Secretary. Together with the At-large Directors and Elected Official Directors described in Article V, they shall make up the Board of Directors. In addition, there may be such other subordinate non-voting Officers, as the Board of Directors may from time to time deem necessary or desired, including Regional Representatives.

Section 2. **Term of Office, Elections.** The Officers shall be elected for a one-year term at the annual Membership Meeting to serve until their successors are elected. In order to provide a continuity of leadership, it shall be the general policy of the Board of Directors that each year a Treasurer shall be nominated and elected to serve one year as Treasurer, followed by one year as President-Elect, one year as President, and one year as Past President. Those nominated as Officers must be current members of the Board of Directors and shall be elected by a majority of the eligible voters present in person at the annual Membership Meeting, a quorum being present.

Section 3. **Powers and Duties.** Except as hereinafter provided, the Officers of the Association shall each have powers and duties as generally pertain to their respective offices, as well as those that from time to time may be conferred by the membership or the Board of Directors.

(a) **President.** The President shall be the chief executive Officer of the Association, shall preside at all meetings of the Board of Directors and the membership, and shall have general supervision of the Association. The President shall sign all contracts and obligations of the Association unless otherwise directed by the Board of Directors, and generally shall have all duties usually incumbent upon the chief executive office of a membership association and such other powers and duties as may be assigned by the Board of Directors, the membership or these Bylaws. The President shall be the chair of the Executive Committee. The President shall appoint the Chairs of standing committees, temporary committees, and the five Board of Directors members on the Nominating Committee.

(b) **President-Elect.** The President-Elect shall be a member of the Executive Committee and have such duties and responsibilities as the President or Board of Directors may from time to time prescribe and shall perform the duties of the President in the event of absence or incapacity of the President. At Board of Directors meetings and Executive Committee meetings, the President-Elect shall chair the meetings in the absence of the President.

(c) **Past-President.** The Past President shall be a member of the Executive Committee and have such duties and responsibilities as the President or Board of Directors may from time to time prescribe. In the event of a vacancy occurring in the Past President position, the Board of Directors will appoint a former Past President to serve out the term as a member of the Board of Directors and Executive Committee.

(d) **Treasurer.** The Treasurer shall be the Chief Financial Officer of the Association and shall be responsible for the financial records of the Association, monitoring the finances of the Association, and reporting from time to time to the Executive Committee and the Board of Directors on the financial condition of the Association, shall prepare a proposed annual budget to be presented to the Board of Directors no later than the annual Membership Meeting of the Association each year, and shall also have such other duties as may be assigned by the membership or the Board of Directors. The Treasurer shall be a member of the Executive Committee.

Section 4. **Vacancies.** Any vacancy in an Officer position resulting from any cause may, if not filled by succession or as otherwise provided herein, be filled for the unexpired portion of the term thereof by appointment of the Board of Directors.

Section 5. **Removal.** Any Officer may be removed from office with or without cause, by the affirmative vote of three-fourths (3/4) of the eligible members in good standing at any membership meeting duly called, or by a three-fourths (3/4) vote of all the Board of Directors at a duly called meeting of the Board of Directors.

ARTICLE V - DIRECTORS AND BOARD OF DIRECTORS MEETINGS

Section 1. **Powers and Responsibilities.** The property and affairs of the Association shall be managed and directed by a Board of Directors, which may exercise all powers of the Association and do all acts and things not prohibited by law, by the Articles of Incorporation of the Association, or by these Bylaws. The Board of Directors may authorize the Officers of the Association, as well as the Executive Director or other designees, to administer and carryout the business of the Association subject to direction of the Board of Directors.

Section 2. **Number, Selection and Term.** The number of At-large Directors shall be fourteen (14). The four (4) Officers, fourteen (14) At-large Directors, and up to four (4) Elected Official Directors shall constitute the "Board of Directors."

The term limit of an elected At-large Director shall be no more than four (4) successive years from the date appointed or elected as an At-Large Director, excluding service as an Officer. The term limit shall be effective for all At-Large Directors elected after October 1, 2019. A member may be re-elected as an At-Large Director after a minimum of one year not serving on the Board of Directors.

There shall not be more than one At-large Director or Elected Official Director employed by or elected by the same member entity serving on the Board of Directors at the same time. If a person is put forth publicly as an employee or owner of an entity on business cards, letterhead, websites, other advertising or marketing material, or in any other fashion to customers and potential customers, that person shall be considered an employee without regard to their W-2 or 1099 tax status. Membership on the Board of Directors shall be individual to the persons elected thereto, and no member of the Board of Directors shall have any power of substitution for himself, or of delegation of his authority, with respect to membership on the Board of Directors. In the event that an Officer or At-large Director ceases to be employed by a member entity, resigns the position that they held when elected to the Board of Directors and does not take another position affiliated with an Association member, or is unable to serve on the Board of Directors after their election, their term officially expires as of October 1 following their change in status. The Board of Directors member may resign to allow the Board of Directors to fill the vacancy. The Board of Directors may appoint a member to fill the vacancy created at any time during the year, prior to October 1. The Board of Directors may earlier declare the seat of such Officer or At-large Director to be vacant at the discretion of the Board of Directors, considering the benefit of such action to the members and the Board of Directors. An Officer or At-large Director not employed by a member entity whose term is not expiring may remain on the Board of Directors for succeeding fiscal years if they become employed by another member entity or become an individual member of the Association. In the event an Elected Official Director is no longer serving as an elected official at the opening of the business session of the annual Membership Meeting, their term as an Elected Official Director shall end at that time.

Should an At-large Director become employed by a member entity who already has one employee, elected official, or owner serving on the Board of Directors as an At-large Director or Elected Official Director, one of the two Directors must resign from the Board of Directors within 90 days. It is the intent of these Bylaws that this restrictive language be broadly interpreted so that no member entity shall have significantly more influence on Board of Director's decisions than other member entities.

The way the non-Officer members of the Board of Directors are selected, and their terms of office shall be as follows:

- (a) **At-Large Directors.** There shall be up to fourteen (14) non-Officer At-large Directors elected at large as representatives of voting members. At-large Directors shall be elected at the annual Membership Meeting by a majority of the voting members represented, a quorum being present. To be eligible for nomination as an At-large Director, the nominee must have been a member of the Association or an employee or owner of a member for at least three years.

(b) **Vacancies.** The Board of Directors may fill vacancies due to the resignation, death, ineligibility, or removal of any At-large Director or Elected Official Director at any Board of Directors meeting. To the greatest extent possible, new At-large Directors shall be selected to balance the geography, community of interest and diversity of the Board of Directors. But in all instances, qualification based on involvement in the activities of the association shall be primary. To be eligible for nomination as a replacement At-large Director, the nominee must have been a member of the Association or an employee or owner of a member for at least three years. The newly appointed At-large Director will serve to the end of the current fiscal year plus four additional years if confirmed by the membership at the annual Membership Meeting. To the extent practicable, interim vacancies on the Board of Directors will be filled at the next meeting of the Board of Directors.

c) **Elected Official Directors.** The Board of Directors may appoint up to four (4) individuals to serve as a member of the Board of Directors, who currently hold elected office as a member of the governing body of a city, county or the state. Elected Officials Directors shall be appointed for a term of one-year by the Board of Directors. Elected Officials may be reappointed by the Board of Directors for up to three additional one-year terms.

(d) **Ex-officio non-voting Members.** The Board of Directors may appoint individuals to serve as non-voting ex-officio members of the Board of Directors.

Section 4. **Removal.** Any member of the Board of Directors may be removed by a three-fourths (3/4) vote of the eligible members at any Membership Meeting, or by a three-fourths (3/4) vote of all the members of the Board of Directors at any meeting of the Board of Directors. Without limiting the foregoing, any member of the Board of Directors who is absent for three (3) consecutive meetings may be removed from his position as a member of the Board of Directors.

Section 5. **Meetings and Notices.** The Board of Directors may hold meetings, both regular and special, either within or without the State of Florida. Board of Directors meetings are open for attendance to any member of the Association. Special meetings of the Board of Directors may be called by the President, or by the Board of Directors as a whole, or by ten (10) or more members of the Board of Directors. Written notice of the time and place of both regular and special meetings shall be given to each member of the Board of Directors either by personal delivery, mail, telegram or electronically at least five (5) days before the meeting. Such notice shall be deemed to have been duly served or given when deposited, first class postage prepaid, in the United States mail. Such notice shall state a reasonable time, date and place of meeting, but the purpose need not be stated therein. Notice need not be given to any member of the Board of Directors who signs a Waiver of Notice either before or after the meeting. Attendance of a member of the Board of Directors at a meeting shall constitute a Waiver of Notice of such meeting and waiver of all objections to the place and time of the meeting, or the manner in which it has been called or

convened, except when the member of the Board of Directors states, at the beginning of the meeting, any such objections or objections to the transaction of business. Notice requirements for a meeting to be recessed and later reconvened may be waived by the Board of Directors at any properly noticed meeting.

Section 6. **Quorum.** At all meetings of the Board of Directors, a majority of the Officers, At-large Directors, and Elected Officials Directors shall constitute a quorum for the transaction of business, and the act of a majority of the members present at any meeting at which there is a quorum shall be the act of the Board of Directors, except as may be otherwise specifically provided by law, by the Articles of Incorporation or by these Bylaws. If a quorum shall not be present at any meeting of the Board of Directors, the members of the Board of Directors present thereat may adjourn the meeting from time to time, without notice other than announcement at the meeting, until a quorum shall be present.

Section 7. **Consent of the Board of Directors.** Any action required or allowed at any meeting of the Board of Directors may be taken without a meeting, if two-thirds (2/3) of the members of the Board of Directors consent in writing to the action(s) to be taken, and if the writing(s) are filed with the Board of Directors Minutes. Such consent shall have the same force and effect as a unanimous vote of the Board of Directors.

Section 8. **Executive Director.** The Board of Directors may from time to time appoint an individual to serve as the Executive Director of the Association to perform such duties as shall be established by the Board of Directors. This person will serve until he/she resigns or is replaced by the Board of Directors.

Section 9. **Conflict of Interest.** The Association shall not contract with any member of the Board of Directors or any entity who employs a member of the Board of Directors.

Section 10. **Association Office.** The Board of Directors may authorize the establishment of one or more offices of the Association at locations within the State of Florida.

ARTICLE VI - COMMITTEES

Section 1. **Standing Committees.** The President shall appoint committees and their chairs. All members of a committee must be a current individual member or employed by an entity that is a current member of the Association. The President shall appoint the committee chairs, as designated by these by-laws, who shall be responsible for directing and coordinating the affairs of the committee. Standing committee chairs shall be current members of the Board of Directors unless otherwise determined by the President.

The terms of office of committees and committee members shall be one year commencing at the end of the annual Membership Meeting. Committee Chairs may appoint persons

from within the Association to perform various functions in the committees and may create subcommittees to pursue appropriate objectives. Chairs of subcommittees do not have to be members of the Board of Directors. The Chairs shall prepare or supervise the reports and recommendations delivered to the Board of Directors or the membership. The committee shall also report on matters of interest at annual Membership Meetings of the Association. The Board of Directors may remove any member of a committee by majority action.

Committee meetings may be conducted in person, telephonically, or by any other electronic means. Committee meetings must be noticed to the Executive Director at least three (3) days prior to the meeting.

The standing committees and their duties are as follows:

(a) Conference Committee. The Conference Committee shall carry out the responsibilities of planning and coordinating the program, including speakers and sponsors, for the annual Conference and Membership Meeting. The Conference Committee shall also develop a working conference budget. The President-Elect shall serve as the Chair of the Conference Committee unless the Board of Directors determines otherwise.

(b) Finance Committee. The Finance Committee shall be responsible for the development and review of the Association's annual budget, as well as any amendments thereto, including the making of recommendations regarding Association revenues, expenditures, or investments, and dues amounts and timely payment thereof. The Finance Committee shall also review and make recommendations regarding Association staffing and administrative procedures. The Treasurer shall be the chair of the Finance Committee.

(c) Legislative Affairs Committee. The Legislative Affairs Committee shall review, monitor, research and develop proposals relative to Federal and State legislation, as well as administrative procedures of state agencies, and review, draft and recommend the Association's Legislative Policy Statement each year. The Legislative Affairs Committee may direct legislative reports to be made, and may also develop a network of contacts, or any other program, to advance lobbying activities by the Association. The Association attorney shall be an ex-officio member of the Legislative Affairs Committee.

(d) Membership Committee. The Membership Committee shall promote the Association and its activities or services to existing members, and to design procedures to recruit new members and market Association services and benefits. The Executive Director shall consult with the Chair of the Membership Committee regarding communications to the general membership, such as newsletters and general communications (internal marketing).

The Chair of the Membership Committee shall serve also as the chair of the Regional Representatives and shall report on the activities of the regions at all meetings of the Board of Directors.

The role of a Regional Representative shall be to promote the organization and the Association's committee system within their region through contact with members, and if needed, to act as a liaison between members and the Board of Directors. The term of office for a Regional Representative shall be one year. Regional Representatives are appointed by the Board of Directors during the nominating process and shall have no voting power. Every Regional Representative must be a current member of the Association or represent a member entity of the Association within the region. The regions and counties within shall be the same as the Florida Regional Planning Councils geographically.

(e) Nominating Committee.

There shall be a Nominating Committee whose members are appointed by the President for the purpose of reviewing candidates nominated for Board of Directors positions and making recommendations to the Board of Directors for the filling of those positions. To the greatest extent possible, new Board of Directors members shall be selected to balance the geography, community of interest and diversity of the Board of Directors. But in all instances, qualification based on involvement in the activities of the association shall be primary.

The nominating committee shall be comprised of not more than 5 members of the Board of Directors, and other Association members as selected by the President. The maximum number of members of the Nominating Committee shall be seven (7). Members of the Nominating Committee may only sponsor one nomination for a vacant or soon to be vacant Board of Directors position.

Nominations of persons who wish to be considered to fill vacant positions on the Board of Directors should be considered by the Nominating Committee prior to the fourth quarter Board of Directors meeting. The recommendations should be voted on by the Board of Directors at this meeting. However, vacancies for Board of Director positions may be considered and voted on at any Board of Directors meeting. Only a current member of the Board of Directors may nominate a candidate for a board position, and only one nomination per Board of Directors member may be made for each nomination cycle.

The Executive Director shall distribute a nominating form to the current Board Directors at least five weeks prior to the meeting at which the nominations received are scheduled to be on the agenda. The Executive Director shall forward the nominations that are filed timely and that qualify for consideration per Articles IV and V, to the chair of the Nominating Committee, at least three weeks prior to the Board of Directors meeting at which they are scheduled to be on the agenda.

The nominating committee chair, or the Executive Director on their behalf, shall forward the nomination forms and resumes received timely to the Nominating Committee members. Additionally, the chair shall convene a meeting of the Nominating Committee members to consider nominations to the pending vacant, or currently vacant Board of Directors positions. The Executive Director shall attend the meeting and record the votes. The meeting may be conducted in real time telephonically or by other electronic or digital means.

At least one week prior to the Board of Directors meeting, the Executive Director shall transmit the recommendations of the committee to the board of directors, with all the nominations, forms and resumes.

The Executive Director shall prepare, and the Board of Directors shall approve, prior to the annual Membership Meeting, a slate of proposed Officers, At-large Directors, and Elected Official Directors. Nominations for qualified candidates other than those on the proposed slate may be made from the floor during the election portion of the annual Membership Meeting. A majority of the votes cast at the Membership Meeting shall determine those selected for Board of Directors membership.

In addition to voting on the slate of proposed Officers, At-large Directors, and Elected Official Directors, the membership may be asked to vote on proposed Bylaws revisions as approved by the Board and recommended by the Nominating Committee. The Nominating Committee may recommend any bylaw changes to the Board of Directors, including changes to the composition of the Board of Directors, as it deems necessary. The Board of Directors shall adopt appropriate nominating and election policies and procedures.

(f) Marketing and Public Relations Committee. The Marketing and Public Relations Committee shall work to promote the Association, its activities and accomplishments, as well as the accomplishments of its members (external marketing). The Executive Director shall consult with the Chair regarding information distributed to promote the Association.

(g) Education and Professional Development Committee. The Education and Professional Development Committee is responsible for the implementation of the Association's certification, education, research, and information program development on all aspects of redevelopment. The Education and Professional Development Committee is responsible for creating educational and training opportunities for the membership through various media including webinars, podcasts, regional meetings, and special events. This includes recruiting speakers and authors for the purpose of developing topic papers on trends, solutions, case studies or other redevelopment issues.

(h) **FRA Academy Committee.** The FRA Academy Committee is responsible for the creation of FRA Academy courses, rules and regulations, criteria and procedures to that carry out the administrative and educational aspects of the FRA Academy.

(i) **Advisory Committee.** An Ad-hoc Advisory Committee shall be comprised of Past Presidents and past members of the Board of Directors and may be activated and called upon by the Board of Directors.

(j) Other non-standing committees may be created as the President or Board of Directors authorize.

ARTICLE VII - GENERAL PROVISIONS

Section 1. **Fiscal year.** The fiscal year of the Association shall be October 1 through September 30.

Section 2. **Budget.** The Treasurer, in consultation with the Executive Director, shall prepare and, after review by the Finance Committee, submit to the Board of Directors at the beginning of each fiscal year a budget setting forth the anticipated income of the Association from all sources and setting forth allocations for anticipated operating expenditures, reserve requirements and contingent funds required for the ensuing fiscal year. The Board of Directors shall approve or amend such budget, which thereafter shall constitute an allotment of funds for carrying on the Association's operation; provided, however, that provision shall be made for the maintenance of a reserve fund balance equal to six twelve months operating costs. The Board of Directors may amend the budget and reapportion funds during the year. The books and accounts of the Association, and all special funds coming under its control or supervision, shall be audited annually.

Section 3. **Annual Fiscal Statements.** Not later than four months after the close of each fiscal year, the Association shall prepare a balance sheet showing in reasonable detail the financial condition of the Association as of the close of its prior fiscal year, as well as a source and application of funds statement showing the results of its operation during its fiscal year.

ARTICLE VIII - AMENDMENT OF BYLAWS

The Board of Directors shall have the power to alter, amend, repeal or create Bylaws by a two-thirds (2/3) vote of the members of the Board of Directors present at any duly called meeting of the Board of Directors. However, any Bylaws adopted by the Board of Directors may be altered, amended, repealed or created by a majority of the total number of votes capable of being cast at any meeting of the membership.

October 18, 2019

President

Toni Shamplain

Immediate Past President

Gail Hamilton

President Elect

Jeff Burton

Treasurer

Ken Thomas

Elected Official Liaisons

Peter Altman

Hazelle Rogers

At Large Directors

Lynn Dehlinger

Kyle Dudgeon

Bob Ironsmith

Renee Jadusingh

Evan Johnson

John Jones

Kelley Klepper

Elizee Michel

Jessica Newman

Tony Otte

Adam Rossmell

Michael Simon

Michele Hylton-Terry

Brenda Thrower

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MEMORANDUM

To: FRA Board of Directors
From: Amber Hughes, Executive Director
Date: July 28, 2020
RE: 2020 FRA Annual Conference

The 2020 FRA Annual Conference is scheduled to be at the Sawgrass Marriott Golf Resort & Spa in Ponte Vedra Beach, Florida. Per the hotel contract, the official program dates are Sunday, October 11, 2020 through Friday, October 16, 2020.

I. Hotel Cancellation Policy:

FRA agrees to pay Hotel, within thirty (30) days after any cancellation, as liquidated damages and not as a penalty, \$146,445.00 if cancelled between April 13, 2020 to date of arrival. The liquidated damages equal 100% of sleeping room revenue and 100% of food and beverage minimum.

SUMMARY OF DAMAGES:

\$81,445.00

455 Room Night Commitment (\$179.00 room rate)

\$65,000.00

Food and Beverage Minimum

\$146,445.00

Total Amount Due

Heidi Hogarth, FLC Meeting Planner, has informed staff that negotiations with the hotel for cancelling of the in-person conference can begin no earlier than 45 prior to the event.

II. Showstoppers Event Cancellation Insurance:

FRA purchased an event cancellation policy through Showstoppers which is in effect May 18, 2020 through October 21, 2020. The following General Exclusion is included in that policy:

Section 8. General Exclusions

This insurance excludes any loss, damage, cost or expense directly or indirectly arising out of contributed to, by or resulting from:

8. any infectious or communicable disease in humans which leads to:

(i) any imposition of quarantine or restriction in movement of people by any government authority or national or international body or agency of any government; or

(ii) any travel advisory or warning being issued by any government authority or national or international body or agency of any government;

(iii) Swine Flu A (H1N1) or any mutant variation thereof;

(iv) any threat or fear of any infectious or communicable disease in humans (which for the avoidance of doubt includes Swine Flu A (H1N1) or any mutation or variation thereof), whether actual or perceived.

Based on this policy language, it does not appear that the cancellation of the hotel contract due to COVID-19 would be a covered loss.

**Florida Redevelopment Association
2020 Conference Budget
PROPOSED**

	Budgeted 8/13/19 Tampa	Actual Tampa	Proposed 2020 Jacksonville	Proposed 2020 Virtual Conference	Explanation Virtual Conference
REVENUES					
Registrations - All	\$105,500.00	\$171,869.00	\$102,750.00	\$98,750.00	250 registration @ \$395
Exhibitors (35 for 2019)	\$32,400.00	\$41,950.00	\$32,000.00	\$5,000.00	
Sponsors (inc. tour sponsors)	\$24,500.00	\$31,800.00	\$25,000.00	\$5,000.00	
Tours	\$3,500.00	\$2,100.00	\$7,500.00	\$0.00	
Hotel Commission/Room Credit	\$5,900.00	\$4,874.17	\$5,000.00	\$0.00	
TOTAL REVENUE	\$171,800.00	\$252,593.17	\$172,250.00	\$108,750.00	
EXPENSES					
All Refreshments Breaks	\$15,000.00	\$5,464.75	\$6,000.00	\$0.00	
Exhibit Hall Lunch - Wednesday	\$18,000.00	\$23,069.81	\$26,000.00	\$0.00	
Exhibit Hall Reception - Wed. PM	\$17,000.00	\$15,491.09	\$25,500.00	\$0.00	
Thursday Lunch	\$18,000.00	\$20,872.69	\$28,000.00	\$0.00	
Thursday Night Dinner*	\$36,000.00	\$50,920.26	\$52,000.00	\$0.00	
All Breakfasts	\$6,000.00		\$8,200.00	\$0.00	
Friday Lunch	\$4,500.00	\$6,404.62	\$5,000.00	\$0.00	
BOD Meeting	\$400.00	\$451.67	\$200.00	\$0.00	
Audio Visual	\$15,000.00	\$15,727.95	\$15,000.00	\$0.00	
Wi-Fi	\$0.00	\$1,785.00	\$5,000.00	\$0.00	
Videos, Web & Social Media		\$321.32	\$350.00	\$350.00	
Transportation (buses for tours)	\$2,500.00	\$4,784.06	\$5,000.00	\$0.00	
Staff Travel	\$3,500.00	\$4,951.90	\$5,000.00	\$0.00	
Speakers	\$18,000.00	\$28,186.02	\$36,000.00	\$36,000.00	See Breakout
Postage	\$250.00	\$0.00	\$250.00	\$0.00	
Signage	\$2,000.00	\$0.00	\$0.00	\$0.00	
Printing (in-house/ out-of-house)	\$3,000.00	\$1,785.97	\$3,000.00	\$0.00	
GEMS/Exhibitor Set-up	\$3,500.00	\$3,123.80	\$3,500.00	\$0.00	
Supplies	\$400.00	\$101.50	\$100.00	\$100.00	
Insurance	\$1,000.00	\$977.75	\$1,000.00	\$1,000.00	
RBOA Virtual Event Management				\$10,000.00	Per RBOA Proposal
RBOA Virtual Platform Management & Creation				\$15,000.00	Per RBOA Proposal
Digital Advertising				\$1,000.00	Per RBOA Proposal
Hotel Cancellation				\$146,445.00	100% of room rate and f&b
Miscellaneous	\$1,000.00	\$60.00	\$0.00	\$0.00	
TOTAL EXPENSES	\$165,050.00	\$184,480.16	\$225,100.00	\$209,895.00	
TOTAL REVENUE OVER (UNDER)	\$6,750.00	\$68,113.01	(\$52,850.00)	(\$101,145.00)	

*Thurs expenses do not incl Awards Program expenses
**The 2020 numbers that Heidi gave Carol are included
***Not under contract

THE FLORIDA REDEVELOPMENT ASSOCIATION

2020 ANNUAL CONFERENCE

Sawgrass Marriott Golf Resort & Spa – Ponte Vedra Beach, Fla.

Conference Dates: October 14-16, 2020
(Exhibit Hall Open: October 14-15, 2020)

EXHIBITOR & SPONSOR KIT



THE FLORIDA REDEVELOPMENT ASSOCIATION

Be a part of the Florida Redevelopment Association's **2020 Annual Conference** at the **Sawgrass Marriott Golf Resort & Spa** in **Ponte Vedra Beach, Fla.** This Exhibitor/Sponsor Kit contains all the information you need to sign up as an exhibitor and/or sponsor. Please read it through carefully, and sign up **now!**

WHY EXHIBIT AND/OR SPONSOR AT THE FRA ANNUAL CONFERENCE?

- ▶ Draws approximately 300 redevelopment professionals, elected officials and appointed officials who oversee administering redevelopment (economic development) programs in Florida cities and counties.
- ▶ THE mother ship for all things in redevelopment funding in public and private sectors in Florida.
- ▶ Access to all FRA members (community redevelopment agencies/CRAs) who have separate, dedicated trust funds that can be spent only on redevelopment projects awarded to companies like yours.
- ▶ Obtain one copy of the *Public Sector Project Notebook* (Florida) containing public redevelopment projects planned by FRA members in 2021 fiscal year. This book lists what each CRA should spend this year and which projects they are contemplating.
- ▶ Obtain a copy of the *FRA Membership Directory*.
- ▶ Link to your website on the official conference mobile app.
- ▶ Recognition in the FRA Annual Conference Program with company information, contact, etc.
- ▶ Gain additional exposure for your company through Event, Gold, Silver, Tour and Break sponsorships.
- ▶ Networking! Networking! Networking!

PROMOTE AND SHOWCASE

The FRA Annual Conference attracts over 300 redevelopment professionals, elected officials and appointed officials throughout Florida interested in solutions including:

- ▶ Economic Development and Redevelopment.
- ▶ Fiscal/Financial Consulting.
- ▶ Engineering: Environmental, Planning and Others.
- ▶ Feasibility Studies.
- ▶ General Government Consulting.
- ▶ Government Communications.
- ▶ Infrastructure Financing and Construction.
- ▶ Management Studies/Organizational Structure Analysis.
- ▶ Parks & Recreation: Including After-School Activities.
- ▶ Sustainability.

EXHIBIT FEES/DETAILS

(Sponsorships are an additional fee)

Standard Booth – \$1,200.00 (\$1,300.00 after September 1, 2020)

Booth packages include one 8'x10' carpeted pipe-and-drape booth, one 6' draped table, two chairs, one wastebasket, one 7"x 44" company identification sign, four (4) exhibitor name badges, recognition in the conference program, a link to your website on the official conference mobile app, pre-conference and post-conference attendee lists with email addresses and a copy of the *FRA Membership Directory* and the *Public Sector Project Notebook*.

Booth Assignments and Confirmation

Booth assignments will be made upon receipt of the Exhibitor/Sponsor Agreement (page 6). The booth assignment process is on a first-come, first-served basis. Once the booth assignment/sponsorship is made, you will receive the logon ID, password and link to remit payment for the booth(s)/sponsorship. *If payment is not received within 10 days of the notification, the booth(s) will be released.*

SPONSORSHIP FEES/DETAILS

(Sponsorships do not include a booth. Exhibiting is not required to participate as a sponsor)

Event Sponsor – \$4,000.00 (Exhibit booth *not* included with Event Sponsorship)

- ▶ LIMITED to three Event Sponsors to choose from: Welcome Luncheon, Welcome Reception or Academy Awards/Graduation Dinner.
- ▶ Recognition on the cover and inside the FRA Annual Conference Program.
- ▶ Signage at sponsored event.
- ▶ Link to your website on the official conference mobile app.
- ▶ Registration list in advance of the event (including emails).
- ▶ "Best Book" half-page advertisement (7" w x 4" h; press-quality (high-resolution) PDF preferred, JPG, TIFF or PSD acceptable; no web graphics; color preferred).
- ▶ One copy of the *Public Sector Project Notebook* (Florida).
- ▶ One copy of the *FRA Membership Directory*.
- ▶ 1 feature article in e-newsletter.
- ▶ 5 posts on FRA social media.
- ▶ 4 Conference Registrations.

Gold Sponsor – \$2,000.00 (Exhibit booth *not* included with Gold Sponsorship)

- ▶ Recognition in the FRA Annual Conference Program.
- ▶ Signage at sponsored event.
- ▶ Link to your website on the official conference mobile app.
- ▶ Registration list in advance of the event (including emails).
- ▶ "Best Book" quarter-page advertisement (3.25" w x 4" h; press-quality (high-resolution) PDF preferred, JPG, TIFF or PSD acceptable; no web graphics; color preferred).
- ▶ One copy of the *Public Sector Project Notebook* (Florida).
- ▶ One copy of the *FRA Membership Directory*.
- ▶ 2 Conference Registrations.

Silver Sponsor – \$1,000.00 (Exhibit booth *not* included with Silver Sponsorship)

- ▶ Recognition in the FRA Annual Conference Program.
- ▶ Signage at sponsored event.
- ▶ Link to your website on the official conference mobile app.
- ▶ Registration list in advance of the event (including emails).
- ▶ One copy of the *Public Sector Project Notebook* (Florida).
- ▶ One copy of the *FRA Membership Directory*.

Tour Sponsor – \$1,000.00 (Exhibit booth *not* included in a Tour Sponsorship)

- ▶ Recognition in the FRA Annual Conference Program.
- ▶ Signage at sponsored event.
- ▶ Link to your website on the official conference mobile app.
- ▶ Registration list in advance of the event (including emails).
- ▶ One copy of the *Public Sector Project Notebook* (Florida).
- ▶ One copy of the *FRA Membership Directory*.

Break Sponsor – \$500.00 (Exhibit booth *not* included with a Break Sponsorship)

- ▶ Recognition in the FRA Annual Conference Program.
- ▶ Signage at sponsored event.
- ▶ Link to your website on the official conference mobile app.
- ▶ Registration list in advance of the event (including emails).
- ▶ One copy of the *Public Sector Project Notebook* (Florida).
- ▶ One copy of the *FRA Membership Directory*.

LOOKING FOR OTHER WAYS TO PARTICIPATE?

Contact Jan Piland, jpiland@flcities.com, about advertising opportunities in the "Best Book."

Deadline for submission is **August 1, 2020**.

EXHIBIT SCHEDULE*

Move-In

Tuesday, October 13, 2020.....4:00 p.m. - 6:00 p.m.

Wednesday, October 14, 2020.....7:30 a.m. - 10:30 a.m.

Exhibits Open

Wednesday, October 14, 2020.....11:00 a.m. - 7:30 p.m.

Thursday, October 15, 2020.....7:00 a.m. - 1:00 p.m.

Move-Out

Thursday, October 15, 2020.....1:00 p.m. - 2:15 p.m.

*Subject to minor change. The final schedule will be included with your booth confirmation.

EXHIBITOR NAME BADGE INFORMATION

The Exhibitor Name Badge Order Form will be sent one month prior to the conference. Each 8'x10' exhibit booth receives four (4) exhibitor badges. Additional exhibitor badges can be purchased for **\$50.00** each. Badges provide admittance to the exhibit hall and all food functions within the exhibit hall. For entrance to workshops or other conference activities, full conference registration is required.

HOTEL INFORMATION

The 2020 FRA Annual Conference will be held at **Sawgrass Marriott Golf Resort & Spa** in **Ponte Vedra Beach, Fla.** Rooms are available for exhibitors at the special rate of **\$179.00** per night, single or double. **No telephone reservations will be accepted by the hotel at this time.** You will be sent complete information on how to make reservations with your booth confirmation. Should you receive ANY calls or emails from anyone other than Heidi Hogarth regarding room rates and availability at the hotel, DO NOT respond. These are scam callers! Only Heidi Hogarth will send the hotel reservation information.

DEADLINES

September 1, 2020.....\$100 rate increase for each 8'x10' exhibit booth

September 1, 2020.....Receipt of refund request (must be submitted and received in writing by 5:00 p.m.)

September 22, 2020.....Receipt of Exhibitor Name Badge Order Form

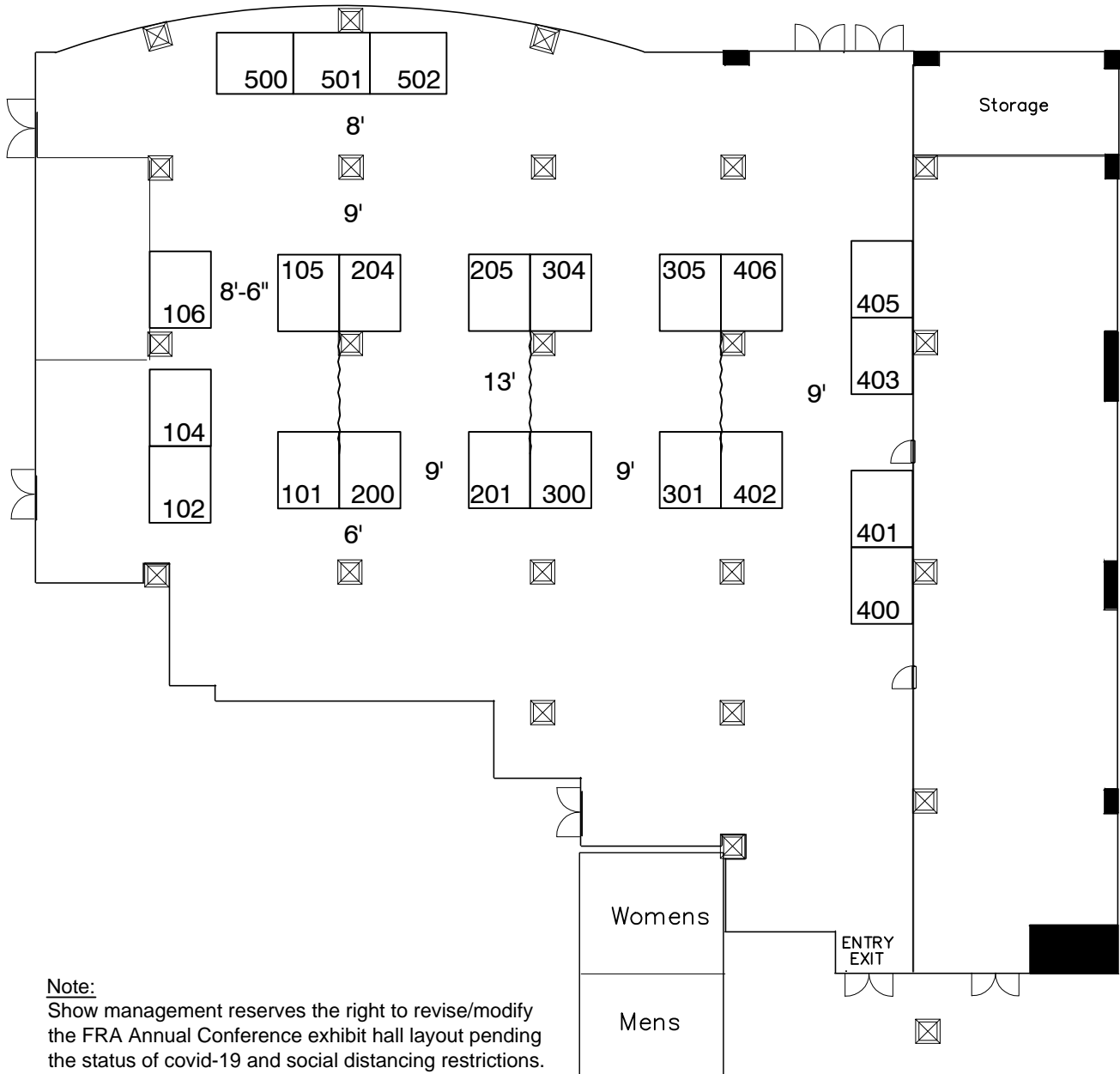
HOW DO I PURCHASE A BOOTH/ SPONSORSHIP?

Complete the Exhibitor/Sponsor Agreement on page 6 and return to Heidi Hogarth at hhogarth@flcities.com. The booth assignment process is on a first-come, first-served basis. Once the booth assignment/sponsorship is made, you will receive the logon ID, password and link to remit payment for the booth(s)/sponsorship. FRA accepts VISA, Mastercard and American Express. *If payment is not received within 10 days of the notification, the booth(s) will be released.* The hotel information and decorator service manual will be sent in July. The Exhibitor Name Badge Order Form will be sent to you one month prior to the conference.

QUESTIONS?

Contact Heidi Hogarth, Meeting Planner, Florida Redevelopment Association/Florida League of Cities, Inc., 850.701.3605; hhogarth@flcities.com.

EXHIBIT HALL FLOOR PLAN



Note:

Show management reserves the right to revise/modify the FRA Annual Conference exhibit hall layout pending the status of covid-19 and social distancing restrictions. All exhibitors will be notified of changes, if made.

2020 FRA ANNUAL CONFERENCE EXHIBITOR/SPONSOR AGREEMENT

Conference Dates: October 14-16, 2020 • Exhibit Dates: October 14-15, 2020
Sawgrass Marriott Golf Resort & Spa • Ponte Vedra Beach, Fla.

Return this completed Agreement to Heidi Hogarth at hhogarth@flcities.com to secure booth space/sponsorship. Booths will be assigned at the sole discretion of show management and based on the date of request. This process is on a first-come, first-served basis. The link to pay for the exhibit space/sponsorship will be sent to you upon placement of booth(s)/sponsorship.

EXHIBITOR/SPONSOR DEADLINES:

September 1, 2020.....\$100.00 rate increase for each 8'x10' exhibit booth
September 1, 2020.....Receipt of refund request (must be submitted and received in writing by 5:00 p.m.)
September 22, 2020.....Receipt of Exhibitor Name Badge Order Form

EXHIBITING/SPONSORSHIP CONTACT INFORMATION:

The PRIMARY CONTACT listed below will receive ALL exhibitor/sponsor communications.

Company/Organization: _____

Primary Contact: _____ Contact Email: _____ Phone: _____

CONFERENCE PROGRAM INFORMATION:

Company/Organization: _____ Phone: _____

Company Contact: _____ Company Contact Email Address: _____

Company Website: _____

Product/Service Description (15-word maximum): _____

BOOTH SELECTION: (refer to page 5 for exhibit hall floor plan)

____ Booth: \$1,200.00 per 8'x10' booth

First choice: _____ Second choice: _____ Third choice: _____

Please indicate any competitors: _____

SPONSORSHIP SELECTION: (refer to page 3 for sponsorship package details)

____ Event Sponsor: \$4,000.00 Circle requested event: Luncheon Reception Awards Dinner

____ Gold Sponsor: \$2,000.00

____ Silver Sponsor: \$1,000.00

____ Tour Sponsor: \$1,000.00 (Contact Heidi Hogarth, hhogarth@flcities.com to discuss tour options.)

____ Break Sponsor: \$500.00

BEST BOOK ADVERTISING: Contact Jan Piland, jpiland@flcities.com for details.

ACKNOWLEDGEMENT: I have read and will comply with the rules and regulations regarding the Florida Redevelopment Association's 2020 Annual Conference as printed on page 7 of this exhibitor/sponsor kit. The link to pay for the exhibit space/sponsorship will be sent to you upon placement of booth(s)/sponsorship. Cancellation of exhibit space must be submitted in writing and received by 5:00 p.m. on September 1, 2020. There will be no refund for "no shows" or cancellations received after 5:00 p.m. on September 1, 2020. The sponsorship fee is non-refundable.

Authorized Signature: _____ Date: _____

RULES AND REGULATIONS

2020 FRA Annual Conference

October 14-16, 2020 (exhibit dates October 14-15, 2020)

Sawgrass Marriott Golf Resort & Spa – Ponte Vedra Beach, Fla.

1. Agreement

The following rules and regulations become binding upon the purchase of exhibit space by the applicant and its employees from the Florida Redevelopment Association (FRA), the event sponsor.

2. Space Assignment and Layout

Booth locations will be assigned at the sole discretion of show management and will be based on the date of request and payment. Show management reserves the right to revise/modify the FRA Annual Conference exhibit hall layout pending the status of covid-19 and social distancing restriction.

3. Booth Package Description

Booth package includes one 8'x10' carpeted pipe-and-drape booth, one 6' draped table, two chairs, one wastebasket, one 7"x 44" company identification sign, four (4) exhibitor name badges (for all events taking place in the exhibit hall; conference participation is an additional fee), recognition in the conference program, and pre- and post-show attendee lists with email addresses. Total individual exhibit floor space is limited to 8'x 10' unless requested and approved in writing. No walls, partitions, signs or decorations may be erected that will interfere with the general view "down the aisle" or with other exhibits. Additional booth requirements may be requested by the exhibitor from the decorating service provider. The exhibitor is solely responsible for all costs incurred.

4. Exhibitor Move-In and Move-Out*

Move-In

Tuesday, October 13, 2020..... 4:00 p.m. - 6:00 p.m.

Wednesday, October 14, 2020..... 7:30 a.m. - 10:30 a.m.

Move-Out

Thursday, October 15, 2020..... 1:00 p.m. - 2:15 p.m.

*Subject to minor change. The final schedule will be included with your booth confirmation.

NOTE: No exhibitors will be allowed to break down their booths until the close of the show at 1:00 p.m. on Thursday, October 15, 2020. Any company that willfully dismantles its booth prior to closing time will not be permitted to exhibit at future FRA conferences. The exhibitor understands that this schedule will be strictly adhered to as a courtesy to other exhibitors and to FRA registrants.

5. Exhibit Hours*

Wednesday, October 14, 2020..... 11:00 a.m. - 7:30 p.m.

Thursday, October 15, 2020..... 7:00 a.m. - 1:00 p.m.

*Subject to minor change. The final schedule will be included with your booth confirmation.

NOTE: The Welcome Luncheon (Tuesday), Welcome Reception (Tuesday), Light Continental Breakfast (Wednesday), Networking Luncheon (Wednesday), and refreshment breaks (Tuesday and Wednesday) will take place during exhibit hours in the exhibit hall.

6. Unoccupied Space

FRA reserves the right, should any rented space remain unoccupied after the first hour of the show's opening, to rent or occupy said space.

7. Payments and Refunds

The payment for exhibit space is due upon the reserving of space. Cancellation of exhibit space must be submitted in writing and received by 5:00 p.m. on September 1, 2020. All cancellations are subject to a \$100 cancellation fee. There will be no refund for "no shows" or cancellations received after 5:00 p.m. on September 1, 2020. All refunds will be processed after the conference. The sponsorship fee is non-refundable.

8. Exhibitor Badge Access

The exhibitor badge will only be valid for access to the exhibit hall. This includes move-in times, actual exhibit hall hours and move-out times. This badge does not give access to sessions and other events taking place on behalf of FRA. Any exhibitor interested in attending any non-exhibit hall events/sessions must purchase an FRA Annual Conference registration.

9. Food Service

FRA reserves the right to provide food and beverage service during certain hours in the exhibit area. No free samples of food, beverage or any product may be given away or otherwise distributed by any exhibitor without prior written approval of FRA.

10. Noisy and Obnoxious Equipment

The operation of whistles or any objectionable device will not be allowed. After the show opens, noisy and unsightly work will not be permitted. The exhibitor understands that no music of any type is allowed during exhibit hall hours (this includes music in video, slide or other presentations or features).

11. Security and Liability

FRA will provide basic security measures from 4:00 p.m. on Tuesday, October 13, 2020, through 2:15 p.m. on Thursday, October 15, 2020. The exhibitor agrees to hold FRA, the hotel and the show, decorator harmless and to indemnify FRA, the hotel and the show decorator against claims or liability arising out of the actions, fault or negligence of the exhibitor, its agents or employees, prior to, during and after the exposition. FRA, the hotel and the show decorator shall not be responsible for any loss, damage or injury that may happen to the exhibitor or the exhibitor's agents, patrons, guests, employees or property from any cause whatsoever (unless occasioned by the sole willful or gross negligence of FRA, the hotel or the show decorator) prior to, during or after the exposition period. The exhibitor hereby releases FRA, the hotel and the show decorator from, and agrees to indemnify them against, any and all claims for such loss, damage or injury.

12. Damage to Property

The exhibitor, its agents, guests or patrons shall not injure, mar nor in any manner deface the hotel premises or equipment therein, and shall not cause or permit anything to be done whereby the hotel or its equipment shall be in any manner injured, marred, unduly soiled, defaced, lost, stolen or otherwise removed from the building, and will not drive, or permit to be driven, nails, hooks, tacks or screws into any part of the hotel, and will not make nor allow to be made, any alterations of any kind therein. Should any of the hotel's equipment used by the exhibitor in the conduct or operation of the exposition be damaged, lost or stolen, the exhibitor will promptly pay for the equipment by cash or certified check.

13. Signs and Posters

The exhibitor agrees that it will not post or exhibit signs, advertisements, posters or cards of any description inside, in front of or on any part of the hotel without written consent.

14. Public Policy

All companies or individuals exhibiting at the annual conference are participating at the exclusive discretion of FRA and must abide by all local codes, rules, regulations and ordinances, including fire regulations, and must abide by the directions and instructions presented by official FRA, hotel and show decorator personnel. The exhibitor understands that any violations of these policies may result in the immediate closing and removal of the exhibitor's booth.

15. Eligible Exhibits and Restrictions

FRA reserves the right to accept or reject without reason any exhibit booth purchased.

16. Exhibit Floor Access

FRA reserves the right to limit access to the exhibit floor to anyone during times the show is not officially open.

17. Use of Booth Space

Exhibitors shall reflect their companies' highest standards of professionalism while maintaining their booths during show hours. No exhibitor shall assign, sublet or share booth space without the permission of FRA.

18. Exhibition Sales Policy

No firm or organization is permitted to engage in direct sales activities within the exhibit area without the expressed written approval of the FRA.

19. Door Prizes

The FRA will not be conducting a Door Prize Program in the exhibit hall. It is at the discretion of the individual exhibiting company to conduct raffles and/or provide giveaway items in the individual booth(s).

July 14, 2020

A Proposal for
**Virtual Event Management &
Promotion Services**

for the

Florida Redevelopment Association

Provided by



For more information, contact:

Michael Winn, Chief Digital Officer

2040 Delta Way | Tallahassee, Florida | (850) 386-9100

mwinn@rboa.com

OVERVIEW

Thank you for this opportunity for RB Oppenheim Associates (RBOA) and our digital marketing division, Digital Opps, to present the following overview of services for integrated communications, event promotion and virtual event management services to the Florida Redevelopment Association (FRA).

In the past, FRA has held a live, in-person conference to bring together members, private sector partners and elected officials from throughout Florida to learn industry-related updates and standards as well as network with a variety of professionals. Due to COVID-19, the association's leadership is looking to take their conference virtual in order to still engage with constituents, provide member benefits and uphold the standards of the association.

As FRA's trusted public relations and digital marketing agency for the last 14 years - including playing a significant role in previous annual conferences - we believe our assistance with a virtual conference is a natural fit for the association. Our partnership with the FRA and its conference ensures the association can continue to provide members with educational, networking and professional development opportunities while adapting to the current conditions and adhering to health and safety precautions.

To this end, we have prepared the following plan detailing virtual event offerings and tactics on behalf of the 2020 FRA Annual Conference. It would be our honor to assist the FRA with this event and its promotion.

OBJECTIVES

- Provide FRA members, redevelopment professionals, elected officials and private sector partners the ability to connect online via an attendee-only, mobile-optimized, virtual event experience uniquely designed for Florida's redevelopment industry.
- Increase member engagement and participation in various educational training sessions and networking opportunities.
- Continue FRA's legacy of hosting the state's largest redevelopment-focused conference as well as position FRA as the premier resource for redevelopment professionals and CRAs in Florida.
- Provide the most up-to-date virtual training events for your members, redevelopment professionals and private sector partners.
- Create a viable opportunity for revenue generation for the association, including demonstrating a desirable return on investment for potential sponsors and exhibitors.
- Prepare a virtual Awards Ceremony and entry gallery to recognize 2020 award winners and member achievements.



OUR CAPABILITIES

Virtual Event Management. RBOA can assist with development of all virtual conference details and promotion through social media and event marketing. RBOA can coordinate with virtual conference platforms and help to schedule speakers, plan panel discussions and determine sponsorship packages. RBOA can assist with conducting the virtual conference and seminars as needed, as well as doing whatever is necessary to ensure the event runs smoothly. (See full description of virtual event services listed on page 5.)

Virtual Event Landing Page. RBOA staff can coordinate with FRA staff to cultivate relevant content for the event landing page on the association’s website, including photos, PDF documents and text. We can secure existing photography or stock photography, as appropriate, as well as industry news, important resources and up-to-date event information and publish it on the website as needed. RBOA can coordinate the upload of pre-recorded conference sessions to be viewed by members at a later date.

Virtual Event Lobby. RBOA staff can build a micro-site dedicated to your virtual event. The site will include an event schedule, a virtual exhibit hall, speaker information and any other details needed for attendees. This will be the starting point for all attendees to easily access all aspects of the virtual event. It will be uniquely and carefully designed with your brand in mind using content provided by FRA staff as well as event speakers, exhibitors and sponsors.

Digital Advertising. To target your organization’s various audiences directly based on interests, behaviors and demographics and show clear, visually appealing messages to these audiences, RBOA can place Facebook and retargeting ads to promote membership and attendance at the virtual conference and the awards ceremony. (Recommended digital ad spend budgets to be itemized separately.)

Event Reporting. RBOA can provide FRA staff with event activity reports utilizing various social media and digital marketing analytics tools to measure social media activity, digital advertising, website analytics and other tactics for engagement and effectiveness.

PROPOSED BUDGET OPTIONS

OPTION 1 - ONE DAY EVENT

Based on a two-month engagement: August 10, 2020 – October 23, 2020

Professional Fees

Virtual Event Management.....\$5,000
(Includes virtual event planning for a one-day event with up to 300 attendees, up to 10 speakers, 25 exhibitors and sponsors as well as event communications coordination, client counseling, email marketing tasks, ad creation and management, social media management and event reporting.)



Virtual Platform Management and Creation.....\$10,000
(Includes event platform creation and management, speaker coordination and practice session trainings, exhibitor content publishing, sponsor content publishing, virtual platform support for live sessions and custom virtual event lobby landing microsite and virtual exhibit hall.)

Recommended Digital Ad Spend

Digital Advertising\$1,000
(Includes Facebook ads to be placed in identified target markets using key demographic and psychographic identifiers. \$800 Facebook ad buy and \$200 retargeting ad buy for 30 days leading up to the event.)

TOTAL\$16,000

Approved

Date

OPTION 2 - TWO DAY EVENT

Based on a two-month engagement: August 10, 2020 – October 23, 2020

Professional Fees

Virtual Event Management.....\$10,000
(Includes virtual event planning for a two-day event with up to 300 attendees, up to 20 speakers, 25 exhibitors as well as event communications coordination, client counseling, email marketing tasks, ad creation and management, social media management and event reporting.)

Virtual Platform Management and Creation.....\$15,000
(Includes event platform creation and management, speaker coordination and practice session trainings, exhibitor content publishing, sponsor content publishing, virtual platform support for live sessions and custom virtual event lobby landing microsite and virtual exhibit hall.)

Recommended Digital Ad Spend

Digital Advertising\$1,000
(Includes Facebook ads to be placed in identified target markets using key demographic and psychographic identifiers. \$800 Facebook ad buy and \$200 retargeting ad buy for 30 days leading up to the event.)

TOTAL\$26,000

Approved

Date



* * * * *

Thank you for the opportunity to submit this proposal and for your consideration of RB Oppenheim Associates and Digital Opps. It is our great hope that we will have an opportunity to continue our work with the Florida Redevelopment Association and assist with taking its annual conference virtual. If you have any questions or would like additional information, please contact Michael Winn at (850) 386-9100, or email mwinn@rboa.com. We look forward to working with you.

Virtual Event Management & Promotion Services

Organization Considerations

- Define and plan according to size and scope of event: number of days, attendees, exhibitors, sponsors, speakers, sessions, congruent sessions.
- Establish conference ticket pricing and sponsor packages.
- Identify virtual event content and attendee experience as attendees want more interaction, not just another Zoom meeting. Consider use of chat, Q&A sessions, emojis, handouts, list of participants, tweets.
- Develop comprehensive communications plan and identify appropriate distribution channels (virtual webinar platform, email marketing, virtual event lobby landing page, social media platforms).
- Establish event dates. (Note: Mondays might be good for in-person conferences, but not virtual events. Don't assume attendees will poke around the virtual lobby over the weekend.)
- Consider long-term revenue and engagement opportunities with on-demand access.

Attendee Experience

- Consider savings. Attendees won't have to pay for travel, food and/or lodging.
- Understand that content matters most. Content trumps destination for virtual events.
- Promote easy-to-navigate platform and access to all content. Don't rely solely on email notifications, create a virtual lobby with quick links.
- Emphasize convenience by providing on-demand access to content after live sessions. Many attendees are still "working" and may play the session in the background.
- Provide a quick response to any technical issues related to accessing event content.
- Create surveys and collect attendee feedback for individual sessions and overall event.

Exhibitor & Sponsor Return on Investment (ROI)

- Recognize that face-to-face interaction is top priority for all exhibitors. (Note: Zoom sessions do not require account access unlike Microsoft Teams.)
- Understand that virtual exhibit booth space matters (links to articles, documents, videos, virtual meetings).
- Promote visibility by utilizing all forms of digital communication (website, email marketing, social media, paid digital ads, platform banner ads, video ads before speaker sessions, etc).
- Provide data related to virtual booth traffic and/or link clicks, attendee participation.

Speakers & Moderators

- Collect and publish speaker photos, bios and presentation titles in advance.



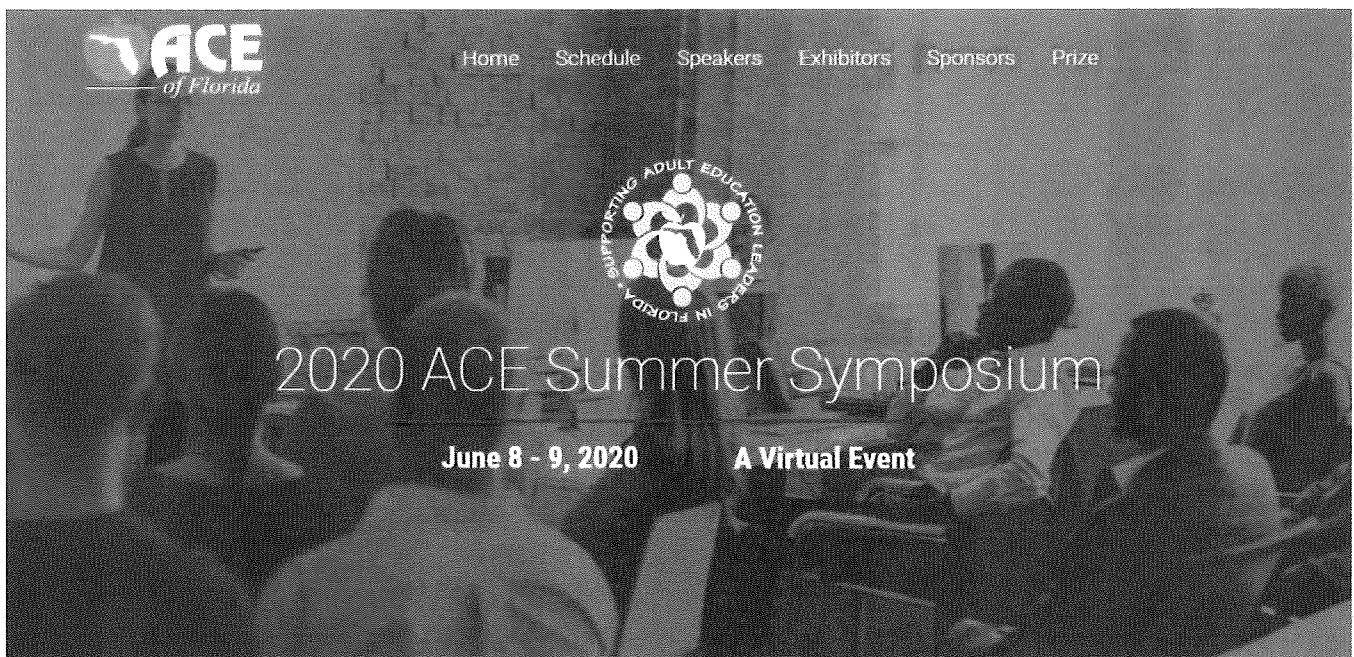
- Conduct event practice sessions. Test internet connection and end user equipment 20 minutes prior to session.
- Review moderator event structure to help flow of event and set outline of session.
- Understand that COVID-19 has lowered the learning curve for webinar platforms.

Revenue Opportunities

- Consider post-event access to on-demand content for a fee for non-attendees.
- Seek sponsorships to offset the costs of virtual platform development and virtual conference support. Don't assume sponsors won't pay the same fees as previous years - reinforce ROI.
- Plan placement of ads (landing page, waiting room, in-session, emails, chats).

VIRTUAL EVENT SAMPLES

Virtual Lobby Landing Page:



Virtual Lobby Schedule:

ACE of Florida

Home Schedule Speakers Exhibitors Sponsors Prize

CONFERENCE SCHEDULE

Monday, June 8

Opening Session
 9:00 am – 10:00 am
 Speakers:
 Melanie Stefanowicz, Commissioner Corcoran, Senior Chancellor Eric Hall
Sponsored by Burlington English
[VISIT VIRTUAL MEETING ROOM](#)

Virtual Lobby Speaker Profiles:

ACE of Florida

Home Schedule Speakers Exhibitors Sponsors Prize

«

Melanie Stefanowicz
 Executive Director Career and Adult Education
 Osceola County School District
 Opening Session

Sophia Watson
 Supervisor of Adult and Technical Education
 Suncoast Technical Center
 Panel Discussion: PostCovid-19 Return to Campus – Changes and Challenges
 Tuesday, June 9: 9:05 am – 9:30 am

Pamela Jo Wilson
 Senior Mgr Case Adult ESOL Academic Support Specialist
 Palm Beach County Schools
 Online Platforms for Online Instruction
 Monday, June 8: 4:10 pm – 4:45 pm

Dr. Jeffrey Abramowicz
 Executive Director of Reentry Services
 JEVS Human Services
 Prison Literacy Behind and Beyond the Walls
 ↑

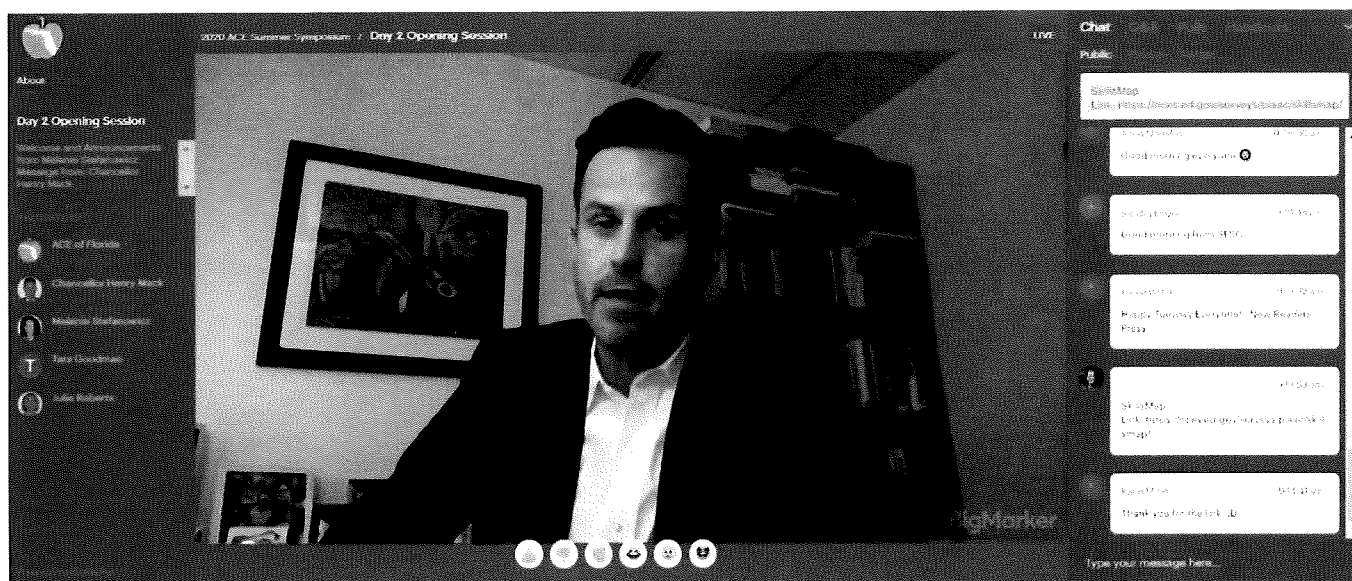
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Virtual Exhibit Hall:



Virtual Platform Webinar Room (attendee view):



Virtual Platform Webinar Room (with banner ad at bottom):



About

Cyber Security

Cyber Security is a hot topic in today's world. It's a constant battle between good and evil. In this session, we'll explore the latest cyber threats, what to do to protect your data, and how to protect yourself from the latest cyber threats.

ACE of Florida

Shirley Dowling

Jillie Roberts

2020 ACT Summer Symposium / Cyber Security


LIVE

Chat

Public

Message Board


Leave a note here!




Phishing is a type of cyber attack where the attacker tricks you into giving up your information. It's often done through email or social media. The attacker will try to make you feel like you're getting a good deal or that you need to act quickly. They will ask you for your name, address, phone number, and other personal information. They will also try to get you to click on links that lead to fake websites. If you click on these links, they will steal your information. To protect yourself, never give out your information to anyone you don't know. Be suspicious of emails and social media posts that seem too good to be true. Don't click on links from people you don't know. If you're not sure if a link is safe, don't click on it. If you think you've been phished, contact your bank or the police.

What Is Phishing?

- The activity of defrauding an online account holder of financial information by posing as a legitimate company





TESTS OF
ADULT BASIC
EDUCATION

TABE 11&12

A NEW TABE FOR A NEW ERA

Christine Kirk

Assessment Solutions Representative | Data Recognition Corporation

C: 904-864-0688 | ckirk@datarecognition.com

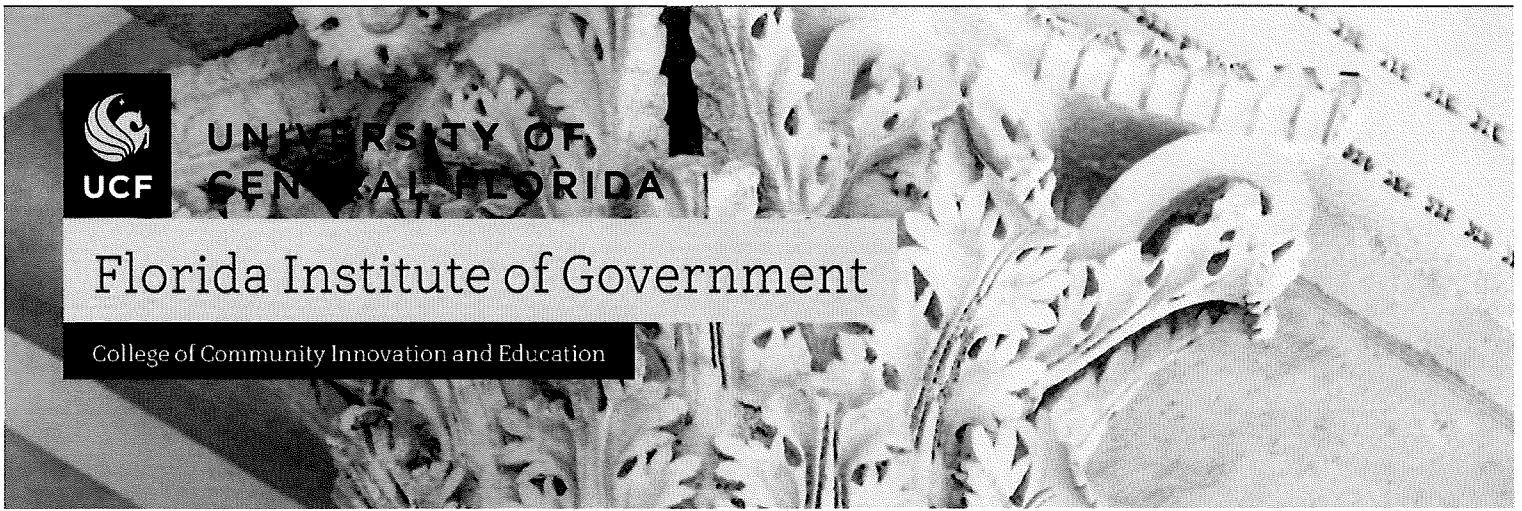
DATA RECOGNITION

DRC

WORKFORCE SOLUTIONS

Type your message here...





2020 Virtual Conference Proposal



July 7, 2020

Prepared for:

Florida Redevelopment Association
c/o Amber Hughes, Executive Director
c/o Florida League of Cities

Prepared By:

Mari Rains, Director
University of Central Florida
Florida Institute of Government
12443 Research Parkway, Ste. 402
Orlando, FL 32826
407.882.3960
Mari.Rains@ucf.edu





July 7, 2020

Florida Redevelopment Association
Ms. Amber Hughes
Executive Director
301 S. Bronough Street, Suite 300
Tallahassee, FL 32302-1757

RE: FRA 2020 Virtual Conference Proposal

Dear Amber,

Thanks again for your time last week. Congratulations on your new FRA Executive Director role. I have enjoyed working with you on legislative advocacy projects, and would love to support you and your team during this staff transition.

Per your request, I am attaching a proposal which outlines the services we can offer to FRA to help transition your conference online by October 2020. We are happy to schedule a demo and/or attend a board meeting to answer questions.

Enclosed please find:

- | | |
|--|----------|
| A. Florida Institute of Government at UCF Service Capabilities | Page 3-4 |
| B. Proposed Scope of Work & Revenue Share | Page 5-6 |
| C. UCF FIOG Director Bio & Team Profile | Page 7-8 |

Please remember, we customize everything we do. This proposal is based on preliminary conversation and will likely need some revision. We can talk further to customize a program to fit your needs.

As mentioned, I have made key hires over the last year and we have a team that can support this conference. I included a team profile for your review. We are hopeful to support you with making the Florida Redevelopment Association's first Virtual Conference a great success!

Sincerely,

Mari Rains

Mari Rains, MSM
Director & Consultant, UCF IOG



ABOUT THE UCF IOG

The John Scott Dailey Florida Institute of Government (FIOG) was created by the Florida Legislature in 1980 and subsequently designated as a Type I Institute by the Florida Board of Regents. The institute fulfills its statewide mission through five (5) affiliate program offices located at the Florida State University, the **University of Central Florida**, the University of Florida, the University of South Florida, and Florida Atlantic University.

The Institute's original mission is in place today: to increase the effectiveness and quality of government in Florida through applied research, training, technical assistance programs and public service. A parallel goal was to provide high quality services to local governments at a reasonable cost, not always easy given budget constraints and fluctuations in the state's economy.



We partner practitioners and University professionals from a variety of disciplines, with elected officials and organizational leaders, to identify, evaluate, and implement solutions and services.

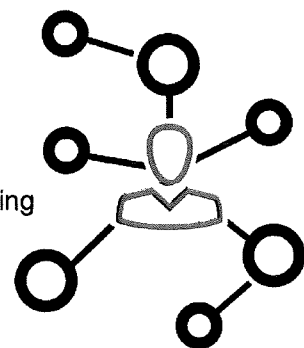
Local government agencies are not required to go out for bid when utilizing the Florida Institute of Government at UCF.

OUR SERVICE CAPABILITIES

The John Scott Dailey Florida Institute of Government at the University of Central Florida (FIOG at UCF) works directly with faculty, staff and external practitioners to bring their expertise to our clients. The FIOG at UCF primarily serves government and non-profit entities within an 11-county region including Brevard, Citrus, Flagler, Lake, Levy, Marion, Orange, Osceola, Seminole, Sumter, and Volusia counties. The FIOG at UCF is often invited to consult with other FIOG clients and projects across the state.

The Florida Institute of Government at the University of Central Florida has a vast history of helping government and non-profit entities through:

- Coordinating conferences (one-day to one-week programming)
- Developing curriculum and coordinating certification programs
- Facilitating Train-the-Trainer Certification programs
- Facilitating visioning and strategic planning processes
- Facilitating leadership and team building retreats
- Designing and facilitating leadership development and employee training programs
- Providing association management services
- Consulting/technical assistance for diverse government projects including:
 - Charter review
 - Citizen satisfaction surveys
 - Records management assessment
 - Organizational development consulting
 - Human resource consulting
 - Succession planning



5 REASONS TO HIRE THE FLORIDA INSTITUTE OF GOVERNMENT AT UCF



Seasoned consultants with an unmatched understanding of the unique needs, challenges and services of government agencies, but whom also stay current with business and academic trends.



The FIOG is **not a profit-center**, so we offer low rates for government and non-profit agencies.



Agencies **do not have to go out for bid** when hiring the FIOG at UCF, which allows faster project commencement.



Affiliation with the **second largest university in the U.S.**, with expert faculty and practitioners.



30+ years of high-impact service to government agencies and non-profit agencies across Florida.

PROPOSED SCOPE OF WORK: 2020 Virtual Conference Coordination

**UCF FIOG expertise is in education, both virtual and in-person.
Let our experts help you make your Virtual Conference a success!!**

Benefits of outsourcing your 2020 Conference to the UCF FIOG:

1. **FRA does not have to purchase or learn the conference technology platform. The conference software platform is included. This platform was selected for conferences after thoroughly vetting 17 similar platforms.** It is easy for audience attendees to use, and it offers 24/7 tech support. UCF FIOG has researched and tested all the technology requirements and can provide recommendations regarding wi-fi/ethernet, speaker headsets/microphones, web cams, etc.
2. **UCF FIOG has 8 faculty and staff with experience using the online platform.** This experience means FRA will skip the "learning curve" – you will have UCF FIOG expertise, support, and staff to "ramp up" quickly and move your conference online.
3. **UCF FIOG can commit to keeping an October conference schedule, if contracted by July 30, 2020.** We have successfully transitioned another 4-day fully live conference (400 attendees) to a fully virtual conference within 3 months.
4. **FRA can select from two format options, or a blended hybrid, for your conference.** You can present online using either A) live-stream video, or B) pre-recorded "On Demand" video ("On Demand" recordings are conducted via the UCF FIOG). Live-stream allows for polling and Q&A, "On Demand" does not. "On Demand" can be watched any time 24/7. Live-stream is usually a specified live day/time (which can also then be recorded to watch 24/7.) For both choices, in addition to seeing the presenter via video/audio, the audience will also be able to see the PowerPoints and videos as if they were in a face to face conference. This visual interaction makes online conferences much more valuable.
5. **Your conference speakers do not need to learn the software.** UCF FIOG Faculty will provide a demo and example to each speaker. UCF FIOG Faculty will also be moderators over each conference session (manage audience comments, manage Questions & Answers, initiate audience polling, moderate/transition between live speakers, initiate videos, etc.)
6. **UCF FIOG will (remotely) coach your selected conference speakers one-on-one** to modify their presentations to become engaging online presentations (this may include improving PowerPoint quality/design, adding ice breakers and discussion starters, conducting polls, surveys, pre-quizzes, videos, post-quizzes, and other activities to engage learners).
7. **The audience can download PowerPoints, video links and other handouts** for each session, as FRA prefers. Rights to all materials are retained by speakers or FRA, not UCF FIOG.
8. **UCF FIOG can help you plan based on education best practices.** For example, it is more difficult for our brains to stay engaged in virtual learning than it is face-to-face. We have the educational background to provide solutions that are optimal for learning.



9. **Conference attendees could register/pay via UCF FIOG online link, or via your FRA registration link.** If UCF FIOG accepts registrations, our team could also answer conference-specific emails/calls/questions from members, which would assist the new FRA staff transition.
10. **UCF FIOG can assist FRA in creating creative virtual marketing opportunities for conference sponsors.** This could include video placement, logo placement, targeted chat rooms, etc.
11. **UCF FIOG can brand the entire conference platform using FRA branding/logos.** We can also partner with your marketing/public relations firm, if preferred.
12. **UCF FIOG can track and report individual conference attendee activity, if preferred to award CEU's from UCF.** Tracking reports include attendee log in/log off, minutes in each workshop session, # polls/surveys responded to in each session, if a participant asked questions in the chat, or quizzes for each session.
13. **UCF FIOG can issue certificates and CEU's** (electronically and/or mail) with the UCF logo and the FRA logo, which would assist the new FRA staff transition.
14. **UCF FIOG can issue online conference evaluations and send a summary report to review attendee feedback about each session and speaker.**
15. **Optional: UCF FIOG can transition the new CRA 101 Module to a virtual format and create a web-proctored exam, if preferred for certification.** (This may be ideal if you want to host CRA 101 as a pre-conference or post-conference option, as you have in the past.) This is additional scope of work would be an additional fee, which we can discuss if interested.

VIRTUAL CONFERENCE REVENUE-SHARE APPROACH

Sample Fee Structure for FRA Virtual Conference - NOTE: *This is a hypothetical example based on preliminary conversation. We would finalize a formal proposal based upon the defined scope, including number of speakers you will accept, the number and duration of conference sessions, and the number of sponsors and scope of sponsor engagement.*

◆ **Suggest FRA charges \$299 per person for Virtual Conference registration**
(Includes access to all conference speaker webinars)

◆ **UCF FIOG Virtual Conference Revenue-Share:** \$150 per registration and 10% of sponsorship revenue

◆ **FRA keeps \$149 per conference registration:**

If you have 200 registrations, FRA earns \$29,800 plus 90% of sponsorship revenue
If you have 300 registrations, FRA earns \$44,700 plus 90% of sponsorship revenue

◆ **This is win/win/win:**

- **FRA Members** – gain valuable learning content (and CEU's) for only \$299 (vs. \$395+travel costs); this helps agency budgets
- **FRA** – earns revenue from conference, meets members needs, gains support during staff transition
- **UCF FIOG** – earns revenue from conference, meets FRA needs, supports local government



ABOUT THE UCF IOG DIRECTOR: MARI YENTZER RAINS, MSM

Mari Rains is the Director of the John Scott Dailey Florida Institute of Government (IOG) at the University of Central Florida (UCF), where she has consulted with local government agencies for 10+ years. In this role, she also serves as the Executive Director for three associations: Volusia League of Cities, Tri-County League of Cities, and Florida Association of Code Enforcement.



Mari's 20+ years' experience centers around helping leaders and organizations build capacity and improve performance. She is a versatile and highly-sought facilitator and consultant for diverse programs, including conference management, curriculum design, workshop facilitation, strategic planning, management consulting, organizational development, leadership development and coaching.

Ms. Rains has consulted with diverse government agencies including:

- International City/County Management Assoc.
- Florida City & County Management Assoc.
- Florida League of Cities (FLC)
- Orange County
- Seminole County
- Volusia County
- Flagler County
- Osceola County
- Volusia League of Cities
- Tri-County League of Cities
- City of Orlando
- City of Ocala
- City of Winter Garden
- City of Titusville
- City of Holly Hill
- Florida Redevelopment Association
- Florida Association of Code Enforcement
- Florida Association of Business Tax Officials
- Florida Association of City Clerks
- Florida Records Management Association
- Florida Center for Nursing
- American Association of Service Coordinators
- 7th Judicial Circuit Courts
- Property & Evidence Association of Florida
- Orange County Library System
- Town of Belleair
- UCF Foundation
- UCF Office of Diversity & Inclusion
- UCF Police Department
- Sanford Fire Department

Ms. Rains brings a unique hybrid of business, government, and academic experience. Ms. Rains earned a Master's Degree in Management from the University of Central Florida College of Business. Prior to joining the UCF IOG, Mari served as full-time Faculty member for UCF's College of Business, Management Department, for seven years.

Mari also led UCF's Learning & Organization Development team supporting 12,000 staff and faculty across 10 locations. She and her team developed curriculum for, and facilitated, 100+ leadership & learning programs. She provided leadership coaching, employee surveys, organization development consulting, strategic planning retreats, and employee engagement & recognition initiatives for UCF's 12,000 staff and faculty.

Ms. Rains had a successful career in the private sector prior to UCF. Her corporate/private clients include: Publix, Darden Restaurants, Orlando Magic, Henkels & McCoy, Rollins College, Valencia College, Seminole State College, The Galileo School Board of Directors, Chambers of Commerce, and others.



MEET THE UCF FIOG TEAM:

- ◆ **Mari Rains, Director** – Refer to bio, previous page
- ◆ **Dr. Michelle Dusseau:** 15+ years as a Faculty Member at UCF. Expertise: Teaching in Virtual Platforms, Attendee/Learner Engagement, & Conference Speaking.
- ◆ **Dr. Anne Ross:** 15+ years as a Faculty Member at multiple institutions. Expertise: Curriculum Design, Train-the-Trainer, Attendee/Learner Engagement, Teaching in Virtual Platforms, & Conference Speaking.
- ◆ **Emily Gay, SHRM-CP:** 25 years with the Disney Institute, and 5 years as UCF Faculty. as Expertise: Train-the-Trainer, Attendee/Learner Engagement, Teaching in Virtual Platforms, Conference Speaking, Customer Service & Human Resources.
- ◆ **Marion Bakamitsou:** 15+ years as a Registrar and Associate Director. Expertise: Technology Platforms, Project Management, IT Applications, Records Management, & Budgeting.
- ◆ **Karen Allen:** 20+ years directing non-profit associations. Expertise: Board Engagement, Membership Engagement, Revenue-Generation Strategies, & Training.
- ◆ **Susan Pruchnicki:** 20+ years supporting government associations and their members. Expertise: Customer Service, Membership Support, Tracking CEU's, & Board Support.
- ◆ **Sibyl Millner:** 10+ years supporting government associations and their members, and 10+ years in private sector accounting. Expertise: Customer Service, Membership Support, Accounting, Tracking CEU's, Board Support, & Office Management.
- ◆ **35+ Consultants/Contractors/Faculty for Subject Matter Expertise**



Proposed 2020-21 Redevelopment Academy Budget

INCOME

28 registrations @ \$495 x 8 courses	\$	110,880
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EXPENSES

UCF Contract	28,000
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\$800 (food/beverage) x 8 courses	6,400
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Train-the-trainer	4,500
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Teaching Contracts for 8 courses:

CRA 101	4,000
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Operations & Capacity Bldg.	4,000
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Budgeting, Funding & Reporting	3,500
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Capital Project Mgmt.	3,500
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Redevelopment Incentives	4,000
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Housing	3,500
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Planning Strategically	4,000
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Infrastructure I	4,000
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Total Expenses	\$	69,400
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TOTAL	\$	<u>41,480</u>
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Online Certification Training & Course Management

Executive Summary:

Due to demand for online learning, the UCF IOG now offers access to UCF's robust Online Learning platform, Canvas (the same system used for credit-bearing UCF classes).

Some benefits/features of this new service include:

- UCF IOG will be moderators over the course, so FRA faculty do not need to learn the software.
- FRA faculty will be able to present online within Canvas system for live-stream video, and/or prerecorded video (with assistance from UCF IOG). Live-stream allows for Q&A and UCF IOG can moderate to simplify for FRA faculty.
- UCF IOG can post (within the Canvas course) the PowerPoints, handouts, ice breakers, discussion starters, polls, surveys, pre-quizzes, videos, small group chat rooms and other activities to engage learners.
- UCF IOG will assist FRA faculty by monitoring student discussion posts, emails, questions, etc.
- UCF IOG can create an exam which learners can take from their computer. FRA learners would grant a proctor permission for Canvas software to view their screen/webcam during the exam to ensure there is no cheating.
- UCF IOG will analyze exam results and report exam results within more quickly (within a few days).
- UCF IOG can issue certificates and CEU's from Canvas (electronically and/or mail), or can send exam results to FRA for issuing certificates.
- Students could register/pay via UCF IOG online link, or via FRA registration link.
- Students will be grouped into one class/cohort, so they still benefit from networking and learning from each other.
- UCF IOG has four employees with experience using Canvas as faculty or as registrar. This experience means FRA will have support, and be able to "ramp up", or move content online very quickly.
- Canvas is easy to use, and offers online tutorials and 24/7 tech support for students/faculty.
- UCF IOG is happy to provide a brief demo of the system, upon request.

Florida Redevelopment Association List of 2020 Award Submittals

Category	Submitting Member	Project Title
Annual Reports	Lakeland CRA	Lakeland CRA 2019 Annual Report
	City of Crestview CRA	2019 Annual Report
	Hallandale Beach CRA	Hallandale Beach CRA 2019 Annual Report
	City of Pensacola CRA	FY2019 Annual Report
	Sebring CRA	2019 Annual Report
	Davie CRA	2019 ANNUAL REPORT
	City of Orlando, Downtown Development Board	Downtown Orlando 2019 Annual Report
	City of Ocala	Ocala CRA Annual Report - Revitalizing Our Community
	City of Dunedin CRA	Annual Report
Capital Project/Infrastructure	West Palm Beach CRA	Transforming the City's Most Iconic Downtown Street: The Clematis Streetscape Project
	Gainesville Community Reinvestment Area (former Gainesville CRA)	Destination South Main Streetscape
	City of Inverness	Depot District
Creative Organization Development and Funding	St. Cloud CRA	St. Cloud Downtown Revitalization Project: Phase 1 New York Avenue
	Boynton Beach CRA	Small Business Disaster Relief Forgivable Loan Program
	Domain Homes, Inc.	Urban 360 ° – City of Tampa Infill Housing Redevelopment
	Delray Beach CRA	A-GUIDE (Achieving Goals Using Impact Driven Evaluation)
	North Miami CRA	COVID-19 Emergency Response Grants
	West Palm Beach CRA	The Rhythm of Redevelopment Series
Cultural Enhancement	Hallandale Beach CRA	The Hallandale Beach Arts and Culture in Public Places Program
	Lake Worth CRA	Dia De Los Muertos -Lake Worth
	North Miami CRA	Liberty Gardens Park
	GAI Consultants, Inc. Community Solutions Group	City of Cocoa Civic Center Market Study
Fiscal Impact Study	Village of Palm Springs	Fiscal and Economic Impact of a CRA in Palm Springs, FL
Management Programs Creative Partnerships	Southeast Overtown/Park West CRA	Overtown Beautification Team

	Lauderdale Lakes CRA	Lauderdale Lakes CRA Business First! Initiative
	Redevelopment Management Associates, LLC	Deltona Strategic Economic Development Plan & Implementation
	Hallandale Beach CRA	HBCRA Food & Groove Partnership with the South Beach Food & Wine Festival (SOBEWFF)
	Fort Myers CRA	Fort Myers CRA Job Creation & Talent Attraction Program
	Pompano Beach CRA	Patricia Davis Community Garden
Out of the Box	Gainesville Community Reinvestment Area	GCRA 10 Year Reinvestment Plan
	Boynton Beach CRA	Rock the Marina
	Hallandale Beach CRA	COVID-19 Rapid Response Initiatives
	Fort Myers CRA	Fort Myers CRA Overview Video
	North Miami CRA	NoMi Red Garden
	City of Orlando, Downtown Development Board	DTO Go - Public Restroom Pilot Program
	Boca Raton CRA	Sanborn Square Community Engagement & Placemaking
	Riviera Beach CRA	Winter Wonderland
Outstanding Housing Project	Omni CRA	16 Corner
	Fort Lauderdale CRA Northwest-Progresso-Flagler Heights	River Gardens-Sweeting Estates Infill Project
	Fort Lauderdale CRA Northwest-Progresso-Flagler Heights	Six 13
	City of Stuart CRA	Azul
	City of Orlando, Downtown Development Board	Parramore Oaks – Residential Cornerstone to Neighborhood Revitalization
	East Tampa CRA; City of Tampa Housing and Community Development Division; Domain Homes, Inc.	Urban 360 ° – City of Tampa Infill Housing Redevelopment
	City of North Lauderdale	The Crossings at North Lauderdale
Outstanding New Building Project	Lakeland CRA	The Yard on Mass
	Town of Davie CRA	University Pointe – Student Living Redefined
	New Port Richey CRA	Main Street Landing
	Fort Myers CRA	Grand Central Luxury Apartments
	Hoyt Architects	One Palm
	Hoyt Architects	The Mark
Outstanding Rehabilitation Renovation or Reuse Project	Fort Lauderdale CRA Northwest-Progresso-Flagler Heights	Smitty's Wings
	Southeast Overtown/Park West CRA	Red Rooster Overtown

	City of Crestview CRA	Rehabilitation of Downtown Buildings
	City of Orlando, Downtown Development Board	Discover Downtown – Reimagining Downtown Orlando Information Center
	Diettrich Planning LLC	Kanine Social
Planning Studies	City of Wauchula CRA	Master Redevelopment Plan Update
	City of North Miami Beach	Who Are We? Uncovering a City's Personality
	City of Pinellas Park	Pinellas Park CRA Plan Update-Creating Our City Center
	Lake Wales CRA	Lake Wales Connected
	Hallandale Beach CRA	Hallandale Beach Community Redevelopment Plan Modification 2020
	Lake Worth CRA	Lake Worth Beach Design Guidelines for Major Thoroughfares
	GAI Consultants, Inc. Community Solutions Group	LaVilla Neighborhood Development Strategy
	City of Orlando, Downtown Development Board	Downtown Orlando's North Quarter Transportation Vision Study
Transportation Transit Enhancement	City of Dade City	Hardy Trail Extension
	Pompano Beach CRA	Atlantic Boulevard Bridge Enhancement
	Delray Beach CRA	Connect Delray Beach

2020
Awards Program Budget

INCOME

Award submittals (68 x 200)	\$	13,600.00
Member copy of figurines (4 x 100)	\$	400.00

TOTAL	\$	14,000.00
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EXPENSES

DJ	\$	-
Photographer	\$	-
Audio/Visual - extra	\$	-
Event Coordinator	\$	-
Decorators	\$	-
Best Book Printing	\$	3,500.00
Award figurines (adding 4 copies)	\$	2,500.00

Total Expenses	\$	6,000.00
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TOTAL	\$	7,600.00
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Florida Redevelopment Association
Historical Dues Comparison

Fiscal Year(s)	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
Dues Income	37,730.00	46,505.00	130,000.00	96,458.75	104,080.02	118,911.25	132,292.50	138,565.00	137,700.83	135,190.00	130,816.25	130,816.00	133,190.00	133,263.75	147,225.00	151,385.00	153,880.00	122,194.74	161,415.00	164,510

**Members by County
As of 08/2020**

County	Organization
Alachua	City of Alachua
	Gainesville Community Redevelopment Agency
	Environmental Consulting & Technology, Inc.
	City of High Springs
	City of Newberry
Bay	City of Callaway
	City of Lynn Haven
	City of Panama City
	City of Panama City Beach
Bradford	City of Starke/North Florida Regional Chamber of Commerce
Brevard	City of Cape Canaveral
	City of Cocoa
	City of Cocoa Beach
	City of Melbourne, Downtown Melbourne
	City of Melbourne, Old Eau Gallie
	City of Melbourne, Babcock Street
	Merritt Island Redevelopment Agency
	City of Satellite Beach
	City of Titusville
	City of West Melbourne
	City of Coral Springs
Broward	City of Dania Beach
	Town of Davie
	City of Deerfield Beach
	Billing, Cochran, Lyles, Mauro & Ramsey, P.A.
	City of Fort Lauderdale
	Broward County
	The Urban Group
	City of Hallandale Beach
	City of Hollywood
	CJF Marketing International
	City of Lauderdale Lakes
	City of Lauderhill
	City of Margate
	City of Miramar
	City of North Lauderdale
	City of Plantation
	City of Pompano Beach
	City of Sunrise
Citrus	Inverness Community Redevelopment Agency

Clay	Town of Orange Park
Collier	Collier County - Immokalee CRA
	City of Naples
	Collier County - Bayshore/Gateway Triangle CRA
Dade	City of Miami, Omni/Midtown
Duval	City of Atlantic Beach
Duval	Lewis Longman & Walker, P.A.
	Downtown Investment Authority, City of Jacksonville
	Diettrich Planning, LLC
	City of Jacksonville Beach
Escambia	Town of Century
	City of Pensacola
	Escambia County
Franklin	City of Apalachicola
	City of Carrabelle
Gulf	Port St. Joe Redevelopment Agency
Hardee	City of Bowling Green
	City of Wauchula
Hendry	City of Clewiston
Hernando	City of Brooksville
Highlands	City of Avon Park
	Town of Lake Placid
	City of Sebring
	Sebring Regional Airport & Industrial Park CRA
Hillsborough	City of Plant City
	Waldrop Engineering
	DTA Finance
	Tampa Downtown Partnership
	Stantec
	Tindale Oliver Design Group, LLC
	City of Tampa - Economic & Urban Development Department
	Hillsborough County
	City of Temple Terrace
Indian River	City of Sebastian
Jackson	Main Street Marianna
Lake	City of Clermont
	City of Eustis
	City of Groveland
	Smart Growth Strategies, LLC
	City of Leesburg, Housing & Economic Development
	Leesburg Partnership
	City of Mount Dora
	Lake County - Mount Plymouth Sorrento CRA
	City of Umatilla
Lee	City of Cape Coral
	Fort Myers Community Redevelopment Agency

	LaRue Planning & Management Services, Inc.
Leon	City of Tallahassee
	Cornucopia Wealth Management
Levy	Cedar Key Redevelopment Agency
	City of Williston
Madison	City of Madison
Manatee	City of Bradenton, Bradenton Central CRA
	Manatee County
	City of Palmetto
Marion	City of Dunellon
	City of Ocala, Planning & Development Department
	Marion County
Martin	Martin County
	City of Stuart
Miami Dade	City of Florida City
	City of Homestead
	Miami Dade County - Naranja Lakes CRA
	City of Miami - Southeast Overtown Park West CRA
	Miami Dade County - N.W. 7th Avenue Corridor CRA
	Miami Dade County - West Perrine CRA
	Miami Dade County - N.W. 79th Street
	BusinessFlare Academy
	CMDI Solutions
	North Miami Community Redevelopment Agency
	North Miami Beach CRA
	City of South Miami
	City of Sweetwater
Monroe	City of Key West - Bahama Village CRA
	City of Key West - Caroline Street Corridor
	Kane, Ballmer & Berkman, a law corporation
Okaloosa	Town of Cinco Bayou
	Crestview Community Redevelopment Agency
	City of Destin
	City of Fort Walton Beach
	City of Niceville
Orange	Apopka Community Redevelopment Agency
	Town of Eatonville
	Osceola County Government - West U.S. 192 Redevelopment District
	City of Ocoee
	Acquisition Solutions
	S&ME, Inc.
	GAI Consultants, Inc./Community Solutions Group.
	Orange County -Pine Hills Neighborhood Improvement District
	City of Orlando
	Orange Blossom Trail Development Board, Inc.
	City of Winter Garden

	City of Winter Park
	Vose Law Firm
Osceola	Osceola County Government - East U.S. 192 Redevelopment District
	City of Kissimmee - Vine Street
	City of Kissimmee
	City of St. Cloud
Palm Beach	City of Boca Raton
	Boynton Beach Community Redevelopment Agency
	Delray Beach Community Redevelopment Agency
	Town of Jupiter
	Town of Lake Clarke Shores
	Town of Lake Park
	Lake Worth Community Redevelopment Agency
	Place Planning & Design
	Village of Palm Springs
	RMA, Inc.
	Riviera Beach Community Redevelopment Agency
	Avia Design Group
	West Palm Beach Downtown Development Authority
	City of West Palm Beach
	Burkhardt Construction, Inc.
	Palm Beach County - Westgate/Belvedere Homes Community Redevelopment Agency
	Kimley-Horn & Associates
Pasco	City of Dade City
	City of New Port Richey
	City of Zephyrhills
Pinellas	Pinellas County Community Redevelopment Agency
	City of Clearwater
	Cardno
	Pinellas County Economic Development
	Let's Do the Work Now
	Andrus Development Group
	City of Dunedin
	City of Largo
	City of Oldsmar
	City of Pinellas Park
	City of Safety Harbor
	Vrana Consulting, Inc.
	City of St. Petersburg
	City of Tarpon Springs
Polk	City of Auburndale
	Bartow Community Redevelopment Agency
	Polk County
	Rayl Engineering & Surveying, LLC
	City of Haines City

	City of Lake Alfred
	City of Lake Wales
	Lakeland Community Redevelopment Agency
	City of Mulberry
	City of Winter Haven
Putnam	City of Crescent City
Putnam	City of Palatka
Santa Rosa	City of Gulf Breeze
Sarasota	Sarasota County - Englewood CRA
	City of Sarasota
	Hoyt Architects
Seminole	City of Longwood
	City of Sanford
St. Johns	City of St. Augustine - Lincolnville CRA
	Fort Pierce Redevelopment Agency
	City of Port St. Lucie
Suwannee	City of Live Oak
Union	City of Lake Butler
Volusia	City of Daytona Beach
	Daytona Beach Downtown Development Authority
	City of Deltona
	City of Edgewater
	City of New Smyrna Beach
	City of Port Orange
	City of South Daytona
Walton	City of DeFuniak Springs
Washington	Chipley Community Redevelopment Agency

2020 - 21 Annual Membership Renewal Invoice

Thank you for your continued support of the FRA. Please pay the amount that would be applicable to your agency based on the budget amounts listed below and return a copy of this invoice with payment. If you need assistance, please contact Jan Piland Newton at jpiland@frcities.com or (850) 701-3622. Thank you!

Ref. #: «iMIS_ID_Number»

Organization: «Agency_or_Governmental__Entity»

Address: «Address»

«City», «State» «Zip_Code»

Primary Contact/Title: «Primary_Contact_First_Name» «Primary_Contact_Last_Name», «Primary_Contact_Title»

Budget Amount*

\$300,000 and under
\$300,001 - \$600,000
\$600,001 - \$1,000,000
\$1,000,001 - \$2,000,000
\$2,000,001 - \$3,000,000
\$3,000,001 - \$4,000,000
\$4,000,001 - \$5,000,000
\$5,000,001 - \$7,500,000
\$7,500,001 - \$10,000,000+
Individual
Non-profit/Main Street Member
University

Annual Dues Amount

\$495
\$620
\$745
\$870
\$995
\$1,120
\$1,245
\$1,870
\$2,495
\$370
\$245
\$1,000

NOTE: Dues are based on an annual basis for FY October 1 through September 30. Payments to the FRA are not deductible as charitable contributions for federal income tax purposes. However, they may be deductible under other provisions of the Internal Revenue Code. 65% of dues payments may be expended on lobbying activities.

*A Business/Private Sector membership rate is based upon gross annual budget.

*A Government, non-profit and agency membership rate is based upon annual redevelopment budget.

Payment Information:

☐ CHECK (Make payable to FRA and mail to: Florida Redevelopment Association, P. O. Box 1757, Tallahassee, FL 32302)

☐ CREDIT CARD - Go to <http://redevelopment.net/membership/membership-applyrenew/> and follow these directions:

Step one: Click on the link to enter the payment process

Step two: You will need to **sign in** using your secure username/password information (Contact jpiland@frcities.com if you do not have this information)

Step three: Choose your budget range and click Next

Step four: Add to cart (This item has been added to your cart. Click "View Cart" to make your payment by credit card and view Cart

Step five: Add your payment information, etc.

Step six: A confirmation will be sent to the email address provided. You can also use the control-P key command to print a copy. Just press and hold the control key located on the bottom left of your keyboard, and then press the letter P.

PEEBLES SMITH & MATTHEWS

July 20, 2020

Ms. Amber Hughes, Executive Director
Florida Redevelopment Association
Post Office Box 1757
Tallahassee, Florida 32302-1757

Dear Amber:

This letter will serve to confirm the terms of our agreement for the provision of services to the Florida Redevelopment Association ("FRA"). Peebles, Smith & Matthews ("the firm") proposes to provide enhanced representation to FRA as its Legislative Counsel.

As in years past the basic scope of the work will include identification of legislative priorities, formulation of strategy, research, providing testimony or other information to committees or officials, communications with elected officials and staff on behalf of FRA and reporting on the status of work and pending issues to FRA for the 2021 legislative session.

In addition to the historical scope of service, the Firm would provide a deeper level of involvement with FRA, to include:

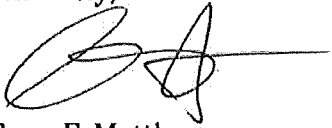
- Development with the FRA Executive Director and the Board, of an advocacy seminar for members to enhance legislative communication and messaging effectiveness.
- Attendance at all FRA Board meeting and other FRA functions.
- Presentations at the FRA Annual meeting on topics to be developed by the Executive Director and Board.
- Formal periodic written reports, weekly during session and committee weeks, and monthly for the remainder of the year.

FRA has agreed to pay a total fee of \$80,000 per year, which is to be billed monthly in advance. In addition, you will be responsible for our customary charges for expenses related to this agreement and for disbursements incurred on behalf of FRA. The term of this contract shall be from October 1, 2020 through September 30, 2021. The contract may be terminated at any time by either party on ninety days notice.

Please acknowledge that this letter correctly reflects the terms of my engagement by signing, dating and returning to me the enclosed copy of this letter. There is space for this acknowledgement below my signature.

We appreciate the opportunity to represent the Florida Redevelopment Association.

Sincerely,

A handwritten signature in black ink, appearing to be 'R. Matthews', with a long horizontal line extending to the right.

Ryan E. Matthews

Acknowledge and agreed to this _____ day of _____, 2020.

Florida Redevelopment Association

Amber Hughes, Executive Director



2020-2021 Key Legislative Dates

September 2020

18 FLC Legislative Policy Committee Meetings (Round 1) – Caribe Royale Orlando, 8101 World Center Dr, Orlando, FL 32821
(Contact Person: Mary Edenfield, medenfield@flcities.com)

October 2020

23 FLC Legislative Policy Committee Meetings (Round 2) – Embassy Suite Lake Buena Vista South, 4955 Kyngs Heath Rd, Kissimmee, FL 34746
(Contact Person: Mary Edenfield, medenfield@flcities.com)

November 2020

3 General Election Day

12-13 FLC Legislative Conference and Legislative Policy Committee Meetings (Round 3) – Rosen Shingle Creek, 9939 Universal Blvd, Orlando, FL 32819 (Contact Person: Melanie Howe, mhowe@flcities.com)

18-21 NLC City Summit – Tampa, FL

February 2021

9-10 FAST Fly-In – Washington, D.C.

March 2021

2 Legislative Session Convenes

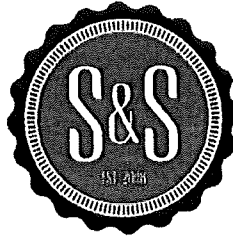
8-11 NLC Congressional City Summit – Washington, D.C.

23-24 FLC Legislative Action Days – Tallahassee, FL

April 2021

30 Regular Legislative Session Adjourns

*****all dates subject to change*****



SHEPARD, SMITH, KOHLMYER & HAND, P.A.
ATTORNEYS & COUNSELORS AT LAW
SHEPARDFIRM.COM

March 26, 2020

Ms. Carol Westmoreland, Executive Director
Florida Redevelopment Association
P.O. Box 1757
Tallahassee, FL 32302-1757

Re: Florida Redevelopment Association - Legal Counsel

Dear Carol:

This letter sets forth the terms of the engagement of Shepard, Smith, Kohlmyer & Hand, P.A. (the Firm") by the Florida Redevelopment Association, Inc. ("FRA") as legal counsel to the Association. The purpose of this letter is to describe the scope of services to be provided by the Firm and to establish our fees for providing such professional services.

It is necessary to have an appropriate balance between the level of services the Firm can provide to FRA and the amount of fees to be paid for those services. Therefore, the services set forth below are targeted to the most significant and time-sensitive needs and expectations of the Association. Other activities that are not of general interest but are for the use or benefit of local governments or other persons (including individual members of FRA), such as advice and counseling regarding a local situation or project, or public appearances at seminars and conferences are outside the scope of our services on behalf of FRA and will be governed by separate arrangements with those other persons when we determine an attorney-client relationship should be established beyond our relationship with FRA. By keeping a distinction between these two levels of services and activities the Firm can focus its resources on FRA needs and not be distracted or stretched to cover a large number of issues that, while important to some, are nevertheless extraneous to the specific needs of FRA as an organization.

The Firm will provide the following services to FRA in its role as legal counsel:

1. Attend and participate in meetings of the Board of Directors and be prepared at such meetings to advise the board on legal issues affecting FRA and redevelopment in the State of Florida.
2. Consult with the President of FRA and the Executive Director of FRA concerning matters of particular interest to FRA, including legislation, administrative proceedings, litigation, and other general questions pertaining to redevelopment issues.

3. Consult with the Legislative Committee of FRA and any lobbyists retained by FRA, participate in such meetings of the committee as are mutually deemed necessary and appropriate, assist in preparation of FRA legislative policy statements and attend or participate in legislative meetings when necessary.

4. Attend and participate in the annual meeting and conference of FRA, including programs and presentations to those in attendance.

5. Notify FRA of litigation that may affect redevelopment in Florida and, when necessary and authorized by the President or the Board of Directors of FRA, monitor such litigation. (Active participation in any litigation on behalf of FRA will be in accordance with a separate engagement agreement with additional fees approved or authorized by the FRA Board of Directors or the Executive Committee).

6. Review and analyze proposed or enacted legislation or proposed constitutional amendments affecting redevelopment in the State of Florida when requested to do so.

7. Review and analyze proposed or promulgated rules, administrative regulations, concepts or litigation affecting redevelopment in the State of Florida when requested to do so and the rules or regulations are provided to us.

8. Review and approve as to form any contracts, agreements or other documents seeking to bind FRA when requested to do so and such documents are provided to us by or at the direction of FRA.

9. Preparation of amendments to FRA's articles of incorporation or bylaws when such have either been approved by the Board of Directors or when the President, Executive Committee, or Board of Directors has requested preparation of such amendments in advance of board action, or review and comment and/or revise amendments to the articles of incorporation or bylaws prepared by others.

10. Prepare articles or columns on legal issues of interest to FRA members that will appear from time to time in the FRA's newsletter or other publications such as the magazine of the Florida League of Cities.

11. Respond by phone or e-mail to inquiries from FRA members concerning the interpretation and/or application of the Community Redevelopment Act or other statutes applicable to community redevelopment agencies, whether of a general or specific nature.

12. Participate in educational programs for FRA members in various locations throughout the state, including being a moderator, discussion leader or instructor, subject to approval of such programs by the Executive Committee or the Board of Directors.

13. Such other services as are mutually agreed upon between the President or the Executive Director of FRA and the Firm to be included within the scope of this engagement.

FRA may request the Firm to participate in the following activities at no additional charge for fees or costs to the FRA. In its role as legal counsel to FRA, the Firm shall have the discretion whether or not to participate and may decline to do so without any penalty, default, or recrimination for having done so:

a) Attendance at conferences, workshops, seminars or other programs sponsored by organizations other than FRA at which issues affecting redevelopment in the State of Florida will be discussed.

b) Participating as a speaker at conferences, workshops, seminars or other programs sponsored by organizations other than FRA at which issues affecting redevelopment in the State of Florida will be addressed, provided my participation is not as a an authorized representative of FRA presenting FRA's position(s).

c) Meeting with other organizations to discuss possible cooperative ventures, program, or activities intended to provide a network of organizations interested in or involved in redevelopment in Florida or other states.

d) Preparing articles, outlines or other publications describing redevelopment or related activities in Florida or other jurisdictions, which are intended for publication and not for the specific use of FRA.

e) Appearances on behalf of FRA before the Florida Legislature or any state or local government agency when additional fees for such services or the reimbursement of costs incurred have not been agreed upon.

f) Review, monitor and participate in litigation involving issues of interest to or affecting FRA (and its members) when additional fees for such services have not been agreed upon.

During the course of the year, if FRA desires the Firm more actively participate in any specific activity (*e.g.*, legislation, litigation, administrative proceeding), the Firm will do so upon written agreement being reached on additional fees for such services over and above the annual fee for the services described in paragraphs 1 through 13 above and included within the annual fee, as well as reimbursement of costs. If an agreement is not reached between FRA and the Firm as to such additional fees, at the request of FRA the Firm may, in its discretion with no duty to appear and participate on behalf of FRA and with no obligation on our part to do so or to continue, participate at the level of participation the Firm deems appropriate under the circumstances.

Based upon the scope of services described above and our expectations of the need for the Firm's participation during the coming FRA year, we propose a fixed annual fee of Thirty-



RB OPPENHEIM ASSOCIATES

DIGITAL MARKETING & COMMUNICATIONS REPORT

Florida Redevelopment Association
April - June 2020





Summary

During Q2, RBOA's efforts focused on sharing COVID-19 related news and information, promoting the 2020 awards program and providing redevelopment-specific resources for members to utilize.

We continued to engage with followers on all platforms and boosted FRA's overall digital presence. This quarter, findings show that the FRA website was the dominant medium for impressions, with email marketing placing second and Twitter placing third.

The following slides contain detailed reporting on our efforts during this quarter as well as data and analytics for each dedicated platform.



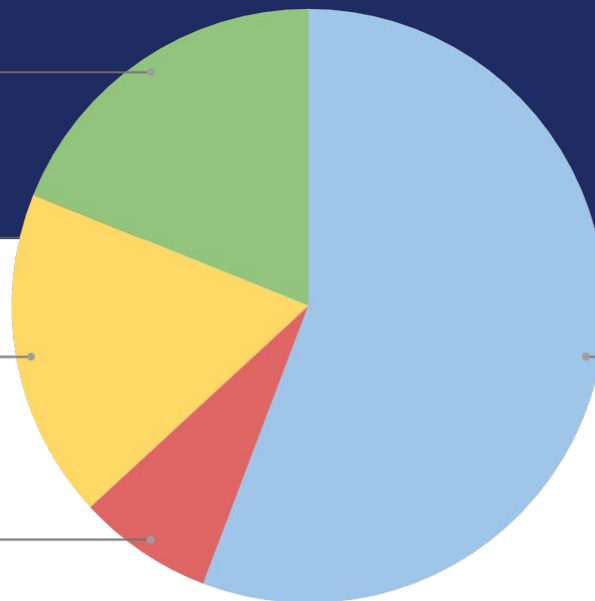
Digital Presence

Impressions

Email Marketing
18.9%

Twitter
17.9%

Facebook
7.4%



Website
55.8%



Facebook Summary

The [FRA Facebook page](#) has a total of 1,686 likes, with two new likes since last quarter. This correlates to 4,451 impressions by 276 users. Throughout Q2, FRA content reached a total of 3,403 users. Users were most engaged with webinar information, CRA resources and awards. This quarter, we engaged with those using #redevelopment and #RedevelopmentWorks. Below are the top three post for Q2 based on reach.



Florida Redevelopment Association

Published by Abigail Andrews [?] · May 27 ·

If you are new to #redevelopment or if you just want to learn more about Florida's redevelopment agencies, check out our CRA Basics page. It goes over what a CRA is, how a CRA works and more! To view this page, click the link below. #BetterCities



REDEVELOPMENT.NET

CRA Basics

CRA [SEE-R-A], noun: A dependent special district in which any future...



Florida Redevelopment Association

Published by Abigail Andrews [?] · April 15 ·

Calling all redevelopment professionals! We are hosting a webinar tomorrow, April 16, on the best practices for CRA business assistance programs. We will go over everything we know about programs being created locally throughout Florida. Register with the link below to join us tomorrow at 2 p.m.

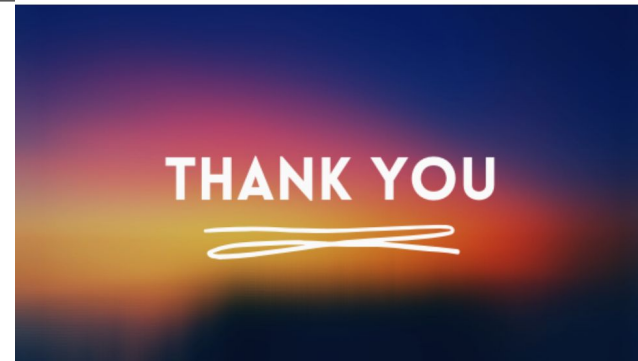
<https://register.gotowebinar.com/regist.../3422492031351986956>



Florida Redevelopment Association

Published by MarySylvia Hinnant [?] · June 17 ·

Thank you to everyone who took the time and effort to submit an entry for the 2020 FRA Redevelopment Awards! We are truly thankful for your dedication to redevelopment, especially during such a hectic time.





Facebook Data

PAGE LIKES

Overall:
1,686

Increase This Quarter:
2

IMPRESSIONS

Overall:
4,451

POST REACH

Organic Reach:
3,403

Paid Reach:
0

USER BEHAVIOR

Post Engagement:
276



Twitter Summary

During this quarter, the [Florida Redevelopment Association Twitter](#) received 44 profile visits and gained one new follower for a total of 1,579 followers. Tweets featured COVID-19 resources, the FRA Awards and mailing list information resulting in 10,819 impressions. In total, Tweets received 11 link clicks, eight likes, one retweet and six mentions. Below are the top three Tweets based on impressions.





Twitter Data

FOLLOWERS

Overall:
1,579

This Quarter:
1

IMPRESSIONS

Overall:
10,819

USER BEHAVIOR

Mentions:
6

Link Clicks:
11

USER INTERACTION

Retweets:
1

Likes:
8



Website Summary

During this quarter, the main [FRA website](#) received 8,432 total sessions and 19,823 page views. Nearly 51 percent of users used organic search to find the FRA website and 250 visitors were referred to the site from Facebook. The FRA homepage had the most views this quarter with 3,548 views. Below are the top five visited pages during Q2.

PAGE	VISITS
Homepage	3,548
COVID-19 Resources for CRAs	1,365
Job Opportunities	832
Q&A for CRAs	828
2020 FRA Awards	560



Website Data

SESSIONS

Total:
8,432

New Users:
4,792

PAGES

Page Views:
19,823

Average Time Spent:
2:27

TOP REFERRALS

Facebook:
250

MyFRA:
114

DEVICES

Desktop:
77%

Mobile:
20.8%

Tablet:
2.2%



MyFRA Website Summary

During Q2, the [members-only site](#) (MyFRA) received a total of 13,791 visits. The five most visited pages are ranked below.


PAGE	VISITS
Homepage	5,034
FRA Award Entry Form	1,045
COVID-19 Business Assistance Program	283
Peers	190
Ask the FRA Network	137



Constant Contact Summary

During Q2, FRA sent 16 e-newsletters using the Constant Contact platform and database. On average, email marketing efforts received a 22% open rate and a 12% link click rate. This correlates to 11,396 opens and 1,317 link clicks. During this time, 156 new users subscribed to the mailing list for a total of 3,229 active subscribers. Below are the top three emails based on open rate.

THE FLORIDA
REDEVELOPMENT
ASSOCIATION



CRA AIDE TO LOCAL BUSINESSES

The FRA is dedicated to keeping our members and private-sector partners updated with the latest information [applies to COVID-19](#).

We are continually adding valuable resources to our [dedicated page](#) including information on how CRAs throughout the state are assisting local businesses.

We encourage you to [visit this page](#) as you continue to navigate these uncertain times.

The page includes generic virus resources, business assistance information, how you can stay connected with FRA and upcoming webinars.


Visit this resource by [clicking here](#). If you have questions or need special assistance, please contact [Carol Westmoreland](#).

AFFORDABLE HOUSING WEBINAR

FRA's Affordable/Workforce Housing Webinar is just a few weeks away!

Scheduled for **Tuesday, April 28 at 10 a.m. EDT**, the webinar will cover ways to implement affordable housing programs within your CRA.

THE FLORIDA
REDEVELOPMENT
ASSOCIATION



NEW COVID-19 RESOURCES

Have you seen the latest resources on our [COVID-19 webpage](#)? We have added new items such as information on assistance programs, federal guides and how CRAs across Florida are helping small businesses.

The latest resources include:


- Application Assistance for PPP Second Round Funding
- COVID Guidance from OSHA: Rental Guidance
- Boynton Beach CRA Small Business Disaster Relief Forgivable Loan Program
- CRA Partners with Urban League

We know that you have a lot of information coming through your inboxes, that is why we are dedicated to providing the most relevant and up-to-date resources you need to navigate these uncertain times.

[Take a look at our COVID-19 page](#) for the latest information you need to support your CRA and redevelopment efforts. We are updating the page daily!

THE CLOCK IS TICKING!

THE FLORIDA
REDEVELOPMENT
ASSOCIATION



UPCOMING WEBINAR: AFFORDABLE/WORKFORCE HOUSING

Don't forget! FRA's Affordable/Workforce Housing Webinar is only **five days away!**

Join us on **Tuesday, April 28 at 10 a.m. EDT** to discuss how to implement affordable housing programs within your CRA.

Housing affordability is vital to your community because it provides social and economic sustainability. When CRAs implement affordable/workforce housing in their community planning, all citizens benefit and become more successful.

We encourage you to take this opportunity to learn about programs and planning strategies to help address the need for affordable/workforce housing in your community.

To register for the webinar, [click here](#).

CRAS AND COVID-19

The FRA is proud of CRAs statewide and their dedicated response to the impacts of COVID-19. Once again, you all have shown that [Proactive Redevelopment Matters](#).



Constant Contact Data

ACTIVE SUBSCRIBERS

Overall:
3,229

Increase This Quarter:
156

NEWSLETTERS SENT

Overall:
343

This Quarter:
16

USER BEHAVIOR

Open Rate:
22%

Link Click Rate:
12%

NATIONAL DATA COMPARISON

Open Rate:
18%

Link Click Rate:
10%



Future Suggestions

During Q3 we will:

- Increase engagement on social media platforms (especially Facebook) to boost overall impressions, followers and reach
- Utilize Facebook advertising and boosted posts to increase platform metrics and analytics
- Continue to send weekly emails as this is our primary method of communicating with members, potential members and private sector partners
- Work to share more engaging content via social media
- Promote the 2020 Annual Conference (live or virtual) and place advertisements to spark interest among potential attendees, sponsors or exhibitors
- Manage the website for any needed updates and keep the resources and news clips sections up-to-date with the latest information
- Utilize FRA's established platforms to feature 2020 award winners and their projects
- Record and produce additional podcast episodes while promoting episodes that are currently streaming